EUROPEAN COMMISSION
Directorate-General for Development and Cooperation — EuropeAid

Human and Society Development
Instrument for Stability, Nuclear Safety

GUIDELINES FOR ADMINISTRATIVE REPORTING

ON PROJECTS FINANCED

FROM THE EUROPEAN UNION

INSTRUMENT FOR NUCLEAR

SAFETY COOPERATION

INSC

The following guidelines for reporting on projects financed under the Instrument for Nuclear Safety Cooperation [INSC] are components of a project management system used by DG DEVCO, Brussels. The aim of these guidelines is to standardise project planning and reporting in order to facilitate project monitoring and evaluation of INSC achievements. These guidelines are therefore binding elements for all INSC project planning and administrative reporting activities and have to be closely followed by the Contractors implementing the projects.

January 2014

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1 INTRODUCTION

An important part of INSC project management is monitoring of project performance. Monitoring can be defined as the systematic observation, documentation and interpretation of a project progress with the objective of ensuring that input deliveries, work schedules, targeted outputs and required actions are proceeding according to a plan.

The ultimate purpose of monitoring is to achieve efficient and effective project performance by providing relevant feedback to project management at all levels. As such it may assist project management in determining whether performance is satisfactory and, if not, which corrective actions need to be taken in order to remedy the situation.

Sound monitoring thus requires a systematic project reporting done in sufficient detail. A systematic and timely flow of relevant information on key aspects of a project is a "conditio sine qua non" for monitoring to become an effective management tool. The main means of project reporting for progress monitoring purposes should be administrative reports. As such, they must be:

- specific and sufficiently detailed, focusing on key project elements, but at the same time succinct in order to limit project management's workload;
- homogeneous in structure and in the type of information provided. This enables analysis of project implementation over time. It should at the same time facilitate, especially for longer-term projects, where original plans need adjustment, the re-planning of project activities and inputs.
- able to establish a clear link between project objectives, activities and inputs on the one hand and a project's technical and financial aspects on the other.

Administrative reports on projects financed within the framework of the INSC programme should provide essential inputs for those directly involved in project management, i.e. DG DEVCO, DG JRC, possibly external organizations contracted by EC and the final recipient. At this level, the reports would:

- facilitate the necessary decision-making processes, particularly in cases of change, which may be proposed in the original project design. This may have technical, financial and contractual implications;
- enable the undertaking of regular evaluation of the INSC-programme in part or as a whole and allow DEVCO to inform the EC Member States about the programme's progress ;
- constitute a basis for the payment of approved Contractors' services.

These Guidelines for Administrative Reporting on projects financed from the EU INSC (further referred to as Reporting Guidelines) have been prepared to help the Contractors implementing the INSC projects to prepare the administrative reports in accordance with the above principles[1]. The guidelines explain the content and format of the administrative reports to be issued during implementation of projects within the INSC programme. In particular, the guidelines cover:

- Project Inception Report
- Project Progress Report
- Project Completion Report

Detailed information on the purpose, content and formats, as well as timing and frequency of these reports is furnished in the sections below. A set of blank forms to be completed for the individual reports is also provided in the annexes to the Reporting Guidelines.

In preparing of the reports and completing the reporting forms, Contractors should be aware that only information that has been provided in the reports and the reporting forms will be taken into consideration by DG DEVCO for purposes of decision-making, planning and release of funds, as well as project monitoring and evaluation.

1 It should be underlined that these guidelines do not apply to reports referred to as "Technical" in the Terms of Reference

2 PROJECT INCEPTION REPORT

2.1 Purpose

In many instances, documents prepared for project planning or tendering purposes do not include the detailed information required to provide a complete basis for project implementation and monitoring. Furthermore, important factors in the "environment" of the project (or "project context") may change during the time elapsed between project identification and project start[2].

It is therefore important for the Contractor to review the current situation in the Beneficiary country in view of the project objectives in the first 2 months after the contract signature (in the project inception period). Results of the review and specific project plans for the entire implementation period should be presented in the Inception Report.

The Inception Report provides an opportunity to elaborate on the project described in the contract Terms of Reference (ToR) and consider possible project-related issues, if discovered after the contract signature, at an early stage of the contract. It also ensures that project stakeholders have a common understanding of how the project will be implemented.

The Inception Report also forms the main basis for subsequent project implementation, monitoring and evaluation. It will eventually allow comparing the originally planned activities with the project achievements at the end of the project.

2.2 Timing

The inception report will generally need to be prepared within one month after the kick-off meeting. The specific deadline for submission of the Inception Report will be as specified in the project Terms of Reference.

2.3 Contractor's responsibilities

The Contractor will be responsible for discussing and agreeing the content of the inception report with the End User of the project. The Contractor is also responsible for the timely submission of the Inception Report for EC Project manager approval, as required in the ToR. The Contractor has to ensure that the correct reporting format is used, as outlined in these Reporting Guidelines.

2.4 Contents

The Inception Report has to summarise the Contractor’s activities and findings obtained in the inception period. As a basis for project monitoring, the Inception Report will have to specify Contractor's plans for the project implementation over the entire implementation period (project work plan) based on the actual situation established during the inception period. In addition, the inception report will need to provide planning for the next project period.

The Contractor’s project work plan has to be based on the contract Terms of Reference. However, a certain freedom exists for proposing minor adjustments or alterations of the project work (tasks), whereby the project objectives, expected results and budget must remain identical with those set out in the ToR.

The Inception Report must then identify the possible deviations from the original project plan. Each proposal to deviate from the original plan has to be fully explained and justified. Substantial deviations from the original project Terms of Reference, if necessary for the project implementation, will require approval of both the Beneficiary/End User and the European Commission Project Manager. The Inception report should also present more detailed plans of work for the next reporting period (usually 6 months).

The Inception Report will consist of narrative sections (qualitative) and sections in tabular form (quantitative). The narrative sections will particularly analyse the project start situation and will provide a description of the project planning and the suggested amendments. The tabular section should allow the EC

2 Examples of such factors may include: changes in Government policy for the sector concerned, important changes in staffing numbers and/or composition, reductions in available financial resources, etc.

Project Manager to examine whether the project inputs as foreseen are needed or sufficient. The tables to be included in the Inception Report are presented in the Annexes 2-5 to these Reporting Guidelines.

2.5 Format of the Inception Report

The Inception Report should consist of a narrative (qualitative) and tabular (quantitative) part. The narrative part should include description of initial plan situation and overall project planning. The tabular part should include completed Forms 1.1 and 1.2 (see the Annex 4 and 5 to these Reporting Guidelines) attached to the Inception Report. The narrative part should include the following sections.

2.5.1 Cover page

The cover page of the Inception Report must include:

- Identification of the Contractor
- Report name
- Project identification (project name and code, contract number, Beneficiary country)
- Document identification (code, revision No., date of issuance, reporting period)
- Names and signatures of the Contractor experts responsible for the document preparation, review and approval
- Name(s) and signature(s) of the Beneficiary/End User expert(s) endorsing the report
- Name and signature of the EC Project Manager approving the report

An example cover page is provided in the Annex 1 to these Reporting Guidelines. The specific format of the cover page should follow a standard format for all project reports, as chosen or developed by the Contractor according to its internal quality assurance procedures. The cover page format must also respect the Communication and Visibility Manual for European Union External Actions published at http://ec.europa.eu/europeaid/work/visibility/documents/communication_and_visibility_manual_en.pdf.

2.5.2 Table of contents

It should be generated automatically by word processing software based on the actual format and numbering of Inception Report sections.

2.5.3 Project synopsis

It should include one page providing an overview of the project basic data (a table including key information on project participants, dates and figures) and description of the project subject (objectives, expected results, main activities). The project subject can be described using information provided in the contract Terms of Reference. The suggested format of the project synopsis page is given in the Annex 2 to these guidelines.

2.5.4 Analysis of the initial situation of the project

This section should summarize the initial conditions of the project and provide a clear indication of the extent to which the results of this analysis differ from the problem description as furnished in the project Terms of Reference. In particular, the analysis should contain (in separate subsections):

1. relevant project background
2. situation at the Beneficiary/End User related to the project subject (achievements so far, differences from the problem description in the Terms of Reference)
3. target groups (availability, qualifications)
4. commitments of the counterparts (services and facilities to be provided)
5. main problems/deficiencies identified during review of the initial situation, which might affect successful project implementation

The purpose of the section is not just to copy-paste the ToR. It should summarize Consultant's own findings on the actual initial situation determined in the inception period from discussions with the Beneficiary, reviews of available Beneficiary documents related to the project and other investigations. This information should be additional to the one provided in the ToR or more specifically focused on the project subject. It should also highlight any differences in the initial situation in comparison with the ToR, considering the possibility that the situation may have evolved since the ToR was prepared. In this section, the Consultant should in fact demonstrate its own familiarity with the initial situation, which should be an actual base for the project planning and its further actions.

2.5.5 Overall project planning

In the section, the Contractor has to describe in detail the actual project planning updated according to the information obtained in the inception period.

The description of the project planning should include (in separate subsections, if appropriate):

- Work plan of the entire project over the entire implementation period describing specific actions to implement the individual project tasks (see also the Overall Plan of Operations form 1.1 in the Annex 3 to these Reporting Guidelines)
- Possible deviations of the work plan, as proposed above, from the original work plan provided in the Annex III – Organization and Methodology of the project Contract.
- Possible amendments to project Terms of Reference, which may result from the above deviations from the original work plan, and the implications of such amendments in terms of project activities and inputs. Any such amendments have to be agreed with the EC Project Manager and shall not result in any increase to the budget defined in the contract.
- Risk analysis and risk management plan including the known and assumed constraints and risks and planned measures for their mitigation
- Relation/co-ordination with other projects (if applicable)
- Planning of operations for the next reporting period (see also the Plan of Operations for the Next Period form 1.2 in the Annex 4 to these Reporting Guidelines)

Along with preparation of the work plan, the Logical Framework (LogFrame) matrix included in the Annex III of the project Contract should also be updated using the information obtained during the inception period (see the Annex 6 to these Reporting Guidelines).

2.5.6 Attachments

The Inception Report should be supplemented with the following set of attachments:

- Minutes of the Kick-off Meeting
- Overall Project Schedule (Gant Chart)
- Quality Assurance Plan (see Annex 3 of these Reporting Guidelines)
- Overall Plan of Operations (Form 1.1 – see Annex 4 of these Reporting Guidelines)
- Plan of Operations for the Next Period (Form 1.2 – see Annex 5 of these Reporting Guidelines)
- Updated LogFrame matrix including the project Key Performance Indicators (see the LogFrame outline in Annex 6 to these Reporting Guidelines)

In completing the Forms 1.1 and 1.2, Contractors have to comply with the following rules:

1. When listing project activities in the planning tables, activities and resources (inputs) should be numbered separately.
2. The numbers given should appear in all other reports. This will make it possible to closely follow the implementation of these activities and the utilisation of available resources.
3. Only in-kind expenditures should be given (i.e. man-days worked by the Consultant experts, number of airplane tickets, days on missions, etc.).
4. Financial data has to be reported separately, using the budget breakdown forms provided in the Annex V to the project contract. Financial reports will be handled confidentially between the Contractor and the Commission.
5. A direct link between activities and resources (or inputs) should be maintained in all reports. Similarly, a clear link should be kept between project inputs and finances in the financial reports.

See also the completed example forms in the Annexes 4 and 5 to these Reporting Guidelines.

3 PROJECT PROGRESS REPORT

3.1 Purpose

Project progress reports are administrative reports aimed at the delivery of all necessary information about the implementation of project activities during a specific reporting period while making the planning for the next period. In addition, the progress report has to compare the implementation of project activities and financial and other inputs with the plans for the reporting period. The basis for the planning and the reporting is the agreed Overall Plan of Operations, as outlined in the Inception report (see also the Annex 3 to these Reporting Guidelines).

The responsibility to submit regular progress reports, however, should not prevent the Contractor from contacting the European Commission immediately as soon as important changes in project circumstances, assumptions, risks, etc. occur.

3.2 Frequency

Unless stipulated differently in the contract, progress reports should be submitted on a six-monthly basis. This implies that projects longer than one year should be sub-divided into periods of six months. For smaller projects or for projects of shorter duration, other frequency of reporting will need to be agreed upon contractually. Project progress reports have to be transmitted within one month after the current reporting period.

The interim progress reports are not obligatory for contracts of less than 12 months.

3.3 Contractor's Responsibilities

As stipulated above, the Contractors will be responsible for the timely submission of progress reports. The Contractor should furthermore ensure that the correct reporting format is used.

3.4 Contents

Project progress reports have to summarize the Contractor's activities performed over the last reporting period, compare project planning with implemented project activities, inputs, outputs and plan in detail the project activities and resources for the next reporting period. The review of project implementation during the reporting period will demonstrate whether and how the plans have been realised referring to the plans for the same period as presented in the agreed Overall Plan of Operations. The Contractor has to give explanations for deviations from this planning. The planning of activities and resources for the next period will also refer to the agreed Overall Plan of Operations taking into consideration possibly re-scheduled/postponed items of the preceding reporting period.

3.5 Format

The project progress report has to consist of a narrative (qualitative) and tabular (quantitative) part. The narrative one has to provide a description of work done and achievements over the reporting period as compared with original planning, plans for the next reporting period and possibly proposals for adjustment of next project planning, if necessary. The tabular part should include the completed Forms 1.2, 2.1, 2.2 and 2.3 (see the Annexes 5, 7, 8 and 9 to these Reporting Guidelines) attached to the Progress Report. A complete outline of the Progress Report is furnished below.

3.5.1 Cover page

An example cover page is provided in the Annex 1 to these guidelines. The actual format of the cover page should follow a standard format for all project reports, as chosen or developed by the Contractor according to its internal quality assurance procedures. The cover page format must also respect the Communication and Visibility Manual for European Union External Actions published at http://ec.europa.eu/europeaid/work/visibility/documents/communication_and_visibility_manual_en.pdf.

3.5.2 Table of contents

It should be generated automatically by word processing software based on the actual format and numbering of Progress Report sections.

3.5.3 Project synopsis

The suggested format of the project synopsis page is given in the Annex 2 to these guidelines.

3.5.4 Summary of the project progress since the contract commencement

This section should list the main actions, activities and achievements of the Contractor within the contract implementation since the contract commencement until the beginning of the current reporting period. It may not be included in the first progress report. This section should be about one page.

3.5.5 Project progress over the current reporting period

This section should describe Contractor's actions and achievements in the current reporting period in comparison with planned results. It should include an evaluation of relevant Key Performance Indicators. It should also identify deviations from the original planning including reasons and possible specific action taken by other project stakeholders – including the Beneficiary/End User and the European Commission. This section should be five pages maximum.

3.5.6 Project planning for the next reporting period

This section should summarize activities planned for the next reporting period, important observations for project success and proposals for adjustment of overall project planning along with their consequences.

3.5.7 Attachments

The Progress Report should be supplemented with the following set of attachments:

- Project progress report (Form 2.1 – see Annex 7 of these Reporting Guidelines)
- Resource utilisation report (Form 2.2 – see Annex 8 of these Reporting Guidelines)
- Output performance report (Form 2.3 – see Annex 9 of these Reporting Guidelines)
- Plan of Operations for the next period (Form 1.2 – see Annex 5 of these Reporting Guidelines)
- updated project schedule

The following documents will be attached to the progress report, if relevant/applicable

- copies of the minutes of meetings held during the reporting period
- hand over protocols
- workshop/seminar reports or agendas
- list of project deliverables produced during the reporting period

In completing the Forms 2.1, 2.2, 2.3 and 1.2, Contractors have to comply with the following rules:

1. The forms should include lists of project activities as described in the narrative part of the related sections.
2. The lists of project activities and resources (inputs) should maintain the numbering used in the forms 1.1 and 1.2 of the Inception Report.
3. Only in-kind expenditures should be given (i.e. man-days, number of airplane tickets, days on missions, etc.).
4. Financial data have to be reported separately in financial reports using the budget breakdown forms provided in the Annex V to the project contract. Financial report data will be handled confidentially between the Contractor and the Commission.
5. A direct link between activities and resources (or inputs) should be maintained in all reports. Similarly, a clear link should be kept between project inputs and finances in the financial reports.

See also the completed example forms in the Annexes 5, 7, 8 and 9 to these Reporting Guidelines.

4 PROJECT COMPLETION REPORT

4.1 Purpose

The project Completion Report is basically a final project progress report. It has to deliver all necessary information concerning the implementation of activities, the utilisation of inputs and the resulting outputs both in the last reporting period and over the entire duration of the project.

The basis for the project completion report is the agreed overall Plan of Operations outlined in the Inception report (see Annex 3 to these Reporting Guidelines).

4.2 Timing

A draft of the project completion report should be delivered one month before the end of the project period in case of projects with duration of twelve months or more. For projects of shorter duration, the project completion report may be delivered directly at the end of project activities.

Final revision of the Completion Report should be delivered within 1 month of receiving comments on the draft completion report from the EC Project Manager, but not later than 60 days after the end of the contract implementation period

4.3 Contractor's responsibilities

As stipulated in the above, Contractors will be responsible for the timely submission of the completion report. The Contractor should furthermore ensure that the correct reporting format is used.

4.4 Contents

The project completion report outlines actions of the last period and about the project as a whole. As such, it has to reflect on the situation at the start of project implementation as described in the Inception Report, providing a comparison between the situation at the start and the situation at the end. The completion report has to summarize the overall project implementation with an additional section on "lessons learnt" based upon experience obtained in the course of project implementation. As it is the last progress report, the Completion Report will not include any section on project planning.

Since the draft completion report is supposed to be delivered before the project's end (in the case of project duration of twelve months or more), it has to clearly indicate whether all project inputs have indeed been delivered or whether some remain to be provided until the very end of the project.

4.5 Format

The project Completion Report has to consist of a narrative (qualitative) and tabular (quantitative) part. The narrative part will include project summaries and lessons learned. The tabular part should include the completed Forms 2.1, 2.2 2.3, 3.1 and 3.2 (see the Annex, 7, 8, 9, 10, 11 to these Reporting Guidelines) attached to the Progress Report. The narrative part will have the following sections:

4.5.1 Cover page

An example cover page is provided in the Annex 1 to these guidelines. The actual format of the cover page should follow a standard format for all project reports, as chosen or developed by the Contractor according to its internal quality assurance procedures. The cover page format must also respect the Communication and Visibility Manual for European Union External Actions published at http://ec.europa.eu/europeaid/work/visibility/documents/communication_and_visibility_manual_en.pdf.

4.5.2 Table of contents

It should be generated automatically by word processing software based on the actual format and numbering of Completion Report sections.

4.5.3 Project synopsis

The suggested format of the project synopsis page is given in the Annex 2 to these guidelines.

4.5.4 Summary of project progress since the contract commencement

This section should summarize the initial conditions of the project and list the main actions, activities and achievements of the Contractor within the contract implementation since the contract commencement until the last reporting period. This section should be about one page.

4.5.5 Summary of project progress over the final reporting period

This section should describe Contractor's activities and achievements in the last reporting period in comparison with planned results, deviations from original planning including reasons and specific actions taken by the project stakeholders – including the Contractor, Beneficiary/End User and/or the European Commission. This section should be five pages maximum.

4.5.6 Summary of the entire project

This section should summarize the project background, briefly describe technical scope and performance of individual tasks and discuss actual achievements/results versus original expectations. It should include an overall evaluation of relevant Key Performance Indicators. It should also indicate dates of the important contract milestones as identified in the project work plan/schedule. The project summary should be suitable for publication on the TACIS/INSC Dissemination Website (http://nuclear.jrc.ec.europa.eu/tacis-insc).

4.5.7 Lessons learned

This section should describe any difficulties or obstacles that may have been encountered during project implementation, how they have been overcome and outline the lessons learned from overcoming them. They may include any conclusions that the Contractor may make from the project implementation, possibly recommendations for further action or activities to follow up the project.

Recommendations going beyond the scope of the contract (e.g. as regards similar projects or follow up measures required) may be included in a draft Completion Report and discussed with the EC project manager before the proposed actions appear in the final document.

4.5.8 Attachments

The Completion Report should be supplemented with the following set of attachments:
For the last reporting period (the same as for any other Progress Report)

- Project progress report (Form 2.1 – see Annex 7 of these Reporting Guidelines)
- Resource utilisation report (Form 2.2 – see Annex 8 of these Reporting Guidelines)
- Output performance report (Form 2.3 – see Annex 9 of these Reporting Guidelines)

For the entire contract implementation period

- Project Completion Report (Form 3.1 – see Annex 10 of these Reporting Guidelines)
- Output performance Summary (Form 3.2 – see Annex 11 of these Reporting Guidelines)

The following documents will be attached to the Completion Report, if relevant/applicable

- copies of the minutes of meetings held during the last reporting period
- hand over protocols
- reports or agendas of workshop/seminar held during the last reporting period
- full list of project deliverables

In completing the forms 2.1, 2.2, 2.3, 3.1 and 3.2, Contractors have to comply with the following rules:

1. The forms should include lists of project activities as described in the narrative part of the related sections.
2. The lists of project activities and resources (inputs) should maintain the numbering used in the forms 1.1 and 1.2 of the Inception Report and in forms 2.1, 2.2, 2.3 of the Progress Reports
3. Only in-kind expenditures should be given (i.e. man-days, number of airplane tickets, days on missions, etc.).
4. Financial data have to be reported separately in financial reports using the budget breakdown forms provided in the Annex V to the project contract. Financial report data will be handled confidentially between the Contractor and the Commission.

5. A direct link between activities and resources (or inputs) should be maintained in all reports. Similarly, a clear link should be kept between project inputs and finances in the financial reports.

See also the completed example forms in the Annexes 7, 8, 9, 10 and 11 to these Reporting Guidelines.

5 ANNEXES

This section provides formats of some specific sections of the administrative reports and forms to be attached to the reports, as given above.

ANNEX 1: COVER PAGE OF THE INCEPTION REPORT

Logo and name of the Contractor
EU logo

INSC Project *(code)*
"Project name"

Inception /Progress /Completion[3] Report

Contractor's report number/code

Revision n°, date

INSC Contract No.

Prepared by:

ORGANIZATION	NAME	SIGNATURE	DATE
The Contractor			

Reviewed by:

ORGANIZATION	NAME	SIGNATURE	DATE
The Contractor			

Approved by:

ORGANIZATION	NAME	SIGNATURE	DATE
The Contractor			
The Beneficiary			
European Union			

3 Choose as appropriate

ANNEX 2: PROJECT SYNOPSIS

1. Project Basic Data

Project Title	
Project Code	
Contract No.	
Contractor Name	
Beneficiary Name	
End User Name	
Commencement Date	
Implementation Period	
Extension period[4]	
Completion Date[5]	

2. Project Description[6]

2.1 Overall objective

2.2 Purpose or ‘Specific objective(s)’

2.3 Expected Project Results or ‘Results to be achieved by the Contractor’

2.4 Main project activities

2.5 Target groups

[4] If applicable – for Contracts extended by an addendum beyond the originally planned completion date
[5] For a Completion Report only
[6] Format dependent on ToR template used

ANNEX 3: QUALITY ASSURANCE PROGRAMME – OUTLINE

Title page (as per the Annex 1 – without the signatures)

Table of contents

1. Introduction (purpose of the document)
2. Task working procedures (indicating main steps in the task implementation)
3. Project organization and responsibilities
    3.1. Main stakeholders (including responsibilities, interactions and ways of communication of the Consultant with the other stakeholders, contact information of representatives of the main project stakeholders and lists of Steering Committee members.)
    3.2. Consortium responsibilities (members, responsibilities of the members for specific (sub)tasks and interactions between the members)
    3.3. Joint Working Group (members, function and responsibilities of the JWG members, general plan of JWG meetings)
    3.4. Resolution of difficulties or disputes between the stakeholders
4. Document organization
    4.1. Documents issued by the Consultant – Technical Note, Minutes of Meeting, Timesheet, etc. (general QA procedure)
    4.2. Documents received from the Beneficiary/End user (processing, registration etc.)
    4.3. Deliverables – task reports (drafting, distribution for review, Beneficiary endorsement, EC approval)
5. Key Performance Indicators (definitions)

ANNEX 4: OVERALL PLAN OF OPERATIONS

Form 1.1

<table>
<tr><td colspan="5">Project title:</td><td colspan="6">Project code: X.X.XX/XX(TX)</td><td colspan="6">Country:</td><td>Page:</td></tr>
<tr><td colspan="5">Planning period:</td><td colspan="6">Prepared on:</td><td colspan="4">Contractor:</td><td colspan="3">Contract number:</td></tr>
<tr><td>No</td><td>MAIN ACTIVITIES</td><td colspan="12">TIME FRAME</td><td colspan="4">INPUTS</td></tr>
<tr><td rowspan="3"></td><td rowspan="3"></td><td colspan="4">Year 1</td><td colspan="4">Year 2</td><td colspan="4">Year 3</td><td colspan="2">PERSONNEL</td><td>EQUIPMENT
AND
MATERIAL</td><td>OTHER</td></tr>
<tr><td>1</td><td>2</td><td>3</td><td>4</td><td>1</td><td>2</td><td>3</td><td>4</td><td>1</td><td>2</td><td>3</td><td>4</td><td>Contractor</td><td>Counterpart</td><td></td><td></td></tr>
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<tr><td colspan="10"></td><td colspan="4">TOTAL</td><td></td><td></td><td></td><td></td></tr>
</table>

Example of completed Form 1.1

Project title: TA for training Institute "x"	Project code: X.X.XX/XX(TX)	Country: UA	Page:
Planning period: 01/2012 - 12/2014	Prepared on: 21.12.2011	Contractor: xxxxxxxxx	Contract number: xx-xxx
Project overall objective: Strengthening of institute "x" so that it will be capable to undertake appropriate training in the field of "y"			

No	MAIN ACTIVITIES	TIME FRAME												INPUTS	
		2012				2013				2014				PERSONNEL	OTHER
		1	2	3	4	1	2	3	4	1	2	3	4	Contractor	
1.	Identification of training needs	XXX												15 man-days	x flight, y days DSA
2.	Establishing of training centre		XXX	XXX	XXX									100 man-days	x flights, x days DSA, trainees in EC
3.	Training of project target groups					XXX	XXX	XXX	XXX	XXX	XXX			200 man-days	i flights, l days DSA
4.	Training evaluation											X		10 man-days	w flights, u days etc
										TOTAL				325 man-days	

DSA = Daily Subsistence Allowance

ANNEX 5: PLAN OF OPERATIONS FOR THE NEXT PERIOD

Form 1.2

Project title:	Project code:	Country:	Page:
Planning period:	Prepared on:	Contractor:	Contract number:
Project overall objective:			

		TIME FRAME												INPUTS	
		<Year> (months)												CONTRACTOR PERSONNEL	OTHER
No	ACTIVITIES	1		2		3		4		5		6			
													TOTAL		

Example of completed Form 1.2

Project title: TA for training Institute "x"	Project code: X.X.XX/XX(TX)	Country: UA	Page :
Planning period: 01/2012 - 06/2012	Prepared on: 31.12.2011	Contractor: xxxxxxxxx	Contract number: xx-xxx
Project overall objective : Strengthening of institute "x" so that it will be capable to undertake appropriate training in the field of "y"			

No	ACTIVITIES	TIME FRAME 2012 (months) 1		2		3		4		5		6		INPUTS CONTRACTOR PERSONNEL	OTHER
1.	Identification of training needs														
1.1.	Enquiry - fieldwork	XXX	XXX	XXX										10 man-days	x flight,
1.2.	Reporting				XX									3 man-days	y days DSA
1.3.	Discussion of report				X									2 man-days	
2.	Establishing of training centre														
2.1.	Arrangement Legal Issues					XXX								5 man-days	
2.2.	Procurement equipment					XX	XXX							10 man-days	
2.3.	Classrooms re-decoration							XXX	XXX					10 man-days	x flights,
2.4.	Student hostel repairs							XXX	XXX	XXX	XXX	XXX	XXX	20 man-days	x days DSA
2.5.	Hiring support staff							XX						5 man-days	
	Etc..														etc
													TOTAL	65 man-days	

ANNEX 6

TYPICAL STRUCTURE OF THE LOGICAL FRAMEWORK MATRIX (LOGFRAME)

Item	Description *(As per the ToR)*	Key Performance Indicators	Information Sources for KPI monitoring (project outputs)	Assumptions
Overall Objective	*(The project'scontribution to policy or programme objectives – project impact)*	*(How the Overall Objective is to be measured including Quantity, Quality, Time?)*	*(How will the information be collected, when and by whom?)*	
Specific objectives	*(Direct benefits to the target group(s))*	*(How the Specific Objectives are to be measured including Quantity, Quality, Time?)*	*(as above)*	*(If Specific Objectives are achieved, what assumptions must hold true to achieve the Overall Objective?)*
Results	*(Tangible products or services delivered by the project)*	*(How the Results are to be measured including Quantity, Quality, Time?)*	*(as above)*	*(If Results are delivered, what assumptions must hold true to achieve the Specific Objectives?)*
Activities	*(Tasks that have to be undertaken to deliver the desired results)*			*(If Activities are completed, what assumptions must hold true to deliver the Results?*

ANNEX 7

PROJECT PROGRESS REPORT
Form 2.1

Project title:			Project code:						Country:			Page:
Planning period:			Prepared on:						Contractor:		Contract Number:	
Project overall objective:												
No	ACTIVITIES IMPLEMENTED	TIME FRAME <Year>							INPUTS			
		Months							CONTRACTOR PERSONNEL		OTHER	
		1	2	3	4	5	6	7	Planned	Utilised	Planned	Utilised
							TOTAL					

Example of completed Form 2.1

Project title: TA for training institute "x"	Project code: X.X.XX/XX(TX)	Country: UA	Page:
Planning period: 01/2012 - 06/2012	Prepared on: 7.7.2012	Contractor: xxxxxxxxx	Contract number: xx-xxx
Project overall objective: Strengthening of institute "x" so that it will be capable to undertake appropriate training in the field of "y"			

No	ACTIVITIES IMPLEMENTED	TIME FRAME 2012						INPUTS			
		Months						CONTRACTOR PERSONNEL		OTHER	
		1	2	3	4	5	6	Planned	Utilised	Planned	Utilised
1.	Identification of training needs									x flight, y days DSA	x flights, y days DSA
1.1.	Enquiry - fieldwork		XX					10 man-days	10 man-days		
1.2.	Reporting		XX	X				3 man-ds	2 man-days		
1.3.	Discussion of report		X	X				2 man-days	1 man-day		
2.	Establishing of training centre									r flights, k days DSA, etc	z flights, l days DSA etc
2.1.	Arrangement of legal Issues			X				5 man-days	5 man-days		
2.2.	Procurement equipment			XX				10 man-days	8 man-days		
2.3.	Classrooms re-decoration			XX	XXXX	XXX	XXXX	10 man-days	9 man-days		
2.4.	Student hostel repairs				XXX	X	XXXX	20 man-days	24 man-days		
2.5.	Hiring support staff				X	XXX X		5 man-days	7 man-days		
	Etc..										
						TOTAL		65 man-days	66 man-days		

DSA = Daily Subsistence Allowance

ANNEX 8

RESOURCE UTILISATION REPORT
Form 2.2

Project title:	Project code:	Country:	Page:
Planning period:	Prepared on:	Contractor:	Contract Number:
Project overall objective:			

RESOURCES/INPUTS	TOTAL PLANNED	PERIOD PLANNED	PERIOD REALISED	TOTAL REALISED	AVAILABLE FOR REMAINDER
PERSONNEL					
Sub-total					
OTHER INPUTS					
Sub-total					
TOTAL					

Example of completed Form 2.2

Project title: TA for training institute "x"	Project code: X.X.XX/XX(TX)	Country: UA	Page:
Planning period: 01/2012 - 06/2012	Prepared on: 7.7.2012	Contractor: xxxxxxxxx	Contract number: xx-xxx
Project overall objective: Strengthening of institute "x" so that it will be capable to undertake appropriate training in the field of "y"			

RESOURCES/INPUTS	TOTAL PLANNED	PERIOD PLANNED	PERIOD REALISED	TOTAL REALISED	AVAILABLE FOR REMAINDER
PERSONNEL Long term education adviser Short term experts : - Procurement - design - curriculum development - adult training etc...	 110 man-days 20 man-days 30 man-days 40 125 man-days	 20 man-days 15 man-days 30 man-days 0 man-days 0 man-days	 18 man-days 18 man-days 30 man-days 0 man-days 0 man-days	 18 man-days 18 man-days 30 man-days 0 man-days 0 man-days	 92 man-days 2 man-days 0 man-days 40 man-days 125 man-days
Sub-total	325 man-days	65 man-days	66 man-days	66 man-days	259 man-days
EQUIPMENT AND MATERIAL Personnel computers Software "windows" package Matrix printers Laser printers Photocopier etc...	 16 3 1 3 0	 14 3 1 3 0	 14 3 1 3 1	 14 3 1 3 1	 0 0 0 0 0
Sub-total					
OTHER INPUTS					
Sub-total					
TOTAL	etc	etc	etc		

<u>ANNEX 9</u>

OUTPUT PERFORMANCE REPORT
Form 2.3

Project title :	Project code:	Country:	Page:
Reporting Period:	Prepared on:	Contractor:	Contract number:
OUPUT RESULTS	DEVIATION FROM ORIGINAL PLAN (± %)	REASON FOR DEVIATION	COMMENT ON CONSTRAINS & ASSUMPTIONS

ANNEX 10

PROJECT COMPLETION REPORT
Form 3.1

Project title:	Project code :	Country :	Page :
Reporting period :	Prepared on :	Contractor :	Contract number:

REPORTING PERIOD	MAIN ACTIVITIES UNDERTAKEN	INPUTS UTILISED		
		CONTRACTOR	MATERIALS AND EQUIPMENT	OTHER
	TOTAL			

Example of completed Form 3.1

Project title : TA for training institute "x"		Project code: X.X.XX/XX(TX)	Country : UA		Page :
Reporting period : 01/2012 - 12/2014		Prepared on : 20.12.2014	Contractor: xxxxxxxxx	Contract number: xx-xxx	
REPORTING PERIOD	MAIN ACTIVITIES UNDERTAKEN	INPUTS UTILISED			
		CONTRACTOR	OTHER		
01/2012 - 06/2012	1. Identification of training needs 2. Establishment of training centre	13 man-days 53 man-days	x flights, y days DSA z flights, n days DSA		
07/2012 - 12/2012	2. Establishment of training centre	etc.	etc		
01/2013 - 06/2013	3. Training of project target groups				
etc.	etc.				
	TOTAL				

ANNEX 11

OUTPUT PERFORMANCE SUMMARY
Form 3.2

Project title:	Project code:	Country:	Page:
Reporting period:	Prepared on:	Contractor:	Contract number:
OUPUT RESULTS	DEVIATION FROM ORIGINAL PLAN (± %)	REASON FOR DEVIATION	COMMENT ON CONSTRAINS & ASSUMPTIONS