**Project Closeout Report Template**

1. **Name of project:** This should either repeat the title adopted in the project proposal—or appear as a refined version of that.
2. **Purpose (of the report):** Why has this report been prepared? Generic wording along the lines of: “This report provides the results of a review of our overall performance on the project” would be appropriate.
3. **Summary**: The main conclusions of the review. Based on the main conclusions of the review, covering such topics as:

* What worked well? Why”
* What worked poorly? Why?
* What are the major implications for the conduct of future projects?
* What now needs to happen so that our performance on future projects can improve?

1. **PPA analysis**: This section is made up of a collection of stylised one-page reports—using the Project Performance Areas (PPA) analysis:

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| **Output/Outcome Closeout** | **Project performance Area (PPA)** | **Performance Focus Question** |
| Output | Fulfilment of scope | Did we deliver all outputs declared in the statement of scope? |
| Output quality | Were all outputs delivered in accordance with their definitions? |
| Project plan | How clearly did the plan set direction for the work of the project? |
| Internal resource estimates | Did the demands on staff accord with our labour estimates? |
| Outlay estimates | How reliable did our estimates of cost prove to be? |
| Risk management | How well did we manage the risks we faced? |
| Issues management | How well did we manage matters of concern that arose? |
| Timeframe | How well did we adhere to the timeframe approved in the business case? |
| Budget | How well did we adhere to the budget approved in the business case? |
| Governance | How well did the governance model—and in particular the Reference Groups? |
| Tracking | How closely were we able to monitor the project and influence developments? |
| Reporting | How useful were the progress reports tabled during the project? |
| Outcome | Target outcomes | Were all target outcomes realised in accordance with the approved business case? |
| Undesirable outcomes | Did we exceed the notional thresholds for the undesirable outcomes identified in the business case? |
| Business case | How clear was it—and how reliable did it prove to be? |
| Disbenefits | Did the undesirable outcomes from the project accord with expectations? |

For detailed instructions on how to use this template and an example, please see Chapter 12 (Section 12.3.4) in:

Zwikael, O., Smyrk, J. R. (2019). *Project Management: A Benefit Realisation Approach*. Springer-Verlag, London, UK. ISBN: 978-3-030-03173-2 (print book); ISBN 978-3-030-03174-9 (eBook).