

**DENR Memorandum Circular**  
**No. 35**  
**September 30, 1994**

**SUBJECT : Guidelines in the Preparation of Project Completion/Termination Report (PCR/PTR) for Foreign-Assisted Project.**

**Sec. 1 Basic Policy.** Foreign-assisted projects (FAPs) are rich sources of information which can be of great help for project management and concerned policy makers if such information are known to them. Information i.e. appropriateness of the design, effective strategies, management skills and style that can be used in formulating specific actions and plans necessary to ensure satisfactory performance of current and future projects. Studies and policies are likewise often generated and formulated from these projects through Technical Assistance extended by foreign consultants and experts.

**Sec. 2 General Objectives.** Documentation, however, of project findings and other information are not given due attention. If ever there are such, these reports are deficient of important information necessary to make a decision. It is in this context that FASPO decided to come up and have a standard format for the preparation of a Project Completion/Terminal Report (PCR/PTR) necessary to record the findings, lessons learned and experiences gained by the project to serve as guide in the formation of future policies and projects.

**Sec. 3 Specific Objective.** To come up with a standard comprehensive documentation and evaluation outline of a project report necessary to assess the results of project activities and performance and the effectiveness of the means employed to achieve the results.

**Sec. 4 Expected Outputs.** A standard comprehensive outline of a Project Completion/Terminal Report (PCR/PTR). However, should a project be required to submit a similar report by its donor agency, same could be used provided that the information outline in the FASPO format are likewise contained in the report.

**Sec. 5 Coverage and Schedule of Preparation.** Project Completion/Terminal Reports (PCRs/PTRs) should be prepared for all completing/terminating projects and programs implemented by the Department. It should be prepared by the Project Management Office (PMO) within one (1) year before the completion of the project. The first draft of the report should be submitted six (6) months before the completion/termination date and the final report within three (3) months before the completion/termination date with due consideration to the comments made on the draft report.

**Sec. 6 Content and Type.** An outline is prepared to facilitate the preparation of the PCR/PTR and to have a general uniformity of format and content for consistency purposes. However, projects are not limited to provide more information than what is required in the outline. Minor variations can be made to suit the specific or individual needs of the projects.

**Sec. 7 Brief Description of Report Content.**

- 7.1 **Front Cover.** The format for the front cover shall include the name of the agency (at the top of paper), the kind of report (i.e., Project Completion/Terminal Report), the program/project title and the date the report was made. This format should be used for all PCRs/PTRs.
- 7.2 **Table of Contents.** The format and style for the table of contents of PCRs/PTRs shall be the usual format used in all report preparation.
- 7.3 **Maps.** A map showing the project area and the location of major project facilities should be provided. Other relevant maps should also be included in the report.
- 7.4 **Profile or Basic Project Data.** This section present a one-page relevant data and information about the project. This includes a brief description of the project and its objectives, the location, duration and type of project, the total project cost as well as the funding, executing, implementing and participating agencies.
- 7.5 **Executive Summary.** This portion is the summary of the overall content of the PCR/PTR as well as the most significant findings and conclusions,

both positive and negative. This portion should include a one paragraph report of the different headings and subheadings in the report.

- 7.6 **Project Description.** This chapter describes mainly the activities in the pre-implementation phase of the project. This includes the rationale, identification and preparation, its objectives and components and other project arrangements.
- 7.7 **Implementation Achievement.** The specific project accomplishment during the implementation phase are presented and described in this chapter. This should cover actual activities of each components of the project as against the planned targets. This chapter should also include problems encountered during implementation and actions taken to address such problems.
- 7.8 **Implementation Performance.** This chapter describes and assesses the basic features of the project's implementation including any significant deviations made by the project and the factors that affect the project performance. This chapter should cover all aspects of the project from project identification to project implementation.
- 7.9 **Project Results.** This chapter describes the impacts made and the benefits derived from the project achievements. This chapter should focus on the positive as well as the negative impacts. Attention should also be given to the mitigating measures adopted by the project to avoid such negative impacts.
- 7.10 **Key Issues for the Future.** This chapter presents project specific issues which remain unresolved or those that continue to be crucial for sustainability of project benefits or those that have broader implications for future projects intended to assist project management and policy makers in formulating actions and plans.
- 7.11 **Lessons Learned.** This chapter should contain relevant positive and negative lessons experienced during project implementation. It is important to first identify and present the positive lessons experienced so that they could be repeated in the future. This should be followed by

a discussion of the lessons from negative aspects which should be given special attention in the design for future projects.

7.12 **Conclusion.** This chapter presents the general conclusions arising from the project experience which are relevant to future developmental activities. It should also contain a summary of project specific matters which require further action by concerned parties.

7.13 **Appendices.** Only pertinent information should be included in Appendices. Those Appendices which are essential for substantiating and/or clarifying the findings presented in the text of the PCR/PTR. The use of Appendices to elaborate technical aspects of the project or its operations should be avoided or if absolutely necessary, it should be brief. The project however are not limited to provide as many appendices as they want which they deemed important.

**Sec. 8 Additional Guidelines.** The Secretary may issue additional instructions/guidelines necessary for the effective and efficient implementation of this Circular.

**Sec. 9 Repealing Clause.** All other provisions, orders, memos, circulars, rules and regulations, inconsistent to the provisions herein specified are hereby repealed and modified accordingly.

**Sec. 10 Effectivity.** This Memorandum Circular takes effect immediately.

**ANGEL C. ALCALA**  
Secretary

**Recommending Approval:**

**RICARDO M. UMALI**  
Undersecretary for NRM and  
Supervising Officer, FASPO