Project Review & Evaluation Report

Template and Guide

Version 1.2, April 2008

This Template and Guide is for the development of a Project Review & Evaluation Report. The Guide is intended to be read in conjunction with the Template and should be removed from the front of the final document.

Additional templates for the review of a project phase (**Project Phase Review Report**), the closure of a large complex project **(Project Closure Report**) and the review of a small, less complex project (**Project Review & Closure Report**) have also been developed. These are available at [www.egovernment.tas.gov.au](http://www.egovernment.tas.gov.au).

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**Why would you review and evaluate a Project?**

No matter what the size or complexity of the project, it is necessary to measure the success of the project against well-defined criteria. The criteria that are established within the *Project Business Plan* will help to determine whether the project is or was ‘under control’, such as the degree to which the target outcomes have been achieved, the delivery of outputs and the level of adherence to documented plans, budget, methodologies and standards.

For a large, complex project this can be done during the project as an independent assessment to determine if the appropriate project management framework has been selected and applied appropriately, and evaluate progress against the agreed project plan and budget. This enables any deficiencies to be remedied and, if necessary, provide validation of a decision to ‘stop’ the project.

A review undertaken at the end of a project (regardless of size or complexity) provides valuable information to allow the Project Sponsor and/or Steering Committee[[1]](#footnote-1) to make an informed decision about closing the project. It captures the lessons learnt which will benefit the organisation in future projects.

Undertaking a review during or after completion of a project, provides an opportunity for an organisation to continuously improve the way they undertake projects.

**Who should review and evaluate a Project?**

For large or complex projects, the project stage or phase should be reviewed and evaluated by an independent person (i.e. not the Project Manager or Project Team member).

For smaller, less complex projects, it is often possible for the Project Manager to perform the review, provided they take an objective view of the review. If in doubt, an independent person should be engaged.

**When would you review and evaluate a Project?**

For large or complex projects formalised reviews should be done at the end of major phases or stages and post completion.

For smaller, less complex projects a formal review can add benefit post completion to enable the lessons learnt during the project to be captured for future projects.

**Which is the appropriate review template?**

There are four (4) different templates that have been developed, as described in the table overleaf.

**How to determine the lessons learned from the Project:**

There are a number of mechanisms that can be used to determine the lessons learned from a project. The following list is not fully comprehensive, but provides a few suggestions, a combination of which may best suit your individual needs:

* *examination of project records and documentation;*
* *questionnaire or survey of a representative stakeholder sample;*
* *face-to face interviews – either one-on-one or groups; and/or*
* *facilitated feedback sessions with a large group of stakeholders.*

It is important that stakeholder perceptions of the project are captured. Although different stakeholder groups will have different perceptions of the project, for future projects it is important to learn from their perspective what worked well, or could be improved.

| **No.** | **Title** | **Best suits** | **Purpose** |
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| **PM 036** | ***Project Review & Evaluation Report*** | **Large or complex projects** | **A useful tool to assist a Project Sponsor and/or Steering Committee to:**   * **determine if the appropriate project management framework has been selected and appropriately applied enabling any deficiencies to be remedied** * **provide validation of a decision to ‘stop’ the project** * **make an informed decision about closing the project and capturing the lessons learnt** |
| PM 936 | *Project Review & Closure Report* | Small projects  Large or complex projects | Excellent tool for capturing lessons from small projects and formally closing the project.  If a detailed review is not being undertaken this is an ideal way to capture the lessons learnt from the project and formally close the project. |
| PM 037 | *Project Phase Review Report* | Large or complex projects (phases) | A useful tool to assist the Project Sponsor and/or Steering Committee to:   * determine if the appropriate project management framework has been selected and appropriately applied enabling any deficiencies to be remedied * provide validation of a decision to proceed to the next phase of the project * provide validation of a decision to ‘stop’ the project |
| PM 035 | *Project Closure Report* | Large or complex projects | A tool to assist a Project Sponsor and/or Steering Committee to ‘tidy up’ any loose ends and formally close the project.  It may follow on from a *Project Phase Review Report* or a *Project Review & Evaluation Report*. |

What you need before you start:

* Agreement to proceed with the review and evaluation from the Project Sponsor and/or Steering Committee.
* An endorsed document establishing the scope of the review – what is to be included and what is not included (this may be documented in the *Project Business Plan*).
* Access to the relevant project records, which may include:
* major project management plans such as the *Business Case, Project Business Plan* etc.;
* Steering Committee minutes;
* Project Team minutes;
* Project budget – actual versus expected;
* Project plan/schedule – actual versus expected;
* *Risk Register*; and
* *Issues Register*.
* List of stakeholders for the project.
* Knowledge and understanding of the *Tasmanian Government Project Management Guidelines*.

Also advisable:

* Any of the following optional documents – Strategic Information Systems Plan, *Project Proposal/Brief, Process Review Report* or *Feasibility Study*.
* Awareness of the environmental factors that affected the project, such as political, industrial, legislative, technical, financial, social, cultural and security/privacy.
* Corporate/Business Plan for the Department/Business Unit.
* Departmental Project Management Guidelines.

What you will have when you are finished:

A complete *Project Review & Evaluation Report* ready to be given due consideration by the Project Sponsor and/or Project Steering Committee.

Integration Process

This document is a one-off report. It will not be updated and/or revised. Relevant sections of any *Project Phase Review Reports* may be integrated into this document. It will be used to inform planning for project closure.

How to use this template:

The template contains sections which are either optional or can be developed at a number of levels of detail depending upon individual need. The resulting document is intended to be brief.

All documents developed based on this template should include an appropriate acknowledgement.

A number of **different text styles** have been used within the template, as follows:

* Text in blue italics is intended to provide a guide as to the kind of information that can be included in a section and to what types of projects it might be applicable. It should be deleted from the final document .
* Text in normal font is intended as examples.
* Text enclosed in <angle brackets> is intended to be replaced by whatever it is describing.
* This document has been formatted for duplex printing. If you intend to print single sided, you may need to delete some page breaks.

Where to Get Additional Help

Project Management tools and resources that can assist you through each step in your project are available at [www.egovernment.tas.gov.au](http://www.egovernment.tas.gov.au)

Checklist

**Have you remembered to remove**:

* The versioning statement from the front cover of your document?
* This guide and checklist from the front of your document?
* All blue italic instructional text and <prescriptive text enclosed in angle brackets> within the template?

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| <Project Title>  Project Review & Evaluation Report |
| *The version number starts at one and increases by one for each release. It shows the release number and a revision letter if in draft. The original draft is 0.A and subsequent drafts are 0.B, 0.C etc. The first accepted and issued document is 1.0. Subsequent changes in draft form are 1.0A, 1.0B etc.. The accepted and issued second version is 1.1 or 2.0, depending on the magnitude of the change.*  Refer to the **Project Management Fact Sheet: Document Control**, for more information at [www.egovernment.tas.gov.au](http://www.egovernment.tas.gov.au) |
| Version No: <n.n> Date:<dd-mm-yyyy>  Copy: Uncontrolled |

Document Release Notice

This document is Version <n.n> of the Project Review & Evaluation Report for the <Project Title> Project. This document is authorised for release once all signatures have been obtained.

Briefly describe the terms of reference for the Project Review & Evaluation (as per Section 1.2 in the Report).

Briefly describe the methodology used for the Project Review & Evaluation (as per Section 2.2 in the Report).

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| PREPARED: |  | Date: |  | - |  | - |  |
| (for acceptance) | <Name, Title>  <Project Title> Project Review Consultant |  |  | | | | |
|  |  |  |  | | | | |
| ACCEPTED: |  | Date: |  | - |  | - |  |
| (for release) | <Project Sponsor Name, Title>  <Project Title> Project Sponsor  On behalf of the  <Project Title> Steering Committee |  |  | | | | |

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# Executive Summary

## Background

Describe the background to the Project Review & Evaluation.

## Terms of Reference

Describe the terms of reference for the Project Review & Evaluation, particularly what was included, and what was not included.

## Highlights and Innovations

Describe the highlights of the project and any innovations used or developed by the project.

## Summary of Findings

Briefly describe the main findings presented in the Report.

## Recommendations

List the recommendations that appear in the Report. For ease of reference, each recommendation should be uniquely numbered and a reference provided to the relevant section within the Report.

For a review of a large and complex project where there is a large number of recommendations, these can be broken down into major recommendations and others.

# 

# Introduction

## Background to the Project

Briefly describe the background to the project under review to provide the contextual framework within which the project was undertaken.

## Project Review Methodology

Briefly describe the methodology used for the Project Review & Evaluation, including mechanisms such as examination of documentation, surveys, face-to-face interviews, group sessions etc.

# Objectives, Outcomes and Outputs

## Objectives

Describe the objective for the project and where it was documented.

## Critical Success Factors

This section is optional as many projects do not define critical success factors.

Describe the critical success factors for the project and where they were documented.

## Outcomes and Target Outcomes

Describe the outcomes and target outcomes for the project and where they were documented.

## Outputs

Describe the outputs for the project and where they were documented.

# Development Methodology

Describe the methodology used to develop the outputs (deliverables).

# Project Documentation

## Project Management Plans

### Project Proposal/Brief

This section is optional, as not all projects will begin with a proposal but may start with a Business Case or Project Business Plan.

Identify the Project Proposal/Brief and the endorsement received. Identify any omissions in the contents or any issues that arose as a result of the documentation.

### Business Case

This section is optional, as not all projects develop a Business Case if funding has already been secured, in which case it is customary to start with the development of a Project Business Plan. However, it should be noted that a Business Case is still necessary where funding has been approved but the development option is unresolved.

Identify the Business Case and the endorsement received. Identify any omissions in the contents or any issues that arose as a result of the documentation.

### Project Business Plan

Describe the development of the Project Business Plan throughout the project. Identify any contradictions with the Project Proposal/Brief or Business Case (if they exist), any omissions in the contents or any issues that arose as a result of the documentation.

### Project Execution Plan

This section is optional, as not all projects will require a Project Execution Plan to be developed.

Describe the development of the Project Execution Plan throughout the project. Identify any contradictions with the Project Business Plan, any omissions in the contents or any issues that arose as a result of the documentation.

### Outcome/Benefits Realisation Plan(s)

This section is optional, as infrastructure projects do not require an Outcome/Benefits Realisation Plan to be developed.

Describe the development of the Outcome/Benefits Realisation Plan(s) throughout the project. Identify any contradictions with the Project Business Plan, any omissions in the contents or any issues that arose as a result of the documentation.

## Maintenance of Project Records

Describe the processes used to control and maintain the project records. Identify any problems that occurred due to the adopted approach, or any suggestions for improvement.

# Project Management

## Planning and Scoping

Describe the method used to plan and scope the project, and where the results of the planning were documented. Identify any issues that occurred due to the adopted approach, or any suggestions for improvement.

## Governance

Describe the key players in the project under review based on the governance diagram and where the governance structure was documented. Identify any issues that occurred due to the adopted structure. For example, Steering Committee composition was inappropriate – too many members, too few members, lack of external representation etc.

## Organisational Change Management

Describe the process adopted for organisational change management and where the process was documented e.g. Outcome/Benefits Realisation Plan. Identify any issues that occurred due to the adopted approach, or any suggestions for improvement.

## Stakeholder Management

Describe the process adopted for stakeholder management, including how the initial identification of stakeholders was undertaken, who was involved, whether the stakeholders were grouped and the effectiveness of the management strategies employed.

Identify any issues that occurred due to the adopted approach, or any suggestions for improvement.

## Risk Management

Describe the process adopted for risk management, including when the initial risk analysis was undertaken, who was involved and how ongoing reviews were performed.

Identify any issues that occurred due to the adopted approach, or any suggestions for improvement.

## Issues Management

Describe the process adopted for issues management, including the tool used to capture and track the progress of issues.

Identify any issues that occurred due to the adopted approach, or any suggestions for improvement.

## Resource Management

### Budget

Describe the funding arrangements for the project, any approved changes to the initially approved Project Budget and where it was documented. Identify any issues that arose as a result of the documentation or the funding arrangements.

### Human Resources

Describe the initial allocation of human resources (including the skills mix), ongoing management processes adopted for the project and where they were documented. Identify any issues that arose as a result of the skills mix, processes or documentation.

### Physical

Describe the physical arrangements for the project team, including any equipment requirements. Identify any issues that arose as a result of these arrangements.

### Information

Describe the information management arrangements adopted for the project e.g. document control, storage, security and backup of hard copy and soft (electronic) copy records and documents, level of documentation maintained.

Describe any information being supplied to the project e.g. legal opinion, and how it was managed. Identify any issues that arose as a result of the information management arrangements.

## Quality Management

Describe the approach adopted for Quality Management in the project, including a summary of key facets documented in the Quality Plan.

Identify any issues that occurred due to the adopted approach, or any suggestions for improvement.

## Status Reporting

Describe the status reporting mechanisms for the project. Identify any issues that occurred due to the adopted approach or any suggested improvements.

Describe the tools used for tracking performance for the project. Identify any issues that occurred due to the adopted approach or any suggested improvements.

## Evaluation

Describe the approach used to monitor and review the project and where it was documented. Identify any issues that occurred due to the adopted approach or any suggested improvements.

## Closure

This section is only relevant if project closure has occurred.

Describe the process that was used to formally close the project and where it was documented. Identify any issues that occurred or may occur due to the adopted approach or any suggested improvements.

# Project Performance

## Performance against Objectives and Outcomes

Describe the actual performance of the project against planned in relation to the achievement of objectives, outcomes and target outcomes.

## Performance against Critical Success Factors

This section is optional, as many projects do not define critical success factors.

Describe the actual performance of the project against planned in relation to the critical success factors.

## Performance against Outputs

Describe the actual performance of the project against planned in relation to the delivery of outputs.

## Performance against Budget

Describe the actual performance of the project against planned in relation to the project budget.

## Performance against Schedule

Describe the actual performance of the project against planned in relation to the project schedule.

# Lessons Learned

## What Worked Well?

Describe the project management and quality management processes that were perceived to be appropriate and/or effective for the project, as reflected by the stakeholders and the project records/documentation.

## What could be improved?

Describe the project management and quality management processes that were perceived to be inappropriate and/or ineffective for the project, as reflected by the stakeholders and the project records/documentation.

# Conclusions

Provide a summary of the conclusions drawn throughout the Report.

# Summary of Recommendations

List the recommendations that appear in the Report.

For a review of a large and complex project where there is a lot of recommendations, these can be broken down into a few key/major recommendations, followed by the remainder grouped under their relevant heading within the Report.

# Appendices

This section is optional.

Where necessary, appendices can be attached to provide any relevant supporting information, such as:

* a glossary listing key terms and abbreviations used in the Report;
* a list of stakeholders surveyed or interviewed;
* a copy of the survey questions;
* a summary of individual stakeholders comments gathered through the investigative process;
* a list of project documents examined during the review; and/or
* examples of tools or templates referred to within the Report.

1. For a definition of these underlined terms, refer to the *Tasmanian Government Project Management Guidelines* *Version 6.0 (March 2005):* *Appendix 1: Project Management Glossary* [↑](#footnote-ref-1)