Australian Aid

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PHILIPPINES AUSTRALIA HUMAN RESOURCE AND ORGANISATIONAL DEVELOPMENT FACILITY

Bangsamoro Development Agency

INITIATION

CLOSURE

PLANNING

IMPLEMENTATION

A GUIDEBOOK ON PROJECT DEVELOPMENT AND MANAGEMENT

Building people who will build the nation

Foreword

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Chairperson, Bangsamoro Development Agency

Herculean challenges have been surmounted by the Bangsamoro Development Agency (BDA) in carrying out its mission in creating a peaceful environment conducive to the on-going peace process between the Philippine government (GPH) and the Moro Islamic Liberation Front (MILF) while, at the same time, building the capacity of its members and community stakeholders since its creation in June 2002 as a product of the evolving process.

Now that this process has reached a very crucial point, BDA's role as development coordinator will be critical for sustaining peace and development in Mindanao. An effective and competent project development and management practice will be crucial to the delivery of our promise "to build the people who will build the nation". This guidebook contains tips, tools and templates that have been put together to help the BDA development workers and staff standardise our project development and management practices.

In the context of the GPH-MILF peace process, BDA is the development arm of the Moro Islamic Liberation Front (MILF) with primary mandate of determining, leading and managing relief, rehabilitation and development projects in the conflict-affected areas of Mindanao (CAAM). In addition to this mandate, the MILF-Central Committee (MILF-CC) issued a resolution in 2014, designating BDA as MILF's Development and Donor Coordination Unit after completing the formulation of the Bangsamoro Development Plan (BDP), the blueprint that maps out the short and medium-term vision and strategy for the recovery and development of the Bangsamoro including the delivery and upgrade of basic services in communities during and beyond the transition period (from ARMM to Bangsamoro government).

I commend the efforts of the 20 BDA staff, including project managers and members of the board, who attended an intensive training workshop supported by the Australian government through the Philippines-Australia Human Resource and Organisational Development Facility, on project development and management, which facilitated the development of the inaugural version of this guidebook. However, this guidebook will be a living document and its content will be continuously improved, and I invite everyone concerned to contribute to its continuous improvement and enrichment.

Indeed, the effectiveness of this guidebook will only be realized if the community of intended users (the BDA staff) will begin to use it, and constantly reflect on how our project development and management practices can be continuously improved.

We hope to consistently reflect principled leadership and high quality project management in the communities we serve towards lasting peace and development in Mindanao.

Preface

In the name of Allah, Most Beneficent, Most Merciful

Purpose and Principles

This Project Development and Management Guidebook aims to improve and standardize the project development and management practices and processes of the Bangsamoro Development Agency (BDA). The Guidebook may also serve as a common reference among project teams in implementing project related services. Ultimately, the purpose of this guidebook is to ensure that BDA develops and delivers highly effective projects to the communities that it serves. In particular, this guidebook complements with the Bangsamoro Development Plan in 'promoting just, honorable and lasting peace and sustainable development in the Bangsamoro' through project development and management practices that uphold **equity, inclusivity, sustainability, and accountability.**

Bangsamoro Development Agency

The Bangsamoro Development Agency was established in pursuant to the Tripoli Agreement of 2001 between the Government of the Philippines (GPH) and the Moro Islamic Liberation Front (MILF) and the Implementing Guidelines of the Humanitarian, Rehabilitation and Development in Conflict affected Areas in Mindanao which envisioned an enlightened, self-sustaining and healthy Bangsamoro Community living in harmony, dignity, justice and security, and peace. The BDA therefore has very important roles as development managers.

BDA is the development arm of the MILF with primary mandate of determining, leading and managing relief, rehabilitation and development projects in the conflict-affected areas of Mindanao (CAAM). In addition to this mandate, the MILF-Central Committee (MILF-CC) issued a resolution in 2014, stating that the BDA shall also be the development manager and coordinator of the Bangsamoro Development Plan (BDP), the blueprint that maps out the short and medium-term vision and strategy for the recovery and development of the Bangsamoro including the delivery and upgrade of basic services in communities during and beyond the transition period (from ARMM to Bangsamoro government).

Coverage

This guidebook is organized into seven (7) parts covering:

- Project Development and Management Overview Process and Cycle
- Project Leadership: Leadership roles and Project Managers
- Project Planning
- Results-based Monitoring and Evaluation
- Risk Management Planning
- Procurement Management
- Managing Project Closure

This guidebook should be regarded as a repository of simple tips, tools, and templates which shall be continuously improved over time.

Users

The intended main users of this guidebook are the staff of Bangsamoro Development Agency.

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List of Acronyms

ARMM	Autonomous Region of Muslim Mindanao
BDP	Bangsamoro Development Plan
BDA	Bangsamoro Development Agency
CAAM	Conflict-affected Areas of Mindanao
GPH	Government of the Philippines
ITT	Indicator Tracking Table
M&E	Monitoring and Evaluation
MILF	Moro Islamic Liberation Front
MILF-CC	MILF Central Committee
MSC	Most Significant Change
PAHRODF	Philippines-Australia Human Resource and Organisational Development Facility
PRA	Participatory Rapid (or rural) Appraisal
RBM	Results-based Management
RbM&E	Results-based Monitoring and Evaluation
WBS	Work Breakdown Structure

Symbols

To aid users, we have used the following symbols:

Tools and Templates

Best Practice / Tips

Useful references

1

Project Development & Management Overview

1. Project Management: Overview

- **People**
- **Time**
- **Resources**
- **Results = Change**

1.1 Project Management: Definition

- is a process of **leading a team** of capable people in developing, planning and implementing a series of related activities that need to be accomplished on a **specific date** with a **limited budget**.
- is the application of knowledge, skills, tools and techniques to project activities to achieve the **desired results**.

Project management is a way of structuring and organizing the process of **change & development**.

1.2 Project Development and Management Key Processes

Project Management knowledge draws on ten essential processes:

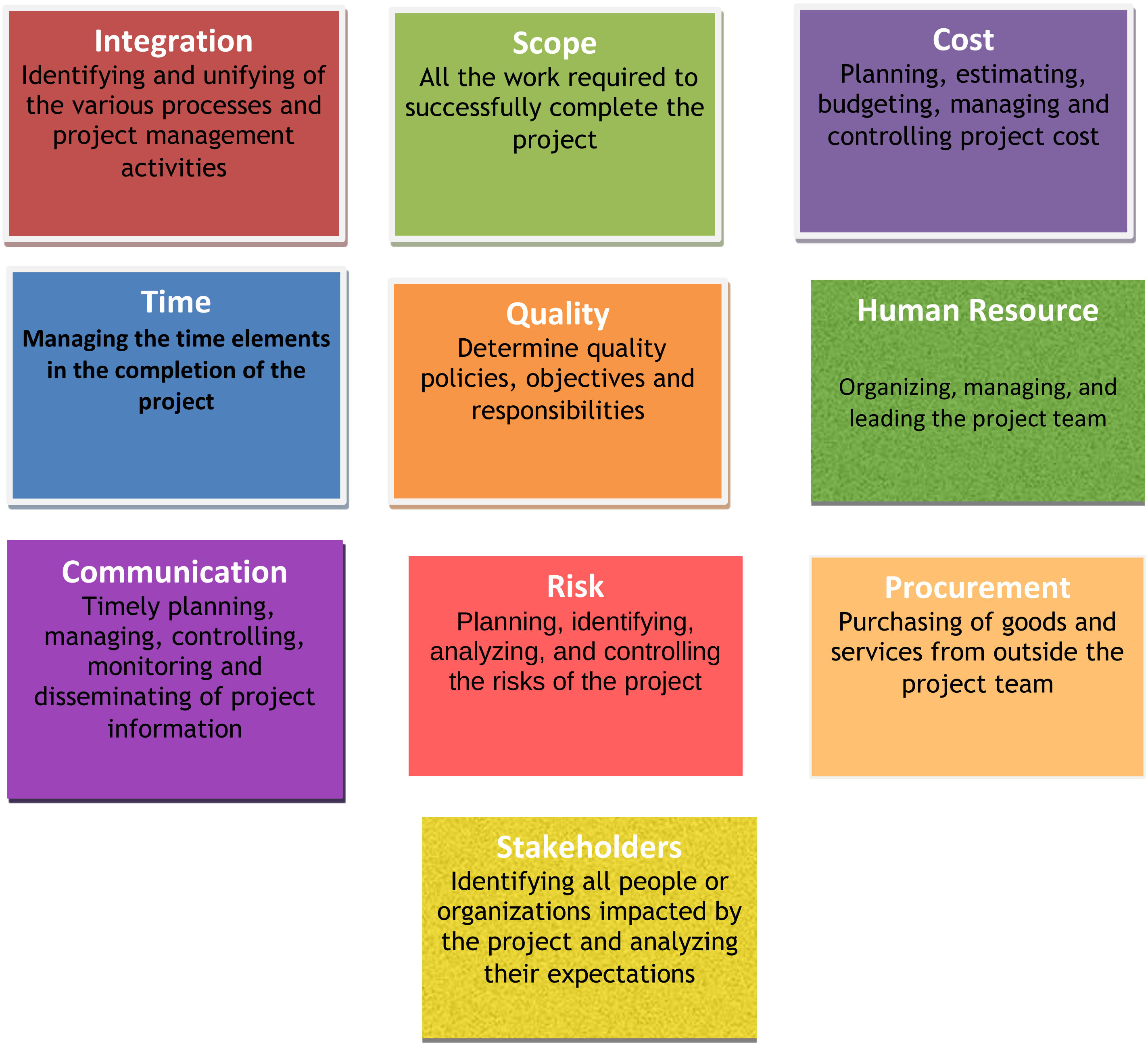

Figure 1. The Building Blocks of Project Management

1.3 Project Management Cycle

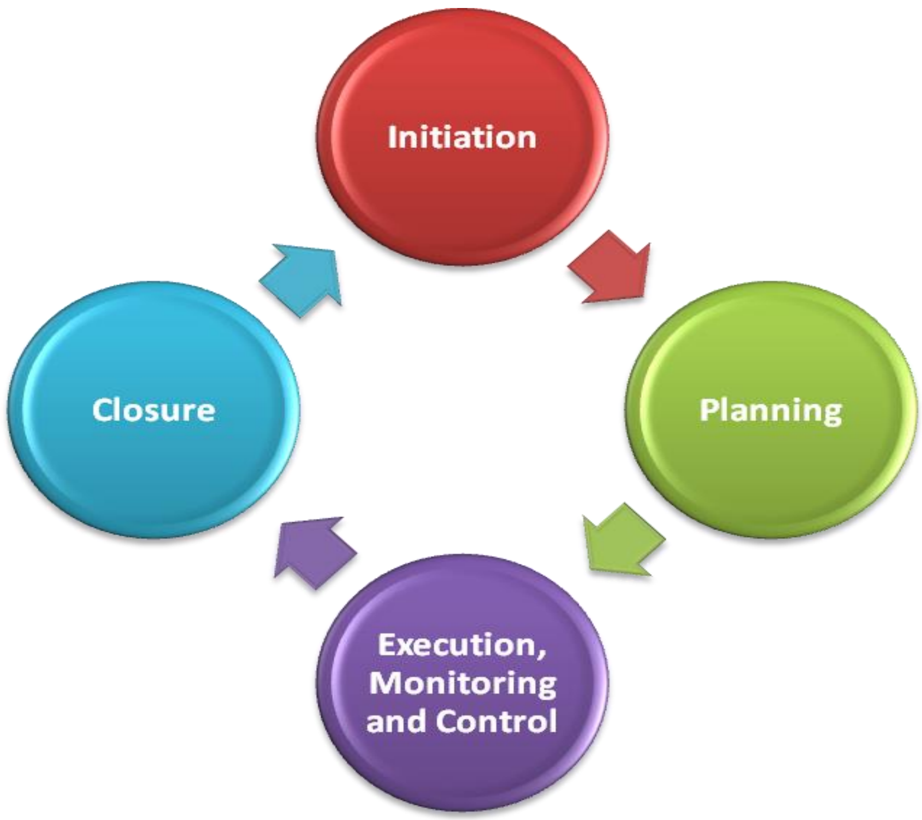

Figure 2: Project Management Cycle

1. Initiation

- Starting up the project
- Defining the purpose and scope of the project (must be clearly stated and understood)
- Justification for initiating the project
- Solution to be implemented

2. Planning

- Creating a suite of planning documents to help guide the team throughout the project delivery
- Includes detailed breakdown and assignment of each task of the project from beginning and end
- Includes risk assessment, defining the criteria needed for the successful completion of each task
- Working process is defined, stakeholders are identified and reporting frequency and channels explained

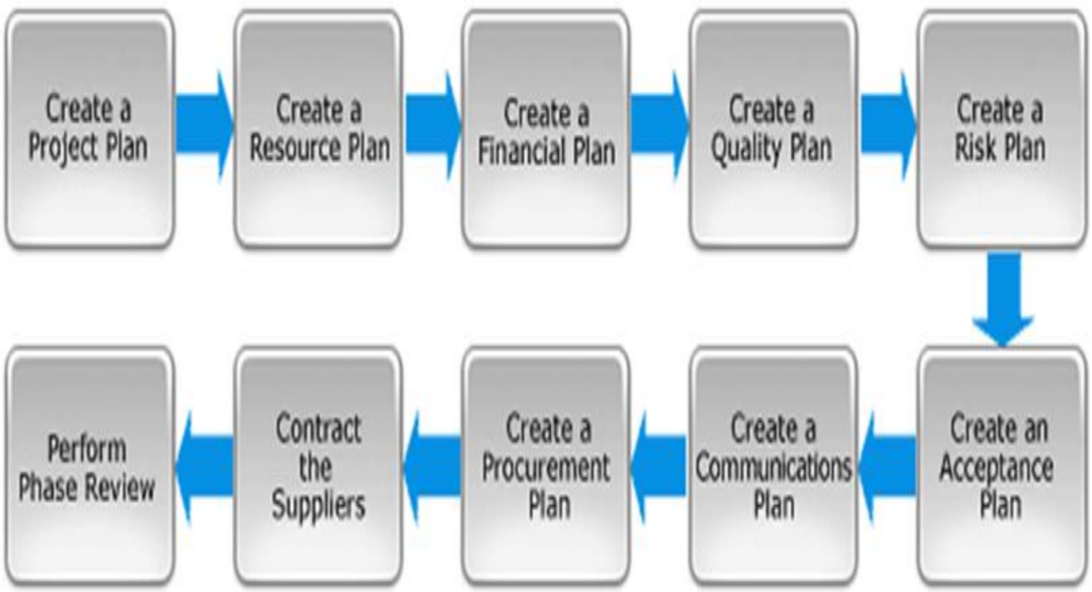

Figure 3: Ten Key Steps of Planning

3. Execution, Monitoring and Control

- Involves building the deliverables and controlling project delivery, scope, costs, quality, risks and issues

- A suite of management processes is undertaken to monitor and control the deliverables being output by the project

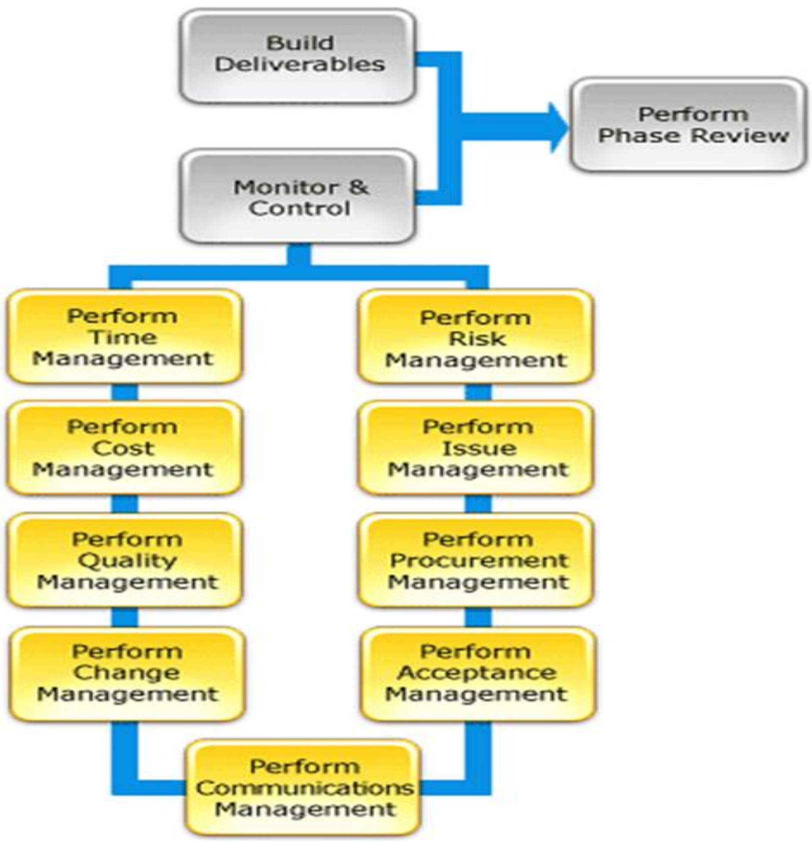

Figure 4: Execution, monitoring and control

4. Closure

- Involves releasing the final deliverables to the costumer, handing over project documentation to the business, terminating supplier contract, releasing project resources and communicating project closure to all stakeholders

- Undertakes a post implementation review to identify the level of project success and note any lessons learned for future projects

★ Best Practices for Effective Project Management

1. Formally kick-off the project
   - It will set a certain expectation for the project
2. Document the project well
   - Document from very beginning to end
3. Communication
   - Keep the team members, sponsors and important stakeholders informed
4. Stakeholder engagement
   - Do not "*spoon-feed*" the stakeholders but help them be well-prepared and assist them when they have issues
   - Determine what the stakeholders really need
5. Risk management
   - To foresee the risks and identify actions to prevent the risks from occurring
   - Reduce the impact should risk eventuate
6. Networking
   - Important to get support for the project management
   - For effective sponsorship
   - Effectively navigate bureaucratic procedures
7. Enthusiasm
   - Keep a highly-motivated team for extraordinary achievement
   - Project manager is the project's greatest cheer-leader
8. Put together a solid closeout checklist
   - Make sure all deliverables are done and signed off and all tasks are complete

2

Project Leadership

2. Project Leadership

> ***"Each of you is a shepherd, and all of you are responsible for your flocks." (Saheeh Al-Bukhari, Saheeh Muslim)***

Critical to the success of any project is LEADERSHIP. In the Holy Quran, *Allah (swt)* addresses human beings as his representatives or vicegerents on the earth providing them with all the necessary skills, principles and tools to lead their lives towards glory and also to lead others towards realizing their fullest potential (Khan, Adalat). "*It is He who hath made you (His) agents, inheritors of the earth:* ***He hath raised you in ranks, some above others****: that He may try you in the gifts He hath given you: for thy Lord is quick in punishment: yet He is indeed Oft-forgiving, Most Merciful" (Al-An'âm 6: 165)*

Prophet Muhammad provides excellent examples of the altruistic leadership as a way of life. This clearly requires the development of a versatile political leadership process of incredible complexity and effectiveness. Leadership is a great responsibility and to fulfill this important duty, the leader must continuously acquire knowledge as per the above advice put forward more than fourteen hundred years ago by the Prophet Muhammad (*pbh*). In numerous ayaats or verses of the Holy Quran human beings are advised to seek knowledge and wisdom. "

Islamic Leadership Principles are primarily derived from the following key sources – The Holy Quran, · The Holy Prophet, The Wise Caliphs and Pious Followers.

As leaders, project managers in BDA must be guided by its core values: vicegerency, transparency, piety, trustworthiness, justice, inclusiveness, excellence, and accountability.

★ 2.1 Ten Tips for Being a Better Project Manager[1]

Successful project management depends not only on what you do but also on how you do it.

✓ Be a 'why' person

Look for reasons behind requests and actions. Understanding why helps you respond appropriately to team members, upper managers, and all other project stakeholders, which in turn increases people's motivation and buy-in.

✓ Be a 'can-do' person

Look at all problems as challenges and do everything you can to find ways overcome them. Be creative, flexible, and tenacious. Keep working at the problem until you solve it.

✓ Think about the Big Picture

Keep events in perspective. Understand where you want to go and how your plan will get you there. Recognize the effect of your actions have on current and future efforts. Share your vision with other people.

✓ Think in detail

Be thorough. If you don't think through your project issues, who will? The more clearly you describe your intended results, the more easily people recognize the benefits associated with your project. And the more clearly you define your intended work, the more often people will ask important and insightful questions, and believe that they can perform the work successfully. Clarity leads to increased personal motivation and reduced chances of mistakes

✓ Assume cautiously

Take the time to find out the facts; use assumptions only as a last resort. With every assumptions comes a risk that you're wrong. The fewer assumptions you make, the more confidence you can have in your plan.

[1] *Adopted from: Stanley Portny's 'Project Management for Dummies', 2013, pp. 365-367*

- ✓ **View people as allies, not adversaries**

Focus on common goals, not individual agendas. Making people feel comfortable encourages brainstorming, creative thinking and the willingness to try new ideas – all of which are essential to managing a successful project. But viewing and treating people as adversaries can put them on the defensive and encourage them to become enemies.

- ✓ **Say what you mean and mean what you say**

Communicate clearly. Be specific by letting people know exactly what you mean. Tell them what you want them to know, and what you want them to do and what you will do for them. Don't leave these details up to their imaginations. Being vague increases chances of misunderstandings and mistakes.

- ✓ **Respect other people**

Focus on people's strengths rather than their weaknesses. In each person on your team, find a quality that you can respect. People work harder and enjoy their works more when they are around others who appreciate them and their efforts.

- ✓ **Acknowledge good performance**

Take a moment to acknowledge good performance. When someone does something good, tell the person, tell the person's boss, tell other team members, and tell the person's peers that you appreciate the effort and its results. Recognizing good performance confirms to a person the accuracy and value of his work; your praise tells a person that you appreciate his efforts, which motivates the person to work with you and other team members on future projects. Be specific – tell the person what was done or produced that you appreciate.

- ✓ **Be a Manager and a Leader**

Attend to people as well as to information, processes and systems. Create and share your vision and excitement with your team members, but don't forget to share a sense of order and efficiency too. Encourage people to strive for outstanding results, and provide guidance and support to help them achieve those results.

Are you an effective leader?

Do you model the way?

Do you inspire a shared vision?

Do you challenge the process?

Do you enable others to act?

Do you encourage the heart?

If you want to find out your leadership strengths and areas for improvement, you may wish to use a self-assessment tool: 'Leadership Practices Inventory' [from Posner and Kousez' 'Five Practices for Exemplary Leadership'. A 'Leadership Development Plan' template is also included (Appendix 1).

3

Project Planning

3. Project Planning

The key to a successful project is in the planning!

Developing a Project Charter

An annotated **Project Charter Template** can be found in Appendix 4.

The template uses the G.R.O.W. U.P Model.

1. **Define the project goals and objectives**
   - In order to set the project goals and objectives, you must know your stakeholders and find out their needs
   - Based on the stakeholders' needs, create the objectives and the outcomes you want to achieve
   - Goals and objectives should be SMART

Figure 5. *Characteristics of Good Goals and Objectives*

2. **Create the project deliverables**
   - Based on the defined goals and objectives, create a list of things the project needs to deliver in order to meet goals

3. **Create the project schedule**
   - Create a list of tasks needed to carry out each deliverable
   - For each task, identify:
     - The amount of effort (hours or days) required to complete the task
     - Resource who will carry out the task (task delegation)
   - Set an accurate delivery date for each deliverable

4. **Create supporting plans**
   - Supporting plans include:
     - Human resource plan
     - Financial plan
     - Quality plan
     - Risk management plan
     - Acceptance plan
     - Communications plan
     - Procurement plan

3.1 Stakeholder Analysis and Engagement

Stakeholder is a person, group or organisation that has interest or concern in an organisation. Stakeholders can affect or be affected by the organisation's actions, objectives, and policies.

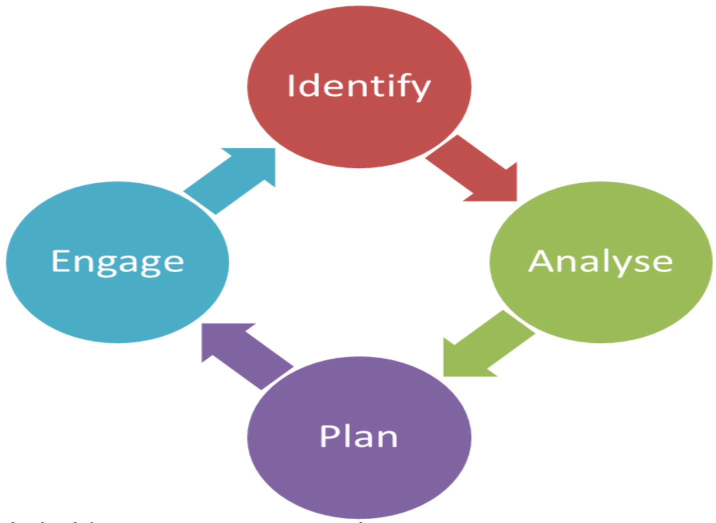

Figure 6. *Stakeholder Management Cycle*

1. Identify your stakeholders

Figure 7. *Ways of Identifying Key Stakeholders*

- Perform a process impact analysis (who is impacted by the current system, who will be impacted by the change introduced by the project?);
- Consider individuals involved in the requirements gathering and scope definition process;
- Undertake a benefits analysis (who will benefit from the solution?);
- Develop a list of standard stakeholders (e.g. Service Desk, technical support, business testers, business owners, Policy Direction professionals);

- Scan local community groups, traditional religious, employer and employee associations, informal employee group leaders etc.
- Discuss with other project managers and review documentation from similar projects undertaken in the past;
- Discuss the list with the Project Sponsor and other stakeholders as the list develops

Note: Importance of the stakeholders' involvement in the whole period of project implementation render maximum safeguards and sustainability mechanism. Thus, risk management is necessary so as not to influence the product objectives.

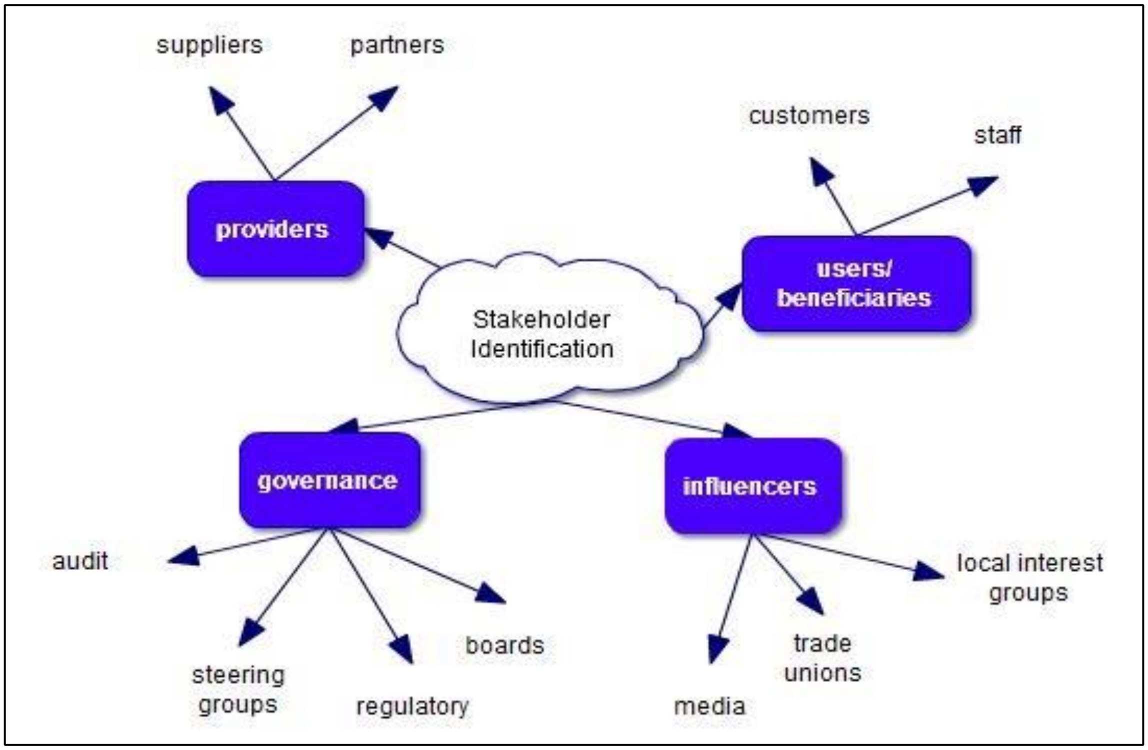

Figure 8*. Example of a mind map to identify stakeholders*

2. Analyze

- Once stakeholders have been identified, their responsibility, contribution and commitment to the project need to be analyzed and mapped on a matrix so that critical gaps and risks can be identified and appropriate activities can be identified and planned

3. Plan

- Once the stakeholders have been identified and determined what they need, develop an effective stakeholder engagement and management strategy
- An effective strategy is to identifying any obstacles to the full contribution and commitment of a stakeholder (identify 'win/win' strategies for managing stakeholders)
- Develop the communication and reporting plan with the stakeholders. This includes:
    - The information requirements
    - Frequency of communication
    - Communication provider
    - Channel of communication for each stakeholder

Table 1. Example of a Stakeholder Management Plan

Stakeholder Management Plan				
Stakeholder	Current Level	Target Level	Primary Relationship	Actions
Windel	Critical Neutral	Critical Committed	Yacob	• Weekly Meeting one-on-one. • Invite to weekly project briefings. • Attends status and steering committee. • Yacob to meet monthly prior to steering comm. • Ask for commitment to fill Acting Chair role when Yacob is away.
Sailanie	Critical Committed	Critical Committed	Akmad	• Weekly meeting one-on-one. • Hold informal Phase 2 discussions when Akmad is in town. • Arrange site visit for January.

Raheema	Desirable Disagrees	Critical Committed	Julhaina	• Discuss inclusion in weekly status meetings (confirm with Jazeera first). • Provide industry scan documents to show reasoning for decisions to-date. • Increase one-on-one meetings from monthly to fortnightly.
Jandatu	Desirable Supportive	Desirable Committed	Akmad	• Fortnightly one-on-one meetings to discuss project status. • Understand role and duration. • Understand power base.
Jalam	Non-essential Neutral	Non-essential Neutral	Samera	• Discuss role of Union Consultative Committee in future planning sessions. • Invite as observer. • Suggest coffee after next status meeting.

4. Engage

- Engagement with the stakeholders to achieve accepted outcomes, for the success of the project
- No one size fits all. It is therefore necessary to choose the appropriate engagement approach depending on the stakeholder type
- A way of choosing an engagement approach (see diagram below):

Table 2. Stakeholder Engagement Approaches

Engagement approach	Description
Partnership	Shared accountability and responsibility. Two-way engagement joint learning, decision making and actions
Participation	Part of the team, engaged in delivering tasks or with responsibility for a particular area/activity. Two-way engagement within limits of responsibility.
Consultation	Involved, but not responsible and not necessarily able to influence outside of consultation boundaries. Limited two-way engagement: organisation asks questions, stakeholders answer.
Push communications	One-way engagement. Organisation may broadcast information to all stakeholders or target particular stakeholder groups using various channels e.g. email, letter, webcasts, podcasts, videos, leaflets.
Pull communications	One-way engagement. Information is made available stakeholder choose whether to engage with it.

A Stakeholder Analysis Template is provided in Appendix 4

3.2 Thinking in Detail: Work Breakdown Structure (WBS) and Gantt Chart

★ ***Break the project down into smaller chunks.***

The most important guideline to remember when identifying and describing project work is this: Think in detail!

The best way to determine how long and how much work a project will take to complete is to break down the required project work into its component deliverables, a process called decomposition.

★ Four useful guidelines when creating a work breakdown structure:

1. Allow no gaps: Identify all components of the deliverable you're decomposing.

2. Allow no overlaps: Don't include the same sub-product in your decomposition of two or more different deliverables.

3. Start at the top level in the hierarchy and systematically break WBS elements into their component parts. It is best to conduct a brainstorming session when you do this.

4. Use action verbs to title activities.

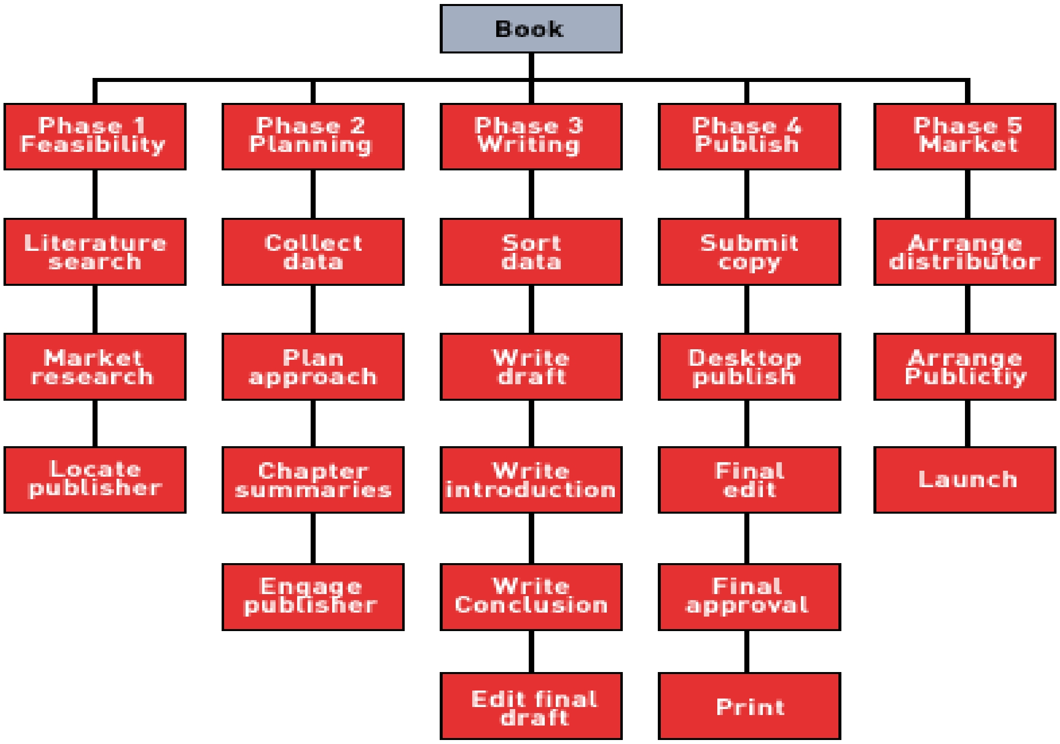

Figure 9*. Example of a Work Breakdown Structure (WBS)*

Consider different schemes to create your WBS hierarchy/ organizing framework:

- Product components: Project Development and Management Guidebook
- Functions: Design, Develop, Review, Launch, Test
- Project Phases: Initiation, Implementation, Closure
- Geographical areas: regional clusters
- Demographic grouping
- Thematic/sectoral Clusters

There is no template provided for a work breakdown structure. The preferable technique is to do the task collaboratively with your key stakeholders and project team with 'post it notes' notes. This achieves "buy-in" by stakeholders and team members and reduces the likelihood of omitting key tasks

The work breakdown structure is a critical element for your Gantt chart or your Project Schedule.

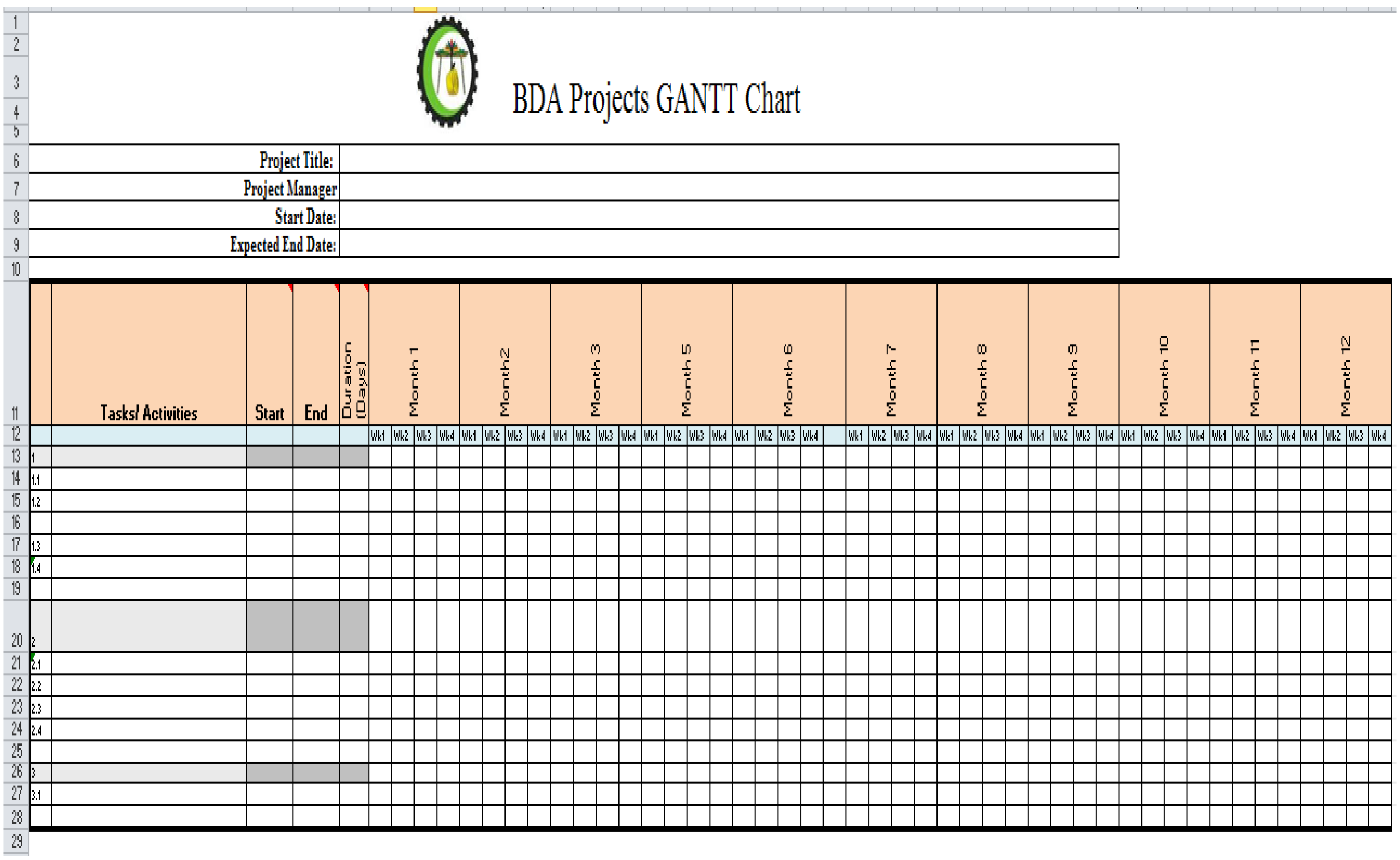

Figure 10*. Example of a Gantt Chart*

A Gantt Chart template is provided in Appendix 5

3.3 Integrating GENDER INCLUSIVITY in Project Management Practice

Both project staff and management should ask at least some of these questions when reviewing project documents, collaborating in project design activities, participating in project review meetings and debriefing project design, evaluation and backstopping missions.

- Who is the target (both direct and indirect) of the proposed policy, program or project, Women, Men, or both? Who will benefit, who will lose? Which Women? Which Men?

- Have women and men been consulted on “the problem” the intervention is to solve? How have they been involved in the development of “the solution?”

- Does the intervention challenge the existing division of tasks, responsibilities and resources among men and women?

- Which needs of women and men will the intervention address: practical, strategic, or both?

- What is the relationship between the proposed intervention and other activities, and with national, regional and international organisations?

- Where do opportunities, or entry points, for change exist? And how can they best be used?

- What specific mechanisms can be proposed to encourage and enable women to participate in the policy initiative or programme, despite their traditionally more domestic location and subordinate position?

- What is the long-term impact in terms of women’s increased ability to take charge of their own lives, and to take collective action to solve problems?

- What is the best way to build on and strengthen the government’s commitment to the advancement of women?

★G.E.N.D.E.R Inclusivity Checklist

Goals: Do the goals reflect both men's and women's aspirations and desired results?
Empowerment: Do the activities encourage women's leadership? Will women be given opportunity to participate in decision-making?
Neutral: Is the language used gender-fair?
Developmental: Are there any activities specifically directed to encourage women's development, address women's issues?
Encompassing: Do the project activities encourage women's participation from design to completion? Are the activities inclusive?
Results: How will/did the activity impact on women?

Urgent Parameters: the Six Ps for Peace and Development

★ **Integrating and Aligning with Important Cross Cutting Themes into Projects**

	Parameter	Key Questions
1	**Purpose**	How does this project align with the broader vision, mission, goals?
2	**People**	How does the project contribute to people's development? What are the social impacts of the project? How might this affect people's culture? How does this project celebrate diversity? Are there risks that might affect people?
3	**Participation**	How does this project maximize engagement of communities/ stakeholders? How does this project impact on women? People with disability? Youth sector?
4	**Partnerships**	How does this project foster partnerships? How does this project promote public/private/people partnership? How does this promote multi-sectoral/ multicultural collaboration?
5	**Processes**	How does this project foster and ensure accountability? How can this project improve processes? How does this project foster continuous improvement? What processes are in place to foster sustainability?
6	**Policies**	How does this project complement with existing policies? How does this contribute to improving policy? What are the policy implications of the anticipated outcomes of this project?

4

Results Based Monitoring & Evaluation

4. Result-Based Monitoring and Evaluation

Results-based Management (RBM) *is an approach to project management based on clearly defined results and the methodologies and tools to measure and achieve them.*

- *Broad management strategy aimed at achieving improved performance and demonstrable results*
- *RBM is concerned with learning, risk management and accountability*
- *Good RBM is an on-going process: constant feedback, learning and improving*
- *Focused more on internal results and performance of the organisation than on changes in the development conditions of the stakeholders*

Chapter 15 of the Bangsamoro Development Plan (BDP) page 144, proposes an RbM&E framework to monitor phase by phase the attainment of development targets, the quality of activities and outputs, and the resource allocation. The monitoring component also spells out how the reporting of progress will be made, what management structure or option will be adopted to implement RbM&E successfully, and what mechanisms should be in place to identify problems and issues encountered during the implementation of development programs and projects outlined in the BDP, and ways to address them.

The framework also provides the basis to evaluate outcomes, impact, results and performance. It lays out the initial criteria for evaluation and summary descriptions of key methods that are applicable to the Bangsamoro, to produce a strong understanding of performance of development programs and projects in the region. It will document lessons learned in the implementation of recommendations and programs, which will be useful for future planning beyond the transition period.

★ The Bangsamoro Development Plan RbM&E: Guiding Principles
1. Managing for Results
2. Problem-Solving Based
3. Evidence-Based
4. Analysis
5. Focused on utilization
6. Transparency and Accountability
7. Independence
8. Coordination
9. Inclusiveness

The Results-based Management Life Cycle Approach

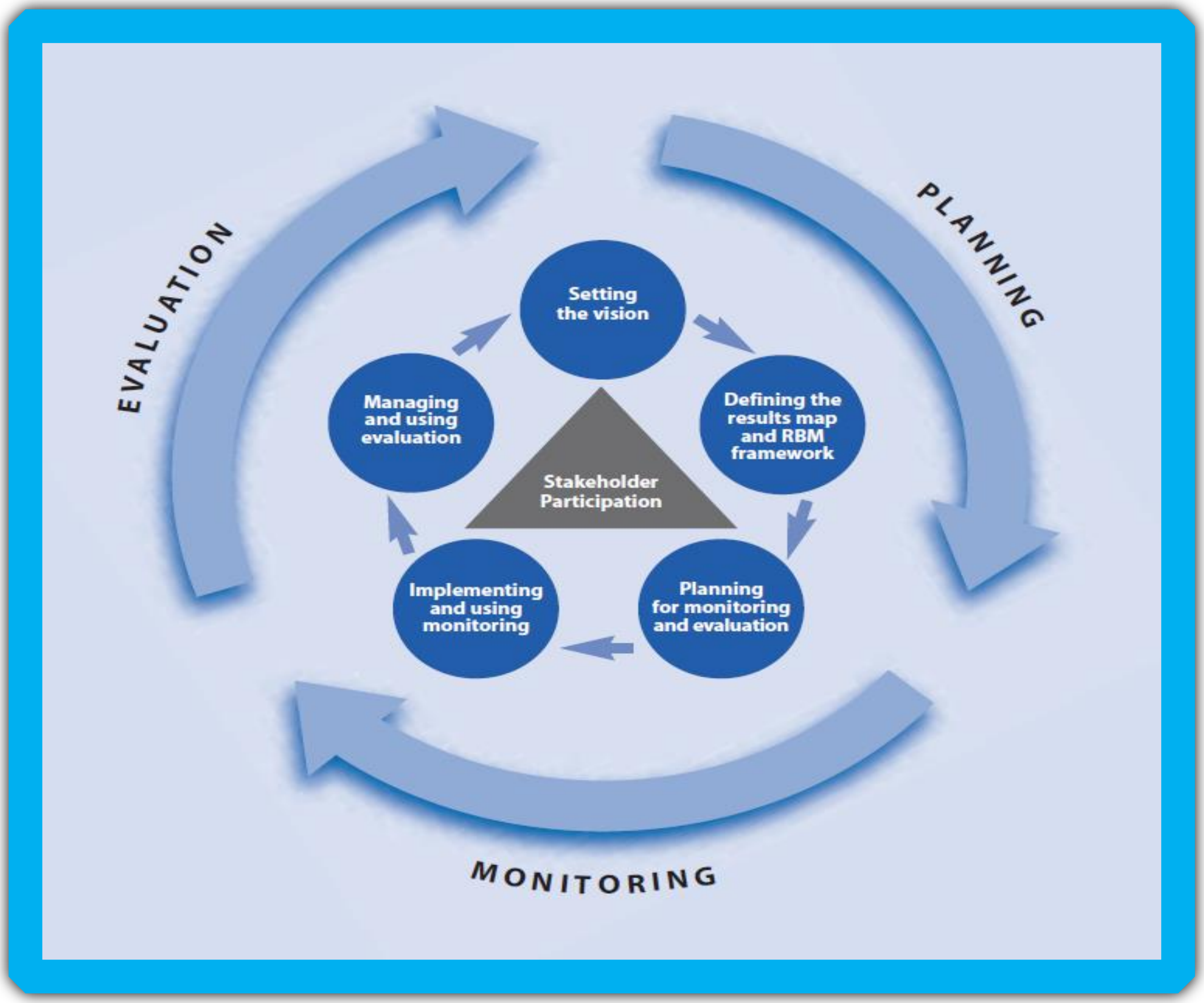

Figure 11*. Results-based management life cycle*

The results-based management life cycle approach is the ongoing process of **doing**, **learning** and **improving**.

1. Planning

Process of setting goals, developing strategies, outlining the implementation arrangements and allocating resources to achieve those goals

Main objectives of good planning:

- Support substantive accountability to the stakeholders, sponsors as well as the organisation
- Prompt corrective action
- Ensure informed decision making
- Promote risk management
- Enhance organisational and individual learning

2. Monitoring

Reviewing progress made in **implementing** actions or activities against **achieving** goals

The ongoing process by which stakeholders obtain regular feedback on the progress being made towards achieving their goals and objectives

It involves tracking the following:

- projects and the use of the organisation's resources
- tracking strategies and actions being carried out and figuring out what new strategies and actions need to be taken to ensure progress towards the most important results

In monitoring, two important questions the organisation must ask:

- *Are we taking the actions we said we would take?*
- *Are we making progress on achieving the results that we said we wanted to achieve?*

Common types of monitoring:

- **Results monitoring** tracks effects and impacts
- **Process (activity) monitoring** tracks the use of inputs and resources, the progress of activities and the delivery of outputs. It examines how activities are delivered – the efficiency in time and resources
- **Compliance monitoring** ensures compliance with donor regulations and expected results, grant and contract requirements, local governmental regulations and laws, and ethical standards
- **Context (situation) monitoring** tracks the setting in which the project/programme operates, especially as it affects identified risks and assumptions, but also any unexpected considerations that may arise. It includes the field as well as the larger political, institutional, funding, and policy context that affect the project
- **Beneficiary monitoring** tracks beneficiary perceptions of a project. It includes beneficiary satisfaction or complaints with the project/programme, including their participation, treatment, access to resources and their overall experience of change
- **Financial monitoring** accounts for costs by input and activity within predefined categories of expenditure
- **Organizational monitoring** tracks the sustainability, institutional development and capacity building in the project and with its partners

★ *Best Practices in Monitoring*

- Monitoring data should be well-focused to specific audiences and uses only what is necessary and sufficient
- Monitoring should be systematic, based upon predetermined indicators and assumptions
- Monitoring should also look for unanticipated changes with the project and its context, including any changes in project assumptions/risks; this information should be used to adjust project/programme implementation plans
- Monitoring needs to be timely, so information can be readily used to inform project implementation
- Monitoring should be participatory, involving key stakeholders – this can not only reduce costs but can build understanding and ownership
- Monitoring information is not only for project/programme management but should be shared when possible with beneficiaries, sponsors and any other relevant stakeholders

3. Evaluation

A rigorous and independent assessment of either completed or ongoing activities to determine the extent to which they are achieving stated objectives and contributing to decision making

Complements monitoring by providing an independent and in-depth assessment of what worked and what did not work, and why this was the case

Figure 12. *Results Risk Management Learning Accountability*

★ Traditional vs Results-Based M&E

Traditional	**Results-based**
•answers the question “did they do it” –did they mobilise the needed inputs (fund, resources, strategies) –did they undertake and complete the needed activities (what actually took place) –did they deliver the intended outputs (the product and services produced) •focuses on monitoring how well a project, program, or policy is being implemented •often used to assess compliance with workplan and budget **Implementation-focused**	•defines to address “so what” –so what if the needed inputs were mobilised –so what that activities have taken place –so what if the outputs have been generated •a results-based system provides feedback on the actual outcomes and goals of government actions •answers the following questions: –what are the goals of the organisation? –are they being achieved? –how can achievement be proven? **Results-focused**

Monitoring and Evaluation Plan template provided in Appendix 6.

Table 3. Example of a Results-Based Monitoring and Evaluation Plan

Project Title: **Bangsamoro Women Empowerment for Peace and Development**							
Expected results	***Indicators With Baseline and Targets and other key areas to monitor***	***M&E event with Data Collection Methods***	***Time or Schedule and Frequency***	***Responsibilities***	***Means of Verification, Data Sources and Type***	***Resources***	***Risks***
Goal: Improved Employability of Women							
Outcome 1							
Increased chances of women to job opportunities	**Indicator**:57,600 (24%) – indirect By June 2019, at least 36% of the unemployed mothers were provided employment. r:57,600 (24%) – indirect By June 2019, at least 36% of the unemployed mothers were provided employment.	Obtrusive method, Analysis of written documents,Surveys, Focus Group Discussion		Survey will supervise the entire operation and the project staff will conduuct necessary surveys	Consolidated survey reports, BDP, Enrolment report,Training reports	Financial, supplies and materials, Human Resource	Lack of Cooperation of partners/stakeholders
							Peace and order situation.
Outputs							
Output no. 1.1 _____ of women are employed	Number of women employed		Social preparation will be completed 3 months upon start of the project implementation	Line Agencies provide necessary / quality data	Technical Reports, attendance, minutes of meetings		If the risks mentioned above were failed, the project implementation will also be failed.
							Workplace Discrimination/ Industry behaviour
Output no. 1.2 _____of women are trained	Number of women trained				Copy of job vacancy from DOLE		Political issues
Output no. 1.3 _____companies was surveyed	Number of surveyed companies		Functional and Skills Trainings will be done 1 year after upon start of the project implementation	Service providers will conduct the trainings and the project team will facilitate the conduct of activities	MOU with the DOLE		
Output no. 1.4 ______ identified target partners.	Numbers of target partners		Job matching will be done 1 month after the conduct of Functional Literacy and Skills Trainings.				Other priorities of partners/ stakeholders
	Baseline: Out of 750,000 unemployed, 32% of which, equivalent to 240,000 are mothers.						
	Target: Direct beneficiaries - 28,800 or 12% – direct						

General steps for implementing monitoring and evaluation

Adapted from:

Handbook on Planning, Monitoring and Evaluating for Development Results
United Nations Development Programme

Project/Programme Monitoring and Evaluation (M&E) Guide
www.ifrc.org

1. Identify the purpose and scope of the monitoring and evaluation system
   a. Review the project/programme's operational design (project logic)

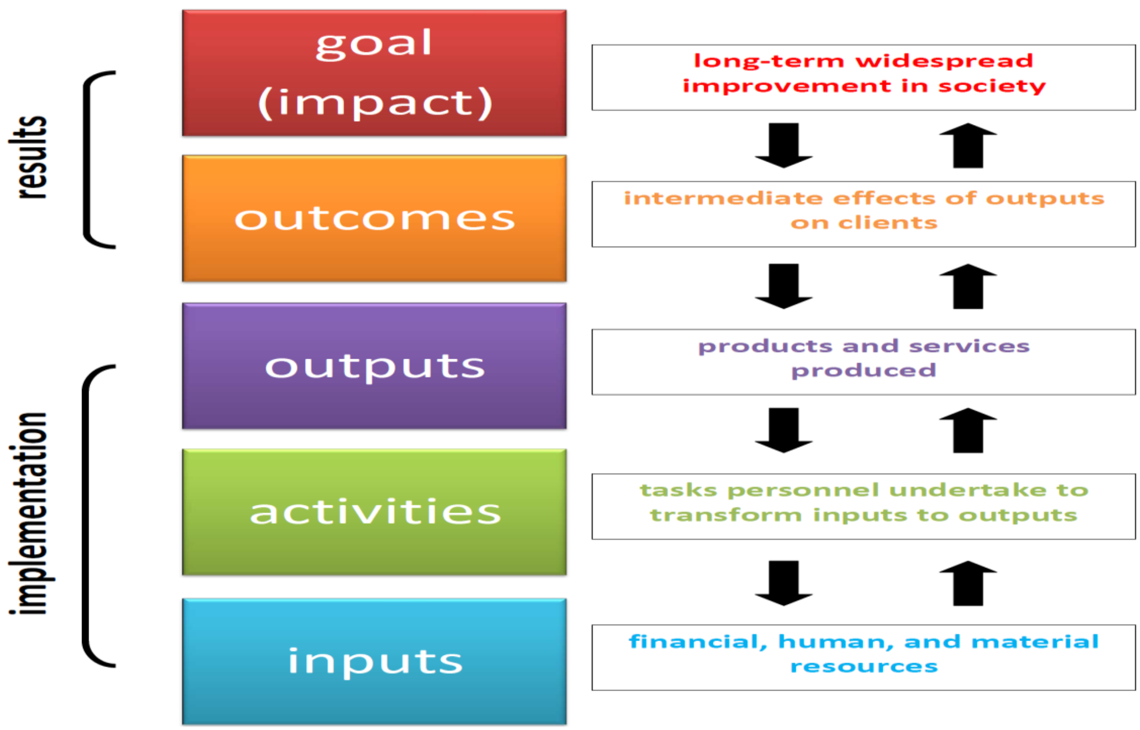

Figure 13. Purpose and scope of monitoring and evaluation

   b. Identify key stakeholder informational needs and expectations

   c. Identify any monitoring and evaluation requirements

   d. Scope of major monitoring and evaluation events and functions

2. Plan for data collection and management
   a. Develop an monitoring and evaluation plan table
      - Monitoring and evaluation plan is a table that builds upon a project's log frame to detail key M&E requirements for each indicator and assumption

b. Assess the availability of secondary data

c. Determine the balance of quantitative and qualitative data
   - *Quantitative data* measures and explains what is being studied with numbers (e.g. counts, ratios, percentages, proportions, average scores, etc). Quantitative methods tend to use structured approaches (e.g. coded responses to surveys) which provide precise data that can be statistically analyzed and replicated (copied) for comparison
   - *Qualitative data* explains what is being studied with words (documented observations, representative case descriptions, perceptions, opinions, etc). Qualitative methods use semi-structured techniques to provide in-depth understanding of attitudes, beliefs, motives and behaviours. Tend to be more participatory and reflective in practice

d. Triangulate data collection sources and methods
   - Process of using different sources and/or methods for data collection
   - Helps to cross-check data and reduce bias to better ensure the data is valid, reliable and complete

Triangulation does not literally have to be from 3 sources/methods, but to rely on more than 2 sources/methods.

Figure 14. Example of Triangulation

e. Determine sampling requirements
   - Sampling is critical in the collection of primary data
   - Sampling is used to save time and money by collecting data from a subgroup to make conclusions about the larger population

** Sample is a subset of the whole population selected to study and draw conclusions about the population as a whole.

**Sampling is the process of selecting a sample.

f. Prepare for any surveys
   - Survey techniques:
      i. Interview
      ii. Measurement (example the number of people with jobs to determine employment status)
      iii. Combination of both
   - It is important to understand how sampling was done before making a conclusion from the survey

g. Prepare specific data collection methods/tools
   - Practical considerations in planning for data collection:
      i. Prepare data collection guidelines to ensure standardization
      ii. Pre-test data collection tools
      iii. Translate and back-translate data collection tools to ensure that the tools are linguistically accurate, culturally compatible and operate smoothly
      iv. Train data collectors
      v. Address ethical concerns (ie obtain necessary permission from local authorities, local customs and attire are respected, confidentiality and voluntary participation)

PRE-TEST YOUR SURVEY QUESTIONS

www.ifrc.o

h. Establish stakeholder complaints and feedback mechanisms
   - Feedbacks can be positive or negative. Agree on what constitutes a valid feedback, especially a complaint

i. Establish project staff review mechanisms

j. Plan for data management

- Data management refers to the processes and systems for systematic and reliable storage, management and access of monitoring and evaluation data
- Poorly managed data wastes time, money and resources

k. Use an indicator tracking table
- An indicator tracking table (ITT) is a tool for recording and monitoring indicator performance to inform project implementation and management
- The ITT helps to determine variance, a key measure of indicator performance

Variance is the difference between identified targets and actual results (percentage of target reached)

Indicator	Project baseline		Life of project target	Life of project to date	% of annual target to date	Annual project target	Year to date	% of annual target to date	Q1 reporting period		
	Date	Value							Target	Actual	% target
1a: Number of participating communities conducting a vulnerability and capacity assessment (VCA) quarterly.	May 2011	0	50	5	25%	20	5	25%	10	5	50%

Figure 15. Example of indicator tracking table

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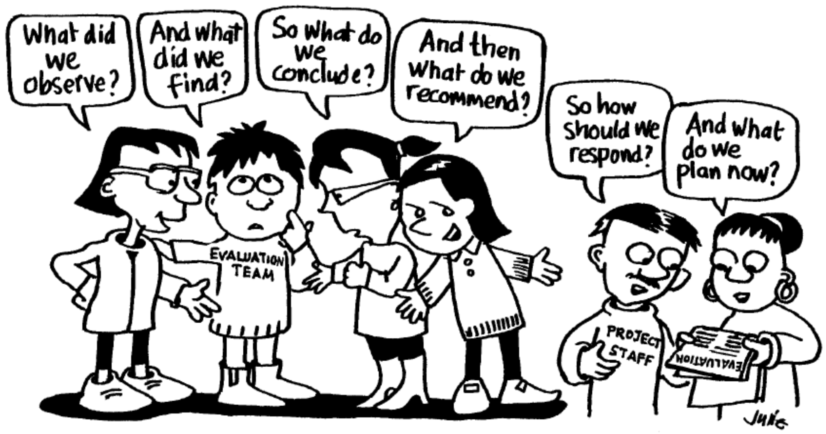
3. Plan for data analysis
    - Data analysis converts collected data into usable information
    - It involves looking for trends, clusters or other relationships between types of data, assessing performance against plans and targets, forming conclusions, anticipating problems and identifying solutions and best practices for decision-making and organisational learning



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4. Plan for information reporting and utilization
    - Reporting is a critical part of monitoring and evaluation because no matter how well data may be collected and analyzed, if it is not well presented it cannot be well used which can be a considerable waste of valuable time, resources and personnel

5. Plan for monitoring and evaluation human resources and capacity building
    - Ensures that the team has the capable and highly-motivated people to implement/support the monitoring and evaluation (and the whole project)

6. Prepare the monitoring and evaluation budget
    - Ensures that adequate funds are allocated and available for monitoring and evaluation activities

★ Some Data Collection Tools and Techniques

From: Monitoring and Evaluation Planning: Guidelines and Tools
By Scott Chaplowe , American Red Cross

Case study:

A detailed descriptive narrative of individuals, communities, organizations, events, program, or time periods. They are particularly useful in evaluating complex situations and exploring qualitative impact.

Checklist:

A list of items used for validating or inspecting that procedures/steps have been followed, or the presence of examined behaviors.

Closed-ended (structured) interview:

A technique for interviewing that uses carefully organized questions that only allow a limited range of answers, such as "yes/no," or expressed by a rating/number on a scale. Replies can easily be numerically coded for statistical analysis.

Community interviews/meeting:

A form of public meeting open to all community members. Interaction is between the participants and the interviewer, who presides over the meeting and asks questions following a prepared interview guide.

Direct observation:

A record of what observers see and hear at a specified site, using a detailed observation form. Observation may be of physical surroundings, activities, or processes. Observation is a good technique for collecting data on behavior patterns and physical conditions.

Focus group discussion:

Focused discussion with a small group (usually 8 to 12 people) of participants to record attitudes, perceptions, and beliefs pertinent to the issues being examined. A moderator introduces the topic and uses a prepared interview guide to lead the discussion and elicit discussion, opinions, and reactions.

Key informant interview:

An interview with a person having special information about a particular topic. These interviews are generally conducted in an open-ended or semi-structured fashion. Laboratory testing: Precise measurement of specific objective phenomenon, for example, infant weight or water quality test.

Mini-survey:

Data collected from interviews with 25 to 50 individuals, usually selected using non-probability sampling techniques. Structured questionnaires with a limited number of closed-ended questions are used to generate quantitative data that can be collected and analyzed quickly.

Most significant change (MSC):

A participatory monitoring technique based on stories about important or significant changes, rather than indicators. They give a rich picture of the impact of development work and provide the basis for dialogue over key objectives and the value of development programs.

Open-ended (semi-structured) interview:

A technique for questioning that allows the interviewer to probe and follow up topics of interest in depth (rather than just "yes/no" questions).

Participant observation:

A technique first used by anthropologists; it requires the researcher to spend considerable time with the group being studied (days) and to interact with them as a participant in their community. This method gathers insights that might otherwise be overlooked, but is time-consuming.

Participatory rapid (or rural) appraisal (PRA):

This uses community engagement techniques to understand community views on a particular issue. It is usually done quickly and intensively – over a 2 to 3-week period. Methods include interviews, focus groups, and community mapping.

Questionnaire:

A data collection instrument containing a set of questions organized in a systematic way, as well as a set of instructions to the enumerator/interviewer about how to ask the questions (typically used in a survey).

Rapid appraisal (or assessment):

A quick cost-effective technique to gather data systematically for decision-making, using qualitative and quantitative methods, such as site visits, observations, and sample surveys. This technique shares many of the characteristics of participatory appraisal (such as triangulation and multidisciplinary teams) and recognizes that indigenous knowledge is a critical consideration for decision-making.

Self-administered survey:

Written surveys completed by the respondent, either in a group setting or in a separate location. Respondents must be literate (for example, it can be used to survey teacher opinions).

Statistical data review:

A review of population censuses, research studies, and other sources of statistical data.

Survey:

Systematic collection of information from a defined population, usually by means of interviews or questionnaires administered to a sample of units in the population (e.g., person, beneficiaries, and adults).

Visual techniques:

Participants develop maps, diagrams, calendars, timelines, and other visual displays to examine the study topics. Participants can be prompted to construct visual responses to questions posed by the interviewers, for example, by constructing a map of their local area. This technique is especially effective where verbal methods can be problematic due to low literate or mixed language target populations, or in situations where the desired information is not easily expressed in either words or numbers.

Written document review:

A review of documents (secondary data) such as project records and reports.

Useful References:

Handbook on Planning, Monitoring and Evaluating for Development Results
United Nations Development Programme

Project/Programme Monitoring and Evaluation (M&E) Guide
www.ifrc.org

5

Risk Management

5. Risk Management

Risk Definitions

- It refers to any factor (or threat) that may affect adversely the successful completion of the project.
- It involves the possibility of suffering harm or loss.
- It is the effect of uncertainty on objectives.

Project Risks

- are defined as the undesirable event, the chance this event might occur and the consequences of all possible outcomes.
-
-

Project Risk Management

- The process concerned with identifying , analysing and responding to project risk
- Should be performed on a regular basis throughout the project

★ Effective Risk Management

1. **Identify Uncertainties**
    - Explore the contract and relationship for areas of uncertainty.
2. **Analyze Risks**
    - Specify how each uncertainty can impact performance duration, cost, and meeting requirements.
3. **Prioritize Risks**
    - Establish risks to be eliminated (too severe), requiring committed management attention, minor in effect
4. **Mitigate Risks**
    - Take advance action to reduce effect. It is better to spend on mitigation than to include contingency.
5. **Plan for Emergencies**
    - For all significant risks, have an emergency plan in place.
6. **Measure and Control**
    - Track the effects of the risks identified and manage to a successful conclusion.

5.1 Risk Management Major Steps

1. **Identification**
   - Identify all the possible risk events that could affect the project.
   - **Internal risks:** things that the team can control or influence (i.e. staff assignments and cost estimates).
   - **External risks:** things beyond the control or influence of the team (i.e. government bureaucracy).
   - Risk identification may be accomplished by identifying
     - **Causes-and-effects**: what could happen and what will ensure
     - **Effects-and-causes**: what outcomes are to be avoided or encouraged and how each might occur
   -
2. **Assessment**
   - Asses each risk in terms of probability, impact severity and controllability.
   - Involves risk analysis to develop understanding of each risk, its consequences and the likelihood of those consequences.
   - Involves evaluating risks and risk interactions to make a decision about the level of priority of each risk.
   - Assess the range of possible project outcomes and determines which risk events warrant response

Essential steps for performing a risk assessment:

Figure 16. Steps for risk assessment

RISK ASSESSMENT MATRIX				
SEVERITY / PROBABILITY	Catastrophic (1)	Critical (2)	Marginal (3)	Negligible (4)
Frequent (A)	High	High	Serious	Medium
Probable (B)	High	High	Serious	Medium
Occasional (C)	High	Serious	Medium	Low
Remote (D)	Serious	Medium	Medium	Low
Improbable (E)	Medium	Medium	Medium	Low
Eliminated (F)	Eliminated			

Figure 17. Example of risk assessment matrix (Advanced Diving Systems Inc.)

3. Mitigation

- Develop a strategy and/or contingency for responding to each risk.

Mitigation Option	Examples
Reduce the probability.	• Implement quality assurance. • Review contract conditions. • Conduct further project analysis. • Increase supervision requirements. • Regularly analyze the project environment. • Partnering/teaming agreements.
Reduce the consequence.	• Contingency planning. • Provide greater cost and time contingencies. • Increase charge for project
Transfer the risk.	• Sub Contract some of the risky parts of the project • Risk sharing agreements with customer, other companies or Government Agencies. • Umbrella Insurance.
Accept the risk.	• Management of the risk using existing procedures.
Avoid the risk.	• Cease the activity affected by the risk.

Figure 18. Example of Mitigation Strategy

4. Monitoring

- Monitor and control risks dynamically
- Program reviews
- Earned value reporting
- Critical path assessments
- Risk monitoring assignments
- Feedback loop

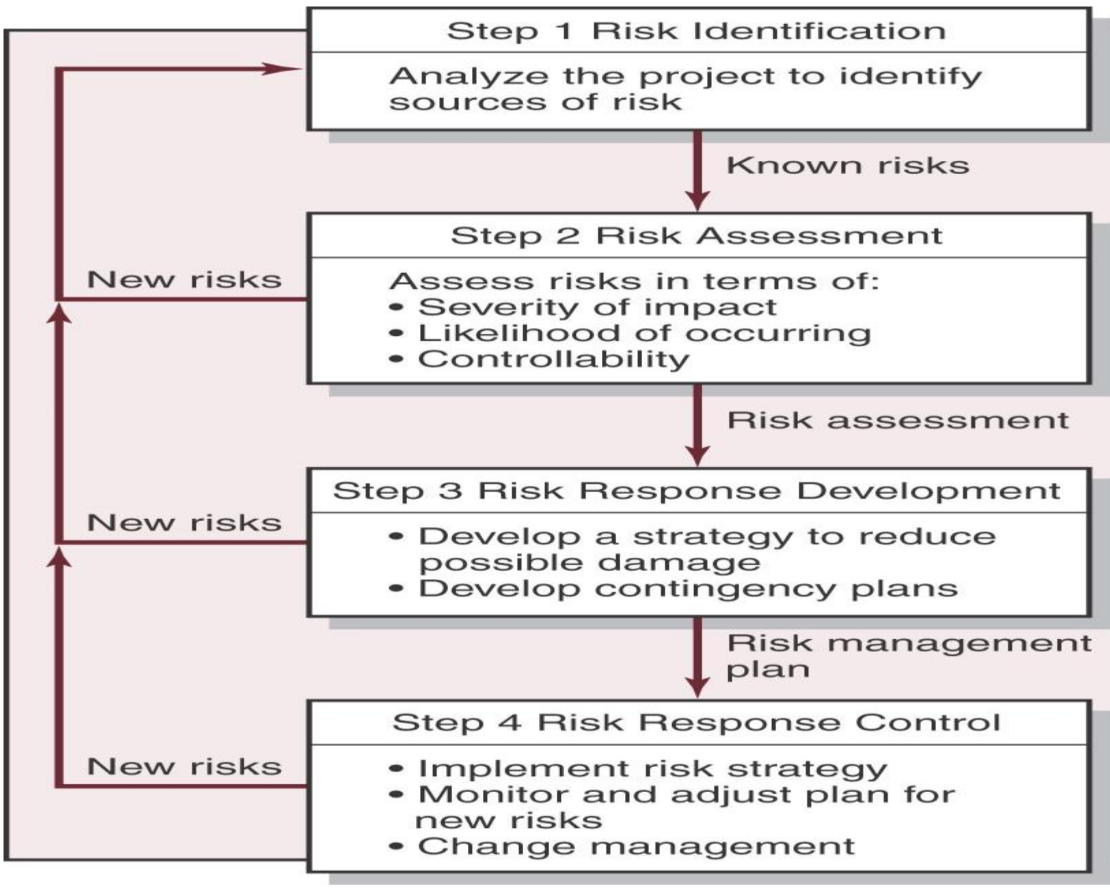

Figure 19. *Risk Management Major Steps Chart (Figure from "Project Management" by Gray and Larson)*

Table 4. Example of a Risk Management Plan (PAHRODF template)

WBS Task	Potential Problem	S	Likely Causes	P	Preventive Actions	Contingency Actions	Triggers
Review the change vision and strategy **Ensure that plans are on track**	Work is behind schedule	M	Other priorities Low commitment of participants Unrealistic deadlines	M L M	Be strict in complying deadlines	Reassess plan and adjust schedule as needed	Development is behind schedule
Remove barriers and empower teams for broad actions **Hold review meetings and surveys to know the concerns of stakeholders and address concerns as needed**	Unwillingness of participants to attend the meeting or give feedback to surveys	H	Other priorities Lack of commitment	M M	Seek commitment of committee members at the onset Emphasize the importance of attendance and participation	Allow representatives	Participants fail to attend meetings
Anchor the change in culture **Include the new programs in employee orientations and various communication means**	Failure to make employees aware of the new program	H	Poor communication	L	Ensure that all communication tactics are in place	Invite managers to a meeting to identify problems and propose solutions	Managers fail to use the system. Not all managers use the system.

Figure 20. Example of a Risk Management Plan (PAHRODF template)

*** WBS – work breakdown structure*
*** S – Seriousness (High, Medium, Low)*
*** P – Probability (High, Medium, Low)*
*** For preventive action, attend to high in seriousness problems*
*** For contingency actions, what to do if preventive action fails*
*** For triggers, what will tell you to implement contingency action*

Risk Management Plan template provided in Appendix 7.

★ *Typical Risk Categories: Useful Checklist*

1. Technical Feasibility
➢ Organizational lack of familiarity with the technology
➢ Relative level of technical complexity
➢ Maturity of the technology (new vs. tried and tested)
➢ Interconnectivity of technology with existing systems
➢ Existing assets are underutilized in this project
➢ Obsolete approach for program delivery
➢ Customer demand projections incorrect
➢ Uncertainty over ownership and control
2. Political and External Market
➢ Marketplace Positioning/competition
➢ Regulatory Environment unfavorable
➢ Customer Corporate/Organizational changes in priorities
➢ Customer Commitment/viability of project
➢ Changes in decision makers
➢ Natural Hazards
➢ Political changes (new laws, tax policies etc.)
3. Financial and Economic
➢ Project costs can exceed budget
➢ High inflation or cost increases
➢ Customer bankruptcy
➢ Cash flow profile unfavorable
➢ Funding not approved by customer
➢ Excessive price fluctuation on imported components
➢ Required investment too high for return
4. Legal and Contractual
➢ Breach of contract/termination's
➢ Penalty clauses
➢ Excessive warranties
➢ Contract claims/failure to perform
➢ Contract disputes escalation procedure inadequate
➢ Excessive liability
➢ Patent/copyright infringement
➢ Team unfamiliar with procurement method
5. Human Behavior
➢ Unavailability of Internal technical expertise

➢ Unavailability of External technical expertise
➢ Lack of staff support for project
➢ Delays in customer approvals
➢ Delays in documentation
➢ Actions by labor unions
6. Scope and Schedule
➢ Unreality of stated deadlines
➢ Inadequate project definition
➢ Standards incompatible with requirements
➢ Design incorporates high maintenance materials
➢ Lack of resource availability
➢ Lack of product availability
➢ Poor coordination of resources
➢ Requirement inflexibility
7. Project Organization
➢ Unavailability of key project personnel
➢ Change of key customer personnel
➢ Unsatisfactory choice of subcontractors
➢ Engineering design not kept to schedule
➢ Inadequate coordination of partners and subcontractors
➢ Staff not trained in time
➢ Inadequate contract documentation
➢ Inadequate security of site during installation
8. Security and Cultural/Societal
➢ Heterogeneous presence of cultures, customs & traditions, and religion.
➢ Stability of security
➢ Peace and order
➢ Internal and external security (Organisational)

Who's Responsible?

- Program Manager
- Contracts
- Subcontracts and purchasing
- Legal
- Senior management
- (All of the above)

When should Risk Management be performed?

- Program planning
- During solicitation

- ➢ During performance
- ➢ After performance
- ➢ A continuous process - risks evolve
- ➢ Communication is key!

Useful References:

A Guide to the Project Management Body of Knowledge
William Duncan, Project Management Institute Standards Committee

Project Management Fact Sheet: Developing a Risk Management Plan
Inter Agency Policy and Projects Unit, Department of Premier and Cabinet
http://www.egovernment.tas.gov.au/__data/assets/pdf_file/0020/78122/Developing_a_Risk_Management_Plan_Fact_Sheet.pdf

A Simple Guide to Risk and Its Management
Broadleaf Capital International PtY Ltd
(http://broadleaf.com.au/old/pdfs/trng_tuts/Tut_Simple_Guide_to_Risk_v11.pdf)

6

Procurement Management

6. Procurement Management

The process required to acquire goods and service from outside the organization.

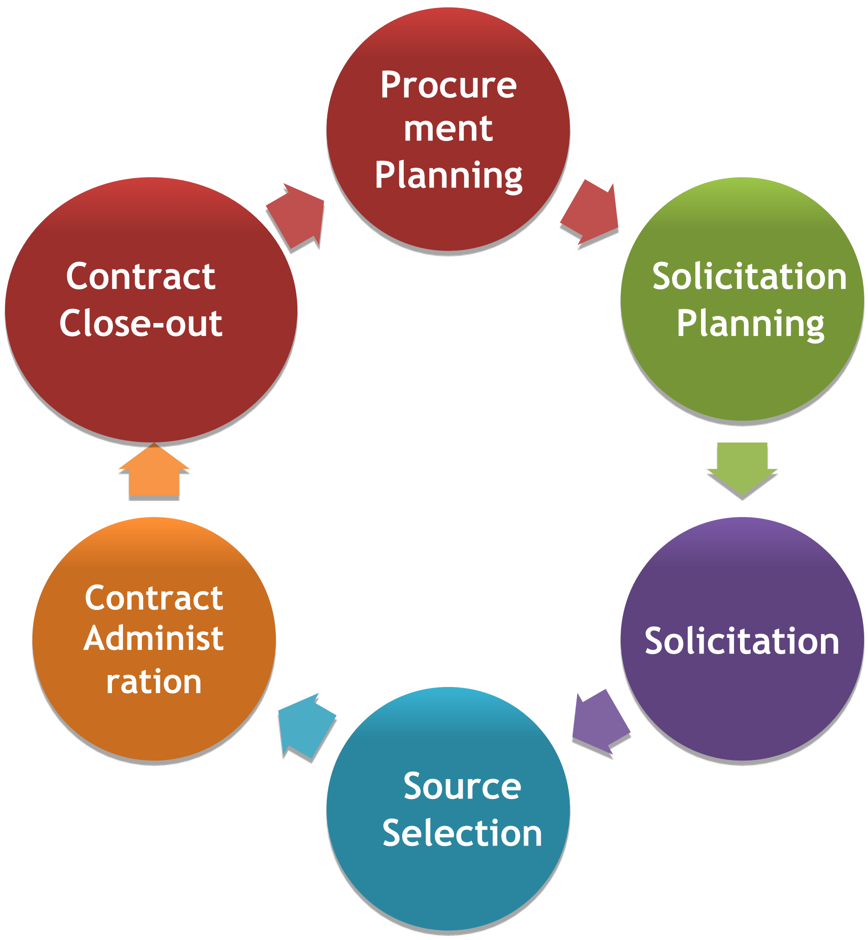

Figure 21: Project Procurement Management Major Processes

Procurement Planning

- Process of identifying which project needs can be best met by procuring products or services outside the product organisation
- Has to consider whether to procure, how to procure, what to procure, how much to procure and when to procure

Solicitation Planning
- Involves preparing the documents needed to support solicitation
-

Solicitation
- Involves obtaining information (bids and proposals) from prospective sellers on how project needs can be met

Source Selection

- Involves the receipt of bids or proposals and the application of the evaluation criteria to select a provider
  - Important things to consider:
    - o The lowest proposed price may not be the lowest cost if the seller proves unable to deliver the product in a timely manner
      - o Proposals should have the technical and commercial sections and should be evaluated separately
      - o Multiple sources may be required for critical products

Contract Administration

- The process of ensuring that the seller's performance meets contractual requirements
  - The legal nature of the contractual relationship makes it imperative that the project team be accurately aware of the legal implications of actions taken when administering the contract

Contract Close-Out

- Involves product verification and administrative close-out
  - o Product verification: was all work completed correctly and satisfactorily?

o Administrative close-out: updating of records to reflect final results and archiving of such information for future use

Process	Inputs	Tools and Techniques	Outputs
Procurement planning	• Scope statement • Product description • Procurement resources • Market conditions • Other planning outputs • Constraints • Assumptions	• Make-or-buy analysis • Expert judgment • Contract type selection	• Procurement management plan • Statement(s) of work
Solicitation planning	• Procurement management plan • Statement(s) of work • Other planning outputs	• Standard forms • Expert judgment	• Procurement documents • Evaluation criteria • Statement of work updates
Solicitation	• Procurement documents • Qualified seller lists	• Bidders conferences • Advertising	• Proposals
Source selection	• Proposals • Evaluation criteria • Organisational policies	• Contract negotiation • Weighting system • Screening system • Independent estimates	• Contract
Contract administration	• Contract • Work results • Change requests • Seller invoices	• Contract change control system • Performance reporting • Payment system	• Correspondence • Contract changes • Payment requests
Contract close-out	• Contract documentation	• Procurement audits	• Contract file • Formal acceptance and closure

Figure 22. Contract close out table

Goods & Services Procurement Schedule

Procurement involves obtaining the goods and services required to deliver the project. In a Procurement schedule it is important to indicate not only the cost, but information required for the management of the project, such as lead time, date required, full supplier contact details, procurement procedure (for instance a formal tender procedure might be required), expert advice needed (for instance it might be necessary to refer to the University solicitor), responsibility and recovery tactic if the item is late or unavailable.

Activity or Task From WBS	Description	Quantity	Cost Per Item	No. of Units	Total Cost	Supplier Details	Procedure	Expert Advice	Lead Time	Date Required	Responsibility	Recovery Tactic
					$ -							
					$ -							
					$ -							
					$ -							
					$ -							
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					$ -							
					$ -							
					$ -							
					$ -							
					$ -							
Total					**$ -**							

Figure 23. Example of Good and Services Procurement Template 1 (from University of Technology Sydney)

Human Resources Procurement Schedule

Procurement involves obtaining the personnel required to deliver the project. In a Procurement schedule it is important to indicate not only the cost, but information required for the management of the project, such as lead time, date required, full contact details, procurement procedure (for instance a formal tender procedure might be required), expert advice needed (UTS has specific recruitment procedures), responsibility and recovery tactic if the person is unavailable when required.

Activity or Task From WBS	Cost Per Hour	No. of Hours	Total Cost	Recruitment Procedure	Source (Unit or External)	Contact Details	Expert Contacted	Lead Time	Recovery Tactic	Responsibility to Organise
			$ -							
			$ -							
			$ -							
			$ -							
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			$ -							
Total			$ -							

Figure 24. Example of Good and Services Procurement Template 2 (from University of Technology Sydney)

Procurement Templates provided in Appendix 8

6.1 Common Procurement Fraud

"O you who believe! Believe in your Lord completely (and perfectly). And follow not the footsteps of Satan. Indeed he is to you a clear enemy."

(Al-Baqarah : 208)

- ***OVERPRICING***
  - Delivery of an entirely different product from the one specified in the PO.
  - Maintaining the actual price and quantity ordered but delivering a product of lower specification.
  - Reducing the quantity involved but maintaining the actual price.
- ***GHOST PROJECT***
  - Requested, funded and reported completely but not constructed or implemented in reality.
- ***GHOST DELIVERY***
  - Reported as delivered but was not actually done in reality.
- ***FALSIFICATION &COLLUSION***
  - Misrepresentation or alteration of documents to make people believe that something has actually been transacted in accordance with proper procurement policies and procedures

"O do not mix the truth with falsehood or conceal the truth while you know."
(Al-Baqarah : 42)

6.2 Red Flags of Fraud

- ***Assessing the need for the goods and services***

-The need analysis is rushed. The time allocated to conducting the requirements definition stage is minimal relative to the estimated cost and technical complexity of obtaining the goods or services to be contracted.

-There is really no need for the item purchased. The item is already delivered prior to the requisition and purchase.

-Adequate review has not been undertaken to determine if technical or other information to be purchased is already available.

• ***Specification of requirements***

– Specification for the purchase of goods and services have been tailored fit to suit a particular supplier/contractor.

– The requirement specifications are narrow. The requirement specifications are stated precisely rather the generically, without reasonable justification. This reduces or eliminates potential competition.

– Adequate review has not been undertaken to determine if technical or other information to be purchased is already available.

• ***Publication of the Invitation to Bid***

– There are limited or questionably few interested bidders.

– Copy of the publication is only a machine copy.

– The invitation to bid has an unusually short closing date without a reasonable explanation, such as externally imposed deadlines. The rushed timing may indicate a situation in which only those who have advance information have enough time to prepare bids or proposals.

• ***Evaluation of Tenders and Conduct of Public Bidding***

– There is an observed pattern in the set of bidders.

– Submitted bids are identical.

– The winning bid is almost similar to the Approved Government Estimate or if there is any variation, it is minimal.

– No minutes of bidding can be presented.

– Tenders are opened prior to the deadline. Tenders received after the closing dates are not disqualified. Alternations or changes are made to bid documents after their submission.

• ***Award of Contract***

– Contractor has started work even before the award.

– The resolution of award or the letter to the winning Supplier is undated.

– The Award is made prior to the actual conduct of bidding.

– The acknowledgment of the winning bidder is undated.

• ***Contract Performance (On Supply Contracts)***

– Partial or short delivery

– No acceptance/inspection report

– No attached Certificate of Product/Equipment Warranty

– Delivery receipts are missing

– Unusual official involvement is present. A senior official in the entity takes a hands-on approach in the delivery and distribution of the items purchased.

– Complainants about quality emanating from end-users

• ***On Civil Works Contracts***

– Timing of progress billing is not related to plans.

The continuity of work accomplishment can hardly be established on the basis of the Status of Work Accomplished. The percentage of time lapsed is not commensurate with the percentage of work accomplished given the equivalent weight of each item of work. Accomplishment varies with the approved plan.

– There are various changes or variations that can hardly be documented

• ***On Civil Works Contracts***

– Management seemed to be liberal in granting requests for time extension.

– Wide gap between targeted project and actual project completion date. – Delays in project execution are not thoroughly investigated.

– Reported accomplishments are never validated.

– Poor monitoring of completed projects.

– The contractor of the project has several sub-contracts with the same agency and based on his qualification, he has a limited staff and equipment.

Useful References

A Guide to the Project Management Body of Knowledge (PMBOK) 1996 ed.
William Duncan, Project Management Institute Standards Committee

Project Management
University of Technology Sydney
http://www.projects.uts.edu.au/stepbystep/planning8.html

METHOD123 Empowering Managers to Succeed
http://www.method123.com/project-closure-phase.php

Project Closure Training
https://wiki.state.ma.us/confluence/download/attachments/69894234/Closure+Training.pdf

CDC Unified Process Practices Guide Project Close-Out
http://www2.cdc.gov/cdcup/library/practices_guides/CDC_UP_Project_Close-Out_Practices_Guide.pdf

7
Project Closure

7. Project Closure

Project Closure

- Formal closure or termination of the project
- Involves handing over the deliverables to stakeholders, passing the documentation to the business, cancelling supplier contracts, releasing staff and equipment and informing stakeholders of the closure of the project
- Project closure includes:
    - Project closure report lists every activity required to close the project, to ensure that the project closure is completed smoothly and efficiently
    - Post project/implementation review to determine success of the project and identify the lessons learned. Carried out by a post implementation review analysis

Post Implementation Review Analysis

- To determine whether the team was successful at delivering the expected outcomes

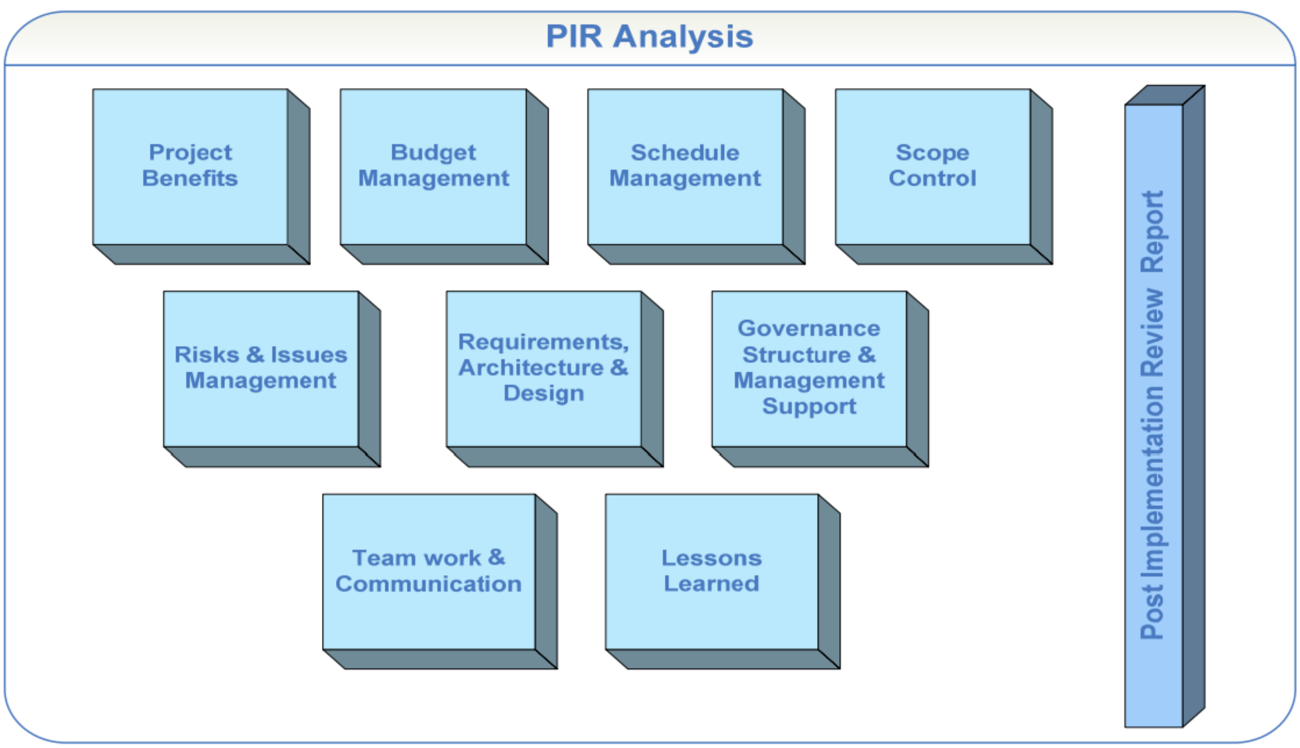


Figure 25. Example of a Post Implementation Review (PIR) Analysis

- Project benefits
  Assess whether the product is functioning as expected
  Review expected deliverables
  Identify unexpected results

- Budget
  Summarize final project costs
  Highlight any cost overruns and reasons for overruns

- Schedule
  Consider the original versus actual schedule and analyze reasons for any delays

- Scope
  Analyze any changes made to the project scope during the life of the project

- Risk and issues
  Review how risks and issues were managed, mitigated and resolved

- Team work and communications
  Consider how the team members worked together, dealt with conflicts and communicated with each other and with outside the project team

- Requirements, architecture, design and security
  Consider inputs provided by stakeholders and evaluate the quality of requirements, design and security integration

- Governance structure and management support
  Assess management support at all levels of the organization

- Lessons learned
  Assess what went well and what could have been improved
  Identify key lessons that the team can benefit from

Useful References

METHOD123 Empowering Managers to Succeed
http://www.method123.com/project-closure-phase.php

CDC Unified Process Practices Guide Project Close-Out
http://www2.cdc.gov/cdcup/library/practices_guides/CDC_UP_Project_Close-Out_Practices_Guide.pdf

Best Practices in Closing a Project

1. Involve stakeholders in the close-out process
2. Use a check list to make sure all key items have been completed
3. Solicit feedback
4. Identify lessons learned
5. Archive data including best practices, lessons learned and other relevant project document
6. Celebrate project success
7. Project closing process is generally phased over a period of time rather than a single event
8. Manage resources
9. Keep the confidentiality especially with subcontractors contracts

A Project Closure Report Template is provided in Appendix 9

Appendices (Templates and Tools)

Appendix 1

Leadership Practices Inventory

By Kouses and Posner (2007)
Leadership is Everyone's Business: Facilitators Guide: Copyright 2007

Instructions

Write your name in the space provided at the top of this page. Below you will find thirty statements describing various leadership behaviours. Please read each statement carefully, and using the RATING SCALE below, ask yourself:

"How frequently do I engage in the behaviour described?"

- Be realistic about the extent to which you actually engage in the behaviour.
- Be as honest and accurate as you can be.
- DO NOT answer in terms of how you would like to behave or in terms of how you think you should behave.
- DO answer in terms of how you typically behave on most days, on most projects and with most people.
- Be thoughtful about your responses. For example, giving yourself 10s on all items is most likely not an accurate description of your behaviour. Similarly, giving yourself all 1s or all 5s is most likely not an accurate description either. Most people will do some things or less often than they do other things
- If you feel that a statement does not apply to you, it's probable because you don't frequently engage in the behaviour. In that case, assign a rating of 3 or lower.

For each statement, decide on a response and then record the corresponding number in the box to the right of the statement. After you have responded to all thirty statements, go back through the LPI one more time to make sure you have responded to each statement. ***Every*** statement ***must*** have a rating.

The **RATING SCALE** runs from **1 to 10**. Choose the number that best applies to each statement.

1 = Almost Never
2 = Rarely
3 = Seldom
4 = Once in a While
5 = Occasionally
6 = Sometimes
7 = Fairly Often
8 = Usually
9 = Very Frequently

10 = Almost Always

Thank you…

To what extent do you typically engage in the following behaviours?

Choose the response number that best applies to each statement and record it in the box to the right of that statement.

1.	I set a personal example of what I expect of others.	☐
2.	I talk about future trends that will influence how our work gets done.	☐
3.	I seek out challenging opportunities that test my own skills and abilities.	☐
4.	I develop cooperative relationships among the people I work with.	☐
5.	I praise people for a job well done.	☐
6.	I spend time and energy making certain that the people I work with adhere to the principals and standards we have agreed on.	☐
7.	I describe a compelling image of what our future could be like.	☐
8.	I challenge people to try out new and innovative ways to do their work.	☐
9.	I actively listen to diverse points of view.	☐
10.	I make it a point to let people know about my confidence in their abilities.	☐
11.	I follow through on the promises and commitments that I make.	☐
12.	I appeal to others to share an exciting dream of the future.	☐
13.	I search outside the formal boundaries of my organisation for innovative ways to improve what we do.	☐
14.	I treat others with dignity and respect.	☐
15.	I make sure that people are creatively rewarded for their contributions to the success of our projects.	☐

16. I ask for feedback on how my actions affect other people's performance. ☐

17. I show others how their long-term interests can be realised by enlisting in a common vision. ☐

18. I ask "What can we learn?" when things don't go as expected. ☐

19. I support the decisions that people make on their own. ☐

20. I publicly recognise people who exemplify commitment to shared values. ☐

21. I build consensus around a common set of values for running our organisation. ☐

22. I paint the "big picture" of what we aspire to accomplish. ☐

23. I make certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs that we work on. ☐

24. I give people a great deal of freedom and choice in deciding how to do their work. ☐

25. I find ways to celebrate accomplishments. ☐

26. I am clear about my philosophy of leadership. ☐

27. I speak with genuine conviction about the higher meaning and purpose of our work. ☐

28. I experiment and take risks, even when there is a chance of failure. ☐

29. I ensure that that people grow in their jobs by learning new skills and developing themselves. ☐

30. I give the members of the team lots of appreciation and support for their contributions. ☐

Thank you for filling out this form……

Appendix 2

Leadership Development Planner

Leadership Development Planner

2015

Leadership Practices Inventory Score Sheet
Name________________________ Date___________

INSTRUCTIONS: *Please transfer your scores in the questionnaire to the appropriate spaces in the table matrix. Then sum all the scores for each event to serve as bases for your self assessment.*

Events	Scores of Answers to Questions						Total
1. Model the way	**Q1**	**Q6**	**Q16**	**Q26**	**Q11**	**Q21**	
2. Inspire a shared vision	**Q2**	**Q17**	**Q27**	**Q12**	**Q7**	**Q22**	
3. Challenge the process	**Q13**	**Q3**	**Q18**	**Q23**	**Q28**	**Q8**	
4. Enable others to act	**Q9**	**Q14**	**Q19**	**Q4**	**Q29**	**Q24**	
5. Encourage the heart	**Q30**	**Q20**	**Q15**	**Q10**	**Q5**	**Q25**	

Interpretation & Guidelines for Personal Leadership Development

Your highest scores are your strengths. (Mark the 2 highest scores as your Strengths)
Eg. If you have Model the Way as your highest, the qualities under those categories are your strengths. Nurture those behaviours further.

Your lowest scores are your weaknesses. (Mark the 3 Lowest Scores as your Development Needs). Please see the corresponding Guidelines for Development.

SCORING:

Scoring is based on the Five Leadership Practices

1. Model the Way
Add Q: 1,6, 16, 26, 11, 21

2. Inspire a Shared Vision
Add Q: 2, 17, 27, 12,7,22

3. Challenge the Process
Add Q: 13, 3,18,23,28,8

4. Enable Others to Act
Add Q: 9, 14, 19,4,29,24

5. Encourage the Heart
Add Q: 30,20,15,10,5,25

Interpretation & Guidelines for Personal Leadership Development

Your highest scores are your strengths (mark the 2 highest scores as your Strengths)
Eg. If you have Model the Way as your highest, the qualities under those categories are your strengths. Nurture those behaviours further.

Your lowest scores are your weaknesses (mark the 3 Lowest Scores as your Development Needs). Please see the corresponding Guidelines for Development.

This will provide input into your LEADERSHIP DEVELOPMENT PLAN.

<table>
<tr>
<td>

1. MODEL the Way


</td>
<td>

1. FIND YOUR VOICE by clarifying your personal values.

2. SET THE EXAMPLE by aligning actions with shared values.
</td>
<td>

Guidelines for Modelling the Way
Try these strategies to set the example and achieve small wins:

- Open a dialogue about personal and shared values
- Audit your actions
- Be dramatic
- Tell stories about teachable moments
- Take personal interests in everything
- Make a plan
- Create a model
- Break it up, and break it down
- Ask for volunteers
- Sell the benefits, benefits, benefits
</td>
</tr>
<tr>
<td>

PERSONAL DEVELOPMENT ACTION PLAN
</td>
<td colspan="2">

1.
Milestone
Target date of achievement

2.
Milestone
Target date of achievement

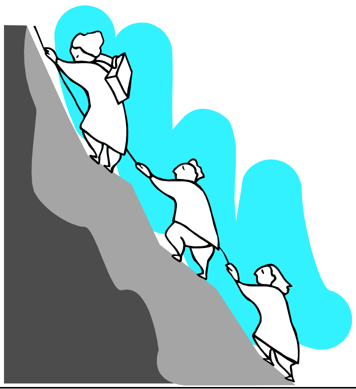
3.
Milestone
Target date of achievement
</td>
</tr>
</table>

<table>
<tr><td></td><td colspan="2"></td></tr>
<tr><td>2. INSPIRE a Shared Vision
</td><td>3. ENVISION THE FUTURE by imagining exciting and ennobling possibilities.

4. ENLIST OTHERS in a common vision by appealing to shared aspirations.</td><td>Guidelines for Inspiring a Shared Vision
Try these strategies to envision an uplifting future and enlist others in the vision:
• Determine what you want
• Act on your intuition
• Test your assumptions
• Become a futurist
• Develop your interpersonal competence
• Breathe life into your vision
• Speak positively
• Speak from the heart
• Make the intangible, tangible
• Listen, listen, listen</td></tr>
<tr><td>PERSONAL DEVELOPMENT ACTION PLAN</td><td colspan="2">1.
Milestone
Target date of achievement

2.
Milestone
Target date of achievement

3.
Milestone
Target date of achievement</td></tr>
<tr><td>3. CHALLENGE</td><td>5. SEARCH FOR OPPORTUNITIES by seeking innovative ways to change, grow, and improve.</td><td>Guidelines for Challenging the Process
Try these strategies to change, grow, innovate, and improve:
• Treat every job as an adventure
• Send people shopping for ideas</td></tr>
</table>

the Process 	**6. EXPERIMENT AND TAKE RISKS** by constantly generating small wins and learning from mistakes.	• Put “idea gathering” on your own agenda • Go out and find something that needs fixing • Take a class; learn a new skill • Experiment, experiment, experiment • Make it safe for *others* to experiment • Work with ideas that may sound strange initially.
PERSONAL DEVELOPMENT ACTION PLAN	**1.** **Milestone** **Target date of achievement** **2.** **Milestone** **Target date of achievement** **3.** **Milestone** **Target date of achievement**	
4. ENABLE Others to Act	**7. FOSTER COLLABORATION** by promoting cooperative goals and building trust. **8. STRENGHTHEN OTHERS** by	**Guidelines for Enabling Others to Act** Try these strategies to build trust and strengthen others: • Always say *we* • Increase interactions

<table>
<tr><td></td><td>sharing power and discretion.</td><td>

- Focus on gains, not losses
- Form planning and problem-solving partnerships
- Go first
- Enlarge people's sphere of influence
- Make sure delegated tasks are relevant
- Make connections
- Make heroes of other people
- Educate, educate, educate

</td></tr>
<tr><td>PERSONAL DEVELOPMENT ACTION PLAN</td><td colspan="2">1.
Milestone
Target date of achievement

2.
Milestone
Target date of achievement

3.
Milestone
Target date of achievement</td></tr>
<tr><td>5. ENCOURAGE the Heart</td><td>9. RECOGNISE CONTRIBUTIONS by showing appreciation for individual excellence

10. CELEBRATE THE VALUES AND VICTORIES by creating a spirit of community.</td><td>Guidelines for Encouraging the Heart
Try these strategies to recognise individual contributions and celebrate team accomplishments.

- Seek out people who are doing things right
- Personalise and publicise each recognition
- Link the recognition to a clear set of standards
- Celebrate individual recognition in a group
- Be creative about rewards and recognition

</td></tr>
</table>

		• Give recognition and rewards • Tell the story of someone who exemplifies the standards you set • Design the reward-and-recognition system participatively • Provide feedback en route • Schedule celebrations • Be a cheerleader, in your own preferred way • Stay in love with what you do. • Have fun, laugh, enjoy.
PERSONAL DEVELOPMENT ACTION PLAN	**1.** **Milestone** **Target date of achievement** **2.** **Milestone** **Target date of achievement** **3.** **Milestone** **Target date of achievement**	

Appendix 3 Project Charter

Project Details

Project:
Project Sponsor:
Project Manager:
Start Date:
Completion Date:
Indicative Budget:

Section One: Goals and Vision

This section should authorise the project, this should include a summarised description of the project.

Section Two: Realities and Purpose

This section should describe the scope of the project, including what is in and out of scope and the purpose of the project. What are the SWOT (strengths, weaknesses, opportunities and threats), that need to be addressed? Clarify the program focus.

Section Three: Ownership and Stakeholders

This section should state the Project Manager of the project, giving him the authority to use whichever resources are necessary.
THE STAKEHOLDERS: This section should also describe who is involved in the delivery of the project, including the key stakeholders and sponsors, as well as the project team members who are involved.

Section Four: Way Forward: Deliverables

This section should describe the milestones the project needs to achieve, as well as the expected time taken to complete them.

Key Activity Components	*Milestone*	*Duration / Timelines*

Section Five: Urgent Parameters [UP} ALIGNMENT

This section should outline how the project aligns with the current change and development imperatives:

PURPOSE [How does this project align with the organisational, national, community plans/ vision and priorities ?]

PEOPLE'S DEVELOPMENT [How does this project contribute to development of capacity of people involved, eg. any learning and development program and social safeguards built in }

PARTICIPATION [How will this project ensure gender equality and inclusion]

-GENDER EQUALITY

- SOCIAL INCLUSION

PARTNERSHIPS [How does this project promote public-private-people partnerships]

POLICIES, PROCESSES and PRACTICES [Will this project align with existing policies/processes? What are the potential policy/process/practical implications]

Appendix 4

Stakeholder Analysis Template

ProjectTitle:____

Stakeholder	Their interest or requirement from the project	What the project needs from them	Perceived attitudes and/or risks	Actions to take

Appendix 5 Gantt Chart Template

BDA Projects GANTT Chart

Project Title:	
Project Manager	
Start Date:	
Expected End Date:	

	Tasks/ Activities	Start	End	Duration (Days)	Month 1				Month2				Month 3				Month 5				Month 6				Month 7				Month 8				Month 9				Month 10				Month 11				Month 12			
					Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4
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3																																																
3.1																																																

Appendix 6

Results-Based Monitoring and Evaluation Plan

Project Title:

Expected results (Outcomes and Outputs	**Indicators With Baseline and Targets and other key areas to monitor**	**M&E event with Data Collection Methods**	**Time or Schedule and Frequency**	**Responsibilities**	**Means of Verification, Data Sources and Type**	**Resources**	**Risks**
Outcome 1 Outputs	Baseline: Target:						
Outcome 2 Outputs							

Appendix 7

Risk Management Plan

PROJECT TITLE____

Project Manager ____

Activity/Task	Potential Problem	S *	Likely causes	P *	Preventive Actions	Contingency Actions	Triggers	Responsibility

S – Severity (Catastrophic, Critical, Marginal, Negligible)
P – Probability (Frequent, Probable, Occasional, Remote, Eliminated)

Appendix 8
Procurement Templates

Goods & Services Procurement Schedule

Procurement involves obtaining the goods and services required to deliver the project. In a Procurement schedule it is important to indicate not only the cost, but information required for the management of the project, such as lead time, date required, full supplier contact details, procurement procedure (for instance a formal tender procedure might be required), expert advice needed (for instance it might be necessary to refer to the University solicitor), responsibility and recovery tactic if the item is late or unavailable.

Activity or Task From WBS	Cost Per Item	No. of Units	Total Cost	Supplier Details	Procedure	Expert Advice	Lead Time	Date Required	Responsibility	Recovery Tactic
			$ -							
			$ -							
			$ -							
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			$ -							
Total			**$ -**							

Human Resources Procurement Schedule

Procurement involves obtaining the personnel required to deliver the project. In a Procurement schedule it is important to indicate not only the cost, but information required for the management of the project, such as lead time, date required, full contact details, procurement procedure (for instance a formal tender procedure might be required), expert advice needed (UTS has specific recruitment procedures), responsibility and recovery tactic if the person is unavailable when required.

Activity or Task From WBS	Cost Per Hour	No. of Hours	Total Cost	Recruitment Procedure	Source (Unit or External)	Contact Details	Expert Contacted	Lead Time	Recovery Tactic	Responsibility to Organise
			$ -							
			$ -							
			$ -							
			$ -							
			$ -							
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			$ -							
			$ -							
Total			$ -							

Appendix 9 Project Closure Report Template

Project Closure Report

Project Name:

Department:

TABLE OF CONTENTS

PROJECT CLOSURE REPORT PURPOSE

Project Closure Report Purpose
[**Replace this text with your own statement of purpose, or use the following sample.**] The Project Closure Report is the final document produced for the project and is used by senior management to assess the success of the project, identify best practices for future projects, resolve all open issues, and formally close the project.

PROJECT CLOSURE REPORT GOALS

Project Closure Report Goals
[**Replace this text with your own statement of goals, or use the following sample.**] This Project Closure Report is created to accomplish the following goals: • Review and validate the milestones and success of the project. • Confirm outstanding issues, risks, and recommendations. • Outline tasks and activities required to close the project. • Identify project highlights and best practices for future projects.

PROJECT CLOSURE REPORT SUMMARY

Project Background Overview

Project Background Overview
[**Replace this text with a brief description of the project background.** • **What were the original goals, objectives, and success criteria?** • **Refer to project overview statement and/or project charter for this information.**]

Project Highlights and Best Practices

Project Highlights and Best Practices
Project Highlights: • [**Highlight**] • [**Highlight**] Best Practices: • [**Best practice**] • [**Best practice**]

Project Closure Synopsis

Project Closure Synopsis
[**Replace this text with a brief description of why the project is being closed.** • **Is it being closed because all project objectives and deliverables have been met?** • **Or is it being closed for other reasons (loss of funding, shift in strategy, etc.)?**]

PROJECT METRICS PERFORMANCE

Goals and Objectives Performance

Goals and Objectives Performance
[Replace this text with a comparison of actual project performance to project objectives.]

Success Criteria Performance

Success Criteria Performance
[Replace this text with details of project performance in terms of targeted success criteria. • Were all criteria achieved? To what level of success? • If some criteria were not achieved, what were the reasons? Is achievement anticipated at a later date? • Who is responsible for measuring continued progress?]

Milestone and Deliverables Performance

Milestones and Deliverables Performance
[Replace this text with an outline of actual performance of project milestones and corresponding deliverables. • Were all deliverables achieved with high quality and customer acceptance? • If not, what were the reasons? • Is achievement anticipated at a later date?]

Schedule Performance

Schedule Performance
Project Schedule Overview: [**Replace this text with the overview.**] Project Schedule Control Process: [**Replace this text with the control process.**] Project Schedule Corrective Actions: [**Replace this text with the corrective actions.**] Project Schedule Integration with Managing Project: [**Replace this text with the integration.**]

Budget Performance

Budget Performance
Project Budget Overview: [**Replace this text with the overview.**] Project Budget Corrective Actions: [**Replace this text with the corrective actions.**]

Metrics Performance Recommendations

Metrics Performance Recommendations
[**Replace this text with an outline of metrics performance recommendations for the future.**]

PROJECT CLOSURE TASKS

Resource Management

Resource Management
[**Replace this text with an explanation of how resources were managed.** • **What resource needs changed during the project?** • **Outline the steps to be taken in shifting project resources to other projects.** • **Explain how project knowledge (IP) from project team members will be captured and retained for future projects.**]

Issue Management

Issue Management
[**Replace this text with a list of any issues still outstanding at the end of the project.** • **Will each issue be resolved?** • **Who will continue to report on each issue's progress?**]

Risk Management

Risk Management
Project Risks Mitigated: [**Replace this text with the risks mitigated.**] Outstanding Project Risks: [**Replace this text with the outstanding risks.**]

Quality Management

Quality Management
[**Replace this text with a description of how quality management processes were used and integrated into the project, and how quality control measures provided quality assurance.**]

Communication Management

Communication Management
[Replace this text with an outline of the project communication process. • How effective was the process? • What changes were made during the project?]

Customer Expectation Management

Customer Expectation Management
[Replace this text with a brief description of how customer expectations were managed. • Did these expectations vary during the course of the project? If so, how?]

Asset Management

Asset Management
[Replace this text with a list of assets remaining at the end of the project. • How will those assets be dispositioned? • Who will manage the disposition process?]

Lessons Learned

Lessons Learned
[Replace this text with a list of successes and shortcomings to remember for the future. • Which activities and processes worked well? • Which could have been improved, and how?]

Postproject Tasks

Postproject Tasks
[Replace this text with a list of outstanding issues for this project. • What actions are not yet completed? Who is responsible for them?

Which success criteria are not yet met? Which deliverables are not yet achieved?   **Which training requirements are still outstanding?**   **This information can be summarized from details in the preceding sections.**]

Project Closure Recommendations

Project Closure Recommendations
[**Replace this text with a list of recommendations arising from review of closure tasks.**   **The main recommendation would usually be to gain project closure approval from the Project Sponsor, including agreement that the project has fulfilled all of the requirements as documented and that the Project Sponsor is satisfied that all outstanding items have been satisfactorily addressed.**]

PROJECT CLOSURE REPORT APPROVALS

Prepared By ___________________________________
([**Job Title**])

Approved By ___________________________________
([**Job Title**])

____
([**Job Title**])

____
([**Job Title**])

Approval Date ___________________________________

APPENDICES

Project Closure Report Sections Omitted

- [**Omitted section**]
- [**Omitted section**]

Project Closure and Post Implementation Report Template & Guide

Purpose

The Project Closure and Post Implementation Report (PCPIR) is presented to the Executive at the end of the project and provides a final assessment of the project. In particular, the PCPIR details the level of success of the project and if, and in what ways, the project has achieved expected benefits following implementation.

The Report generally captures information obtained from a post implementation review meeting held at the end of the project.

What should the Project Closure and Post Implementation Report cover?

The key areas that the PCPIR should cover are:

1. an end project report, covering achievement of project objectives, performance against targets and tolerances, and effect of any changes on the project and project business case
2. an outline of any post-project review processes to be adopted
3. follow-on actions
4. lessons learned.

Key considerations in developing the Project Closure and Post Implementation Report

When developing the PCPIR, the following should be observed:

- The Report must describe any abnormal situations which arose during the project, together with their impact
- The Report must specify follow-on actions for all issues which have not been closed at the end of the project
- Any appointed Project Assurance roles should agree with the Report.

How to use this template

This template provides a framework for the development of the PCPIR. This means that sections can be developed at various levels of detail depending on individual circumstances and the size and complexity of the project. If a section is not required or not applicable, it can be deleted, an indication made that it is not applicable, or reference can be made to another document.

Text styles

When using this template, please note that:

- italictext enclosed in angle brackets (eg<*text*>) is explanatory and is intended to be replaced by individual content
- text in italics is also explanatory and provides a guide as to the kind of information that should be included in a particular section. It should be deleted as part of finalising the document

- normal text should be retained wherever possible.

Template control

The final page of the template which follows contains template control information. Please make sure that this page is deleted as part of finalising your individual document.

Appendix 9b. Annotated Project Closure and Post Implementation Report

(Section) Project Name

Project Name:			
Date:	16 July 2015	**Version:**	
Author:			
Project Sponsor:			
Senior User::			
Senior Supplier:			

OVERVIEW

<Provide one paragraph (maximum of three or four sentences) which provides a high level summary of the purpose and objectives of the project and the planned business benefits. Provide a second paragraph (again, no more than three or four sentences) which summarises the remainder of the document and briefly describes the high-level outcomes of the project, including what was delivered and the timelines, cost and quality achieved compared to the original plans.

This section should be completed after the rest of the document is finished and should form a succinct summary of all the major points you have made. This section should not contain any information that is not referred to elsewhere in the document.>

END PROJECT REPORT

Use this section to explain the key areas of achievement for the project and the impact of change on achievements against the Project Plan and Business Case. Areas of achievement relate to business benefits, as well as how well the project performed against agreed targets and tolerances relating to time, cost, quality, scope and risk.

Performance against plans and tolerances

<Provide details of how the project performed against its plans and tolerances. This can be structured in paragraph style, or by using the following table:>

Target/Tolerance	Planned	Actual	Details
<eg Cost>	<$250,000 + 10%>	<$285,000>	<Increase in budget arose from additional staffing required due to extended staff absence>

Target/Tolerance	Planned	Actual	Details

Benefits delivered

<Provide details of the benefits that have been achieved as a result of project implementation (ie. those benefits that can be seen and measured at this point in time. Be sure to include details of how these benefits have been measured.>

Residual benefits

<Detail which benefits, as outlined in the project Business Case and/or Project Brief, have not been achieved as a result of implementation but have been identified for later realisation. Be sure to include details of when these will be achieved (including any prerequisites) and how they will be measured.>

Changes

<Where changes were authorised during the project (eg relating to scope, time, cost, quality), describe the effect of each change on the Project Plan and achievements against the project Business Case. Delete this section if there were no authorised changes during the project.>

Project issues

<Provide an overview of the major issues and problems experienced by the project and how they were resolved.>

Recommendations

<Record any additional recommendations which are identified following feedback from the project team and project manager.>

POST PROJECT REVIEW

Use this section to provide details of any post project review that will be undertaken to review the benefits realised (and still to be realised) in relation to the project. This will include details of the date(s) for the review, key responsibilities, and a plan for undertaking the review. Where a review will not be undertaken, delete this section. Otherwise, use any or all of the following headings to structure this information:

Date(s) for review

<Insert the relevant date(s) for the review.>

Responsibilities

<Detail who will be responsible for participating in the review and the nature of their responsibilities>

Plan

<Provide details of which benefits will be realised, how and when benefits will be measured, the resources needed for benefits realisation and measurement.>

FOLLOW-ON ACTIONS

<Provide details of the issues identified during the project that will require post-project attention, and the action(s) needed to resolve each issue. Where this detail has been recorded in the project Issue Register, simply provide a link to the Register and indicate which issues require post-project resolution. Alternatively, use the following table to summarise open issues:>

Open project issues

Issue ID:	Issue summary	Proposed action	Reason

Ongoing risks

<Provide details of the risks raised during the project that will require post-project attention, and the action(s) needed to resolve each. Where this detail has been recorded in the project Risk Register, simply provide a link to the Register and indicate which risks require post-project resolution. Alternatively, use the following table to summarise the risks:>

Risk ID:	Risk summary	Proposed action	Reason

Handover/training needs

<Explain any additional handover or training requirements, if any, that are required post-project.>

Other required activities

<Provide an overview of any operational activities that are proposed to further enhance project products or outcomes.>

LESSONS LEARNED

Report summary

<Provide a summary of the major lessons learned and key aspects that need review. Provide an outline of what went well, what went badly, and any recommendations for future projects.>

Key areas for improvement

<Summarise the key areas of the project where things could have been done better, how they could have been improved, and problems resolved. For example, include details of how the project could have been better managed, or where improvements to the project management methodology (eg. streamlining) could be made.>

Lessons learned summary

Lesson No:	Situation Description	Outcome	Impact	Lesson Learned
1				
2				
3				
4				

Lesson No:	Situation Description	Outcome	Impact	Lesson Learned
5				
6				
7				

Controls and tools

Lesson No.	Control/Tool Used	Positives	Negatives

Australian Aid

PAHRODF
PHILIPPINES AUSTRALIA HUMAN RESOURCE AND ORGANISATIONAL DEVELOPMENT FACILITY

Bangsamoro Development Agency

A GUIDEBOOK ON PROJECT DEVELOPMENT AND MANAGEMENT

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