

18 Closing a Project

18.1 PURPOSE

The purpose of the Closing a Project process is to provide a fixed point at which acceptance for the project product is confirmed, and to recognize that objectives set out in the original Project Initiation Documentation have been achieved (or approved changes to the objectives have been achieved), or that the project has nothing more to contribute.

18.2 OBJECTIVE

The objective of the Closing a Project process is to:

- Verify user acceptance of the project's products
- Ensure that the host site is able to support the products when the project is disbanded
- Review the performance of the project against its baselines

- Assess any benefits that have already been realized, update the forecast of the remaining benefits, and plan for a review of those unrealized benefits
- Ensure that provision has been made to address all open issues and risks, with follow-on action recommendations.

18.3 CONTEXT

One of the defining features of a PRINCE2 project is that it is finite – it has a start and an end. If the project loses this distinctiveness, it loses some of its advantages over purely operational management approaches.

A clear end to a project:

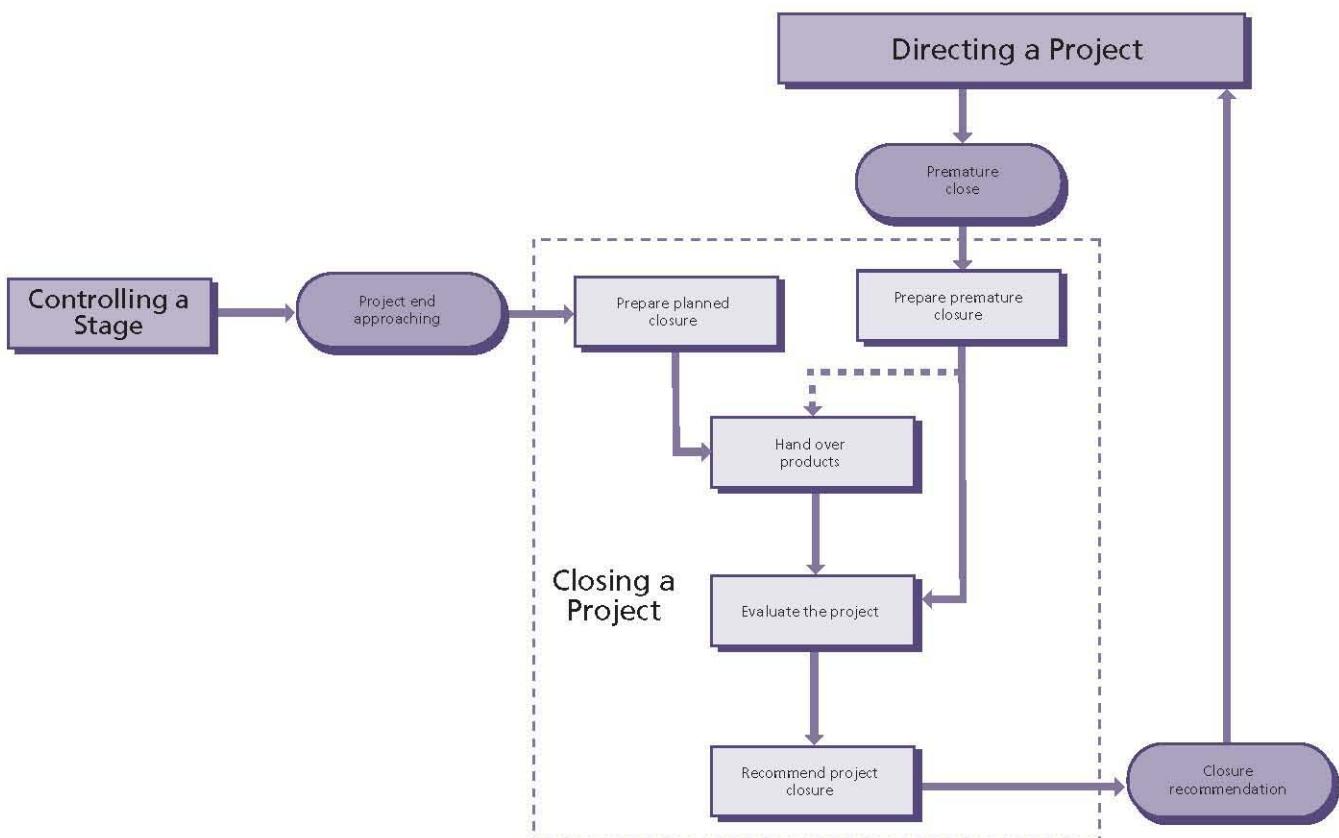


Figure 18.1 Overview of Closing a Project

- Is always more successful than a slow drift into use as it is a recognition by all concerned that:
 - The original objectives have been met (subject to any approved changes)
 - The current project has run its course
 - Either the operational regime must now take over the products from this project, or the products become inputs into some subsequent project or into some larger programme
 - The project management team can be disbanded
 - Project costs should no longer be incurred
- Provides an opportunity to ensure that all unachieved goals and objectives are identified so that they can be addressed in the future
- Transfers ownership of the products to the customer and terminates the responsibility of the project management team.

Closure activities should be planned as part of the Stage Plan for the final management stage. When closing a project, work is required to prepare input to the Project Board in order to obtain its authorization to close the project. Subsequently, the Executive should also notify corporate or programme management that the project has closed (see Chapter 13).

It is also possible that the Project Board may wish to trigger a premature closure of the project under some circumstances (for example, if the Business Case is no longer valid). If the project is being brought to a premature close, this process will still need to be executed, but may have to be tailored to the actual project situation.

A number of actions specific to the project's products may be required after the project, and these should be documented and planned for as follow-on action recommendations. These may have different audiences and therefore may need to be issued individually. The needs of the recipient will determine the format and content – some may want a formal report, some a log entry on a system, and others a meeting.

18.4 ACTIVITIES

The activities within the Closing a Project process are Project-Manager-oriented and are to:

- Prepare planned closure
- Prepare premature closure
- Hand over products
- Evaluate the project
- Recommend project closure.

18.4.1 Prepare planned closure

Before closure of the project can be recommended, the Project Manager must ensure that the expected results have all been achieved and delivered.

Figure 18.2 shows the inputs to, and outputs from, this activity.

PRINCE2 recommends the following actions:

- Update the Project Plan with actuals from the final stage
- Request a Product Status Account from Project Support. From the Product Status Account, ensure that the project's products:

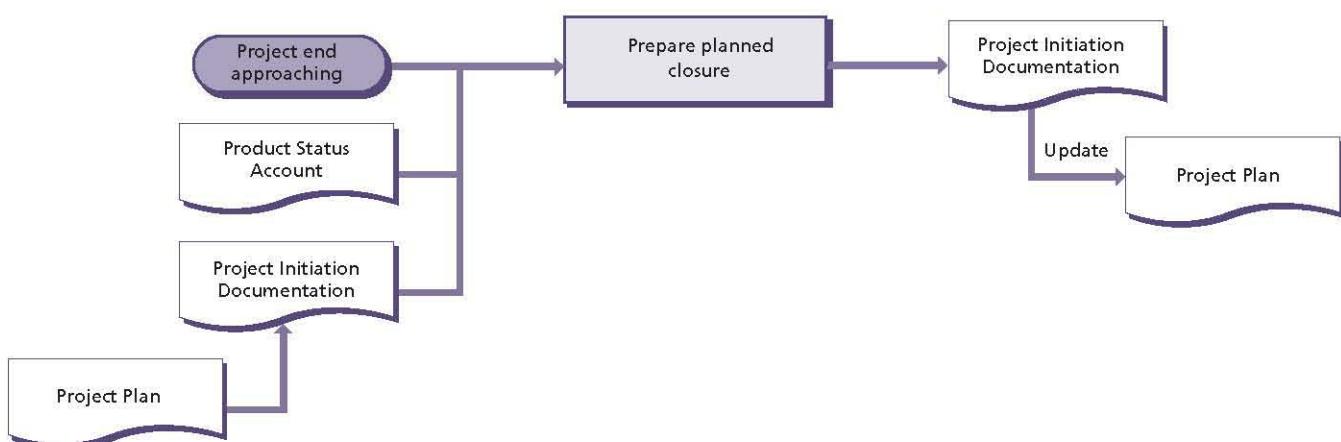


Figure 18.2 Prepare planned closure: activity summary

Table 18.1 Prepare planned closure: responsibilities

Producer – responsible for product's production

Reviewer – ideally independent of production

Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Project Plan	Update					P		R		A16
Product Status Account	Create					R		R	P	A18

- Have been approved by the authorities identified in their Product Descriptions
- Meet all the quality criteria, or are covered by approved concessions
- Confirm that the project has delivered what is defined in the Project Product Description, and that the acceptance criteria have been met
- Seek approval to give notice to corporate or programme management that resources can be (or are about to be) released.

Table 18.1 shows the responsibilities for this activity.

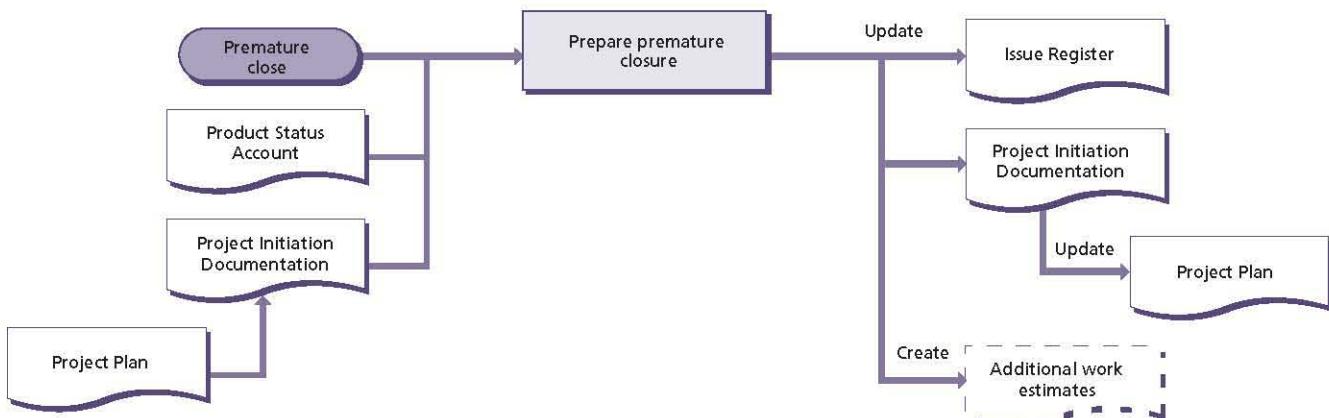
18.4.2 Prepare premature closure

In some situations, the Project Board may have instructed the Project Manager to close the project prematurely. In such circumstances, the Project Manager must ensure that work in progress is not simply abandoned, but that the project salvages anything of value created to date and checks that any gaps left by the cancellation of the project are raised to corporate or programme management.

Figure 18.3 shows the inputs to, and outputs from, this activity.

PRINCE2 recommends the following actions:

- Update the Issue Register (and, if necessary, the Issue Report) to record the premature closure request

**Figure 18.3 Prepare premature closure: activity summary**

- Update the Project Plan with actuals from the final stage
- Request a Product Status Account from Project Support. From this, determine which of the project's products:
 - Have been approved by the authorities identified in their Product Descriptions
 - Are currently in development (and which of those need to be completed)
 - Are covered by approved concessions
 - Have yet to be started
 - Need to be made safe
 - May be useful to other projects
- Agree the means for recovering products that have been completed or are in progress (if appropriate). This will need Project Board consultation and may include additional work to create, make safe or complete products that might be useful to other projects (for example, making a part-built building safe and weatherproof). In some cases, the additional work may require an Exception Plan
- Seek approval to give notice to corporate or programme management that resources can be (or are about to be) released early.

Table 18.2 shows the responsibilities for this activity.

Table 18.2 Prepare premature closure: responsibilities

Producer – responsible for product's production

Reviewer – ideally independent of production

Approver – confirms approval

18.4.3 Hand over products

The project's products must be passed to an operational and maintenance environment prior to the project being closed. This may happen as a single release at the end of the project, or the project approach may include phased delivery where products are handed over in a number of releases.

In the case of a premature closure, there may be some products that have been approved but not yet handed over and, depending on the Project Board guidance, the ownership of some or all of those products may need to be transferred to the customer.

When handing over products, the Benefits Review Plan may need to be updated to include the post-project benefits review(s) of the performance of the project's products in operational use. Such benefits reviews may identify whether there have been any side-effects (beneficial or adverse) that could provide useful lessons for other projects.

It is not a project activity to undertake benefits reviews post-project, only to plan for such benefits reviews to occur. If the project is part of a programme, then the post-project benefits reviews need to be covered by the programme's benefits management activities.

Figure 18.4 shows the inputs to, and outputs from, this activity.

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Issue Register	Update					P				A12
Project Plan	Update					P		R		A16
Product Status Account	Create					R		R	P	A18
Additional work estimates	Create		(A)	(A)	(A)	P		R		

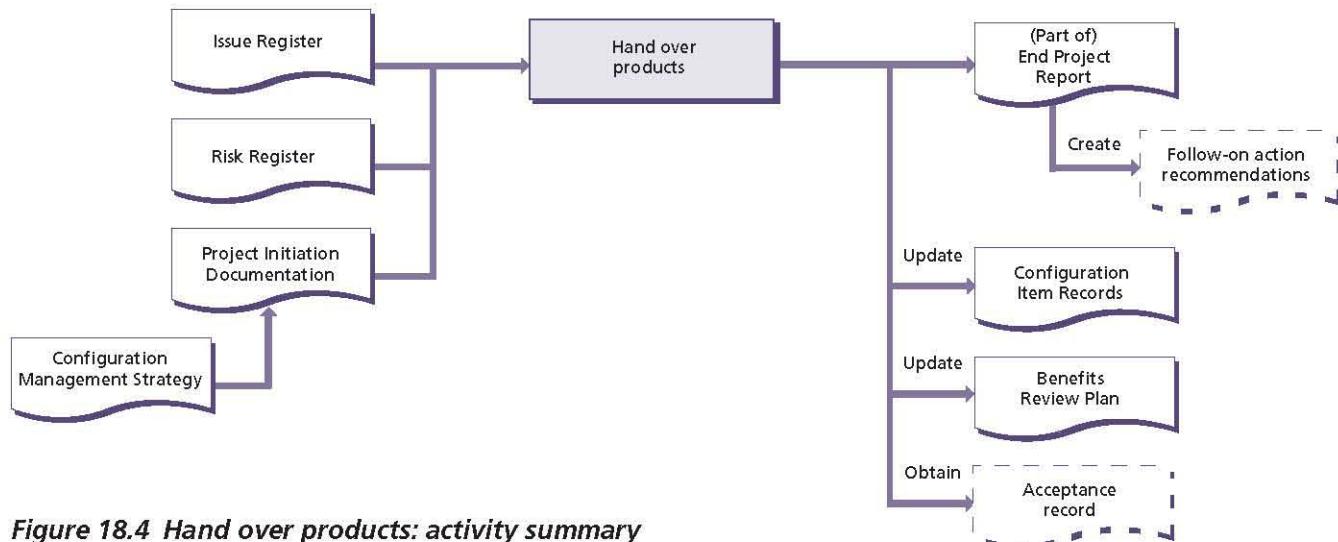


Figure 18.4 Hand over products: activity summary

PRINCE2 recommends the following actions:

- In consultation with the project management team, prepare follow-on action recommendations for the project's products to include any uncompleted work, issues and risks. There could be separate follow-on action recommendations for each product or distinct user group (for example, human resources, finance, operations)
- Check that the Benefits Review Plan includes post-project activities to confirm benefits that cannot be measured until after the project's products have been in operational use for some time (for example, reliability requirements)

- The Configuration Management Strategy should be examined in order to confirm how products are to be handed over to those who will maintain them in their operational life:
 - Confirm that the correct operational and maintenance environment is in place
 - Consider the early life-support requirements of each product being handed over because the early life of a product is often the period of peak demand on the support organization
 - Where a product requires a lot of potentially expensive support and maintenance, the Project Manager should ensure that a suitable service agreement or contract has

Table 18.3 Hand over products: responsibilities

Producer – responsible for product's production

Reviewer – ideally independent of production

Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Follow-on action recommendations	Create/update		(A)	(A)	(A)	P		R		
Configuration Item Records	Update					A		R	P	A5
Benefits Review Plan	Update	(A)	(R)	(R)	(R)	P		R		A1
Acceptance record	Obtain		(A)	(A)	(A)	P		R		

been drawn up between the operations and maintenance organizations and the end-users. In such instances, the service agreement should be included as a product to be delivered as part of the plan

- Confirm acceptance from the operations and maintenance organizations
- Request and obtain acceptance records
- Transfer the responsibility for the products from the project to the operations and maintenance organizations and update the products' Configuration Item Records.

Table 18.3 shows the responsibilities for this activity.

18.4.4 Evaluate the project

Successful organizations learn from their experiences with projects. When evaluating the project, the objective is to assess how successful or unsuccessful the project has been. It may also be possible to improve the estimation for future projects by analysing the estimates and actual progress metrics for this project.

Figure 18.5 shows the inputs to, and outputs from, this activity.

PRINCE2 recommends the following actions:

- Review the project's original intent as agreed in the initiation stage and defined by the Project Initiation Documentation baselined at that time
- Review the approved changes as defined by the current version of the components of the Project Initiation Documentation
- In consultation with the project management team, prepare an End Project Report to include:
 - The Project Manager's summary of how the project performed
 - An assessment of the results of the project against the expected benefits in the Business Case
 - A review of how the project performed against its planned targets and tolerances
 - A review of team performance
 - A review of the project's products (which should include a summary of any follow-on action recommendations)
 - If necessary, the documented reasons why a project was brought to a premature close
- In consultation with the project management team, prepare a Lessons Report for lessons that could be applied to future projects and seek the

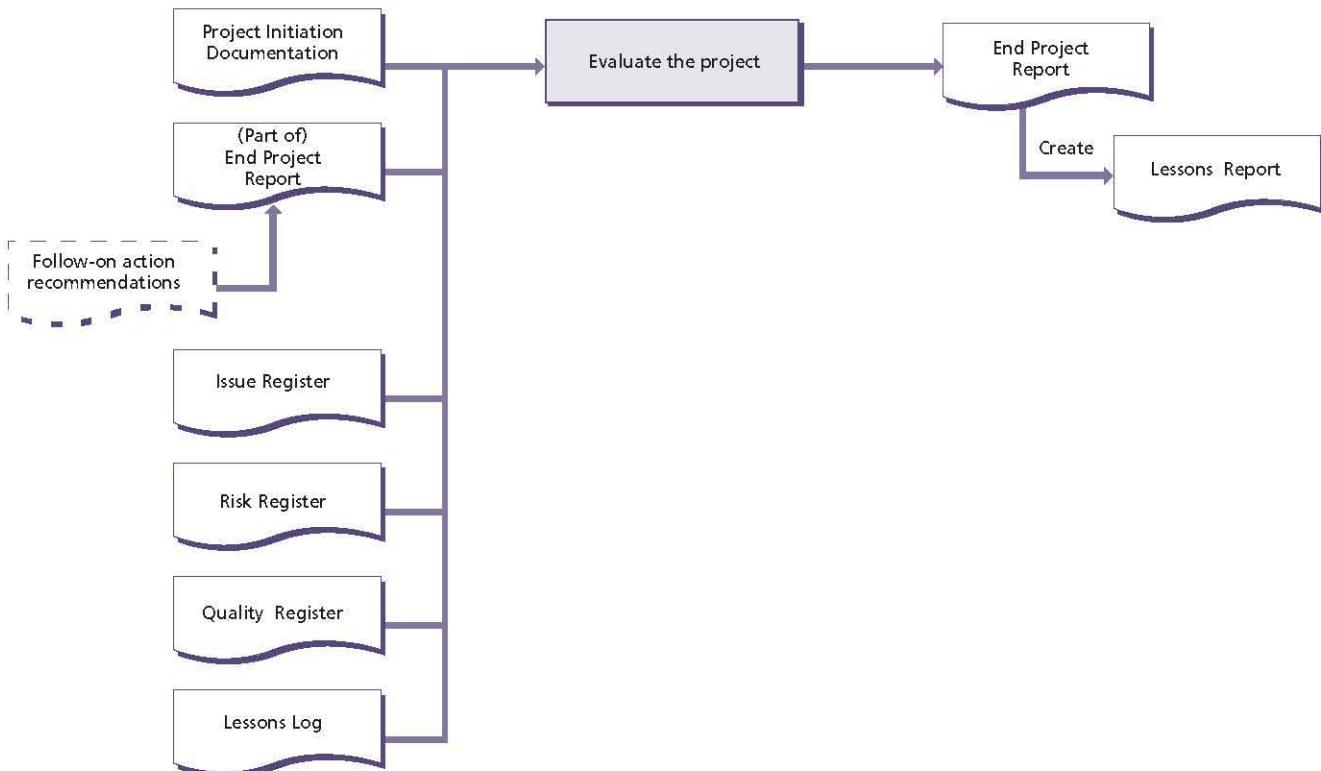


Figure 18.5 Evaluate the project: activity summary

Table 18.4 Evaluate the project: responsibilities

Producer – responsible for product's production

Reviewer – ideally independent of production

Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
End Project Report	Create		(A)	(A)	(A)	P		R		A8
Lessons Report	Create	(A)	(R)	(R)	(R)	P		R		A15

Project Board's approval to send it to corporate or programme management. The report should include:

- A review of what went well, what went badly and any recommendations for corporate or programme management consideration – and in particular, the project management method, any specialist methods used, project strategies and controls, and abnormal events causing deviations
- A review of useful measurements such as: how much effort was required to create the products; how effective was the Quality Management Strategy in designing, developing and delivering fit-for-purpose products (for example, how many errors were found after products had passed quality inspections); and statistics on issues and risks
- Any useful knowledge gained regarding the tailoring of PRINCE2 for the particular project environment.

Table 18.4 shows the responsibilities for this activity.

18.4.5 Recommend project closure

Once the Project Manager has confirmed that the project can be closed, a closure recommendation should be raised to the Project Board.

Figure 18.6 shows the inputs to, and outputs from, this activity.

PRINCE2 recommends the following actions:

- Use the Communication Management Strategy to identify any organization or interested party who needs to know that the project is closing. Consider also communication activities for public relations and marketing opportunities at this point
- Close the project's Issue Register, Risk Register, Quality Register, Daily Log and Lessons Log
- All project information should be secured and archived (in accordance with the Configuration Management Strategy) in order to permit any future audit of the project management team's decisions, actions and performance
- Prepare and send a draft project closure notification for review by the Project Board, stating that the project has closed.

Table 18.5 shows the responsibilities for this activity.

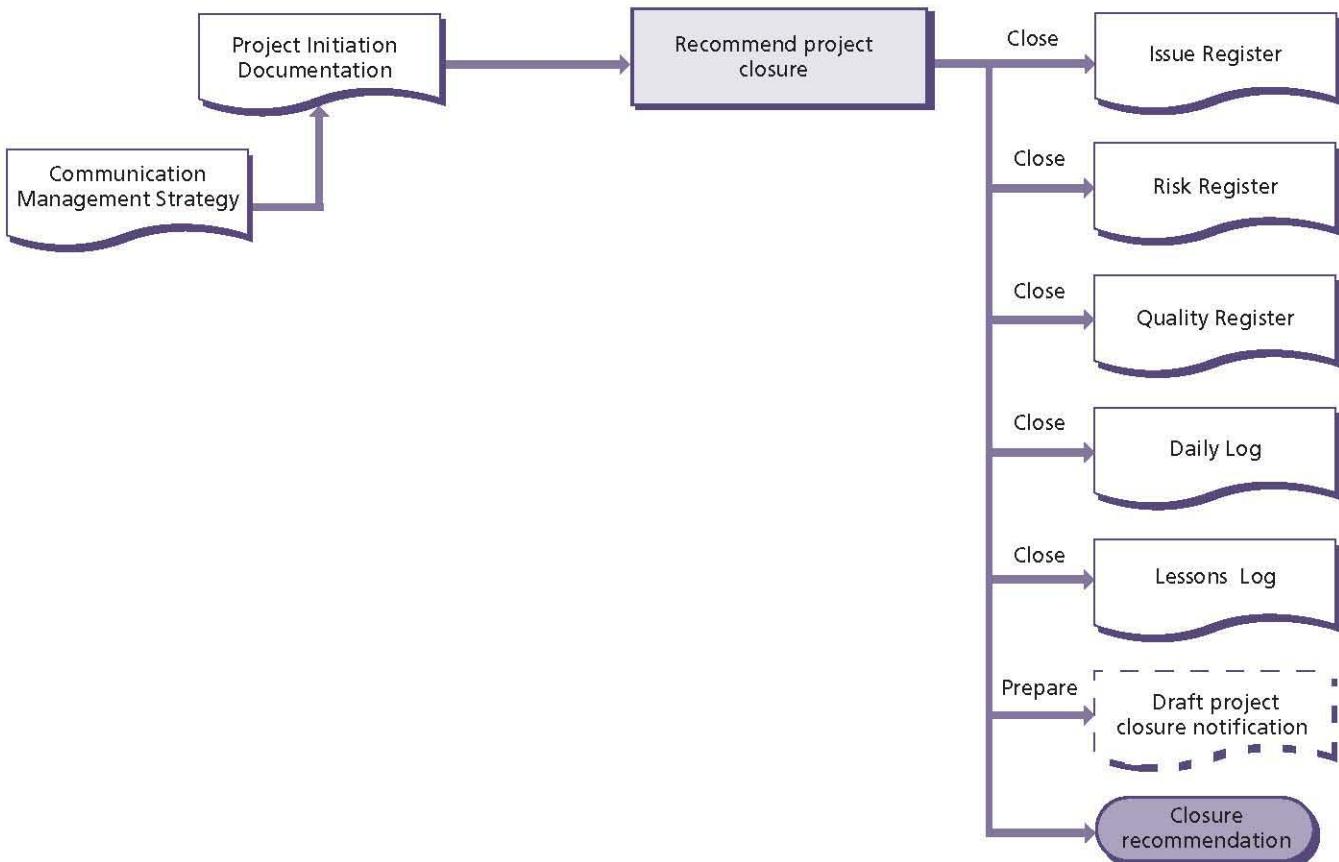


Figure 18.6 Recommend project closure: activity summary

Table 18.5 Recommend project closure: responsibilities

Producer – responsible for product's production

Reviewer – ideally independent of production

Approver – confirms approval

	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Product	Action								
Issue Register	Close				P				A12
Risk Register	Close				P				A25
Quality Register	Close				P				A23
Daily Log	Close				P				A7
Lessons Log	Close				P				A14
Draft project closure notification	Prepare	(A)	(A)	(A)	P	R			

19 Tailoring PRINCE2 to the project environment

19.1 WHAT IS TAILORING?

PRINCE2 can be used whatever the project scale, complexity, geography or culture, or whether it is part of a programme or is being managed as a 'stand-alone' project. Indeed, it is a principle that a PRINCE2 project tailors the method to suit such contexts.

Tailoring refers to the appropriate use of PRINCE2 on any given project, ensuring that there is the correct amount of planning, control, governance and use of the processes and themes, whereas the adoption of PRINCE2 across an organization is known as embedding. Table 19.1 sets out the difference between embedding and tailoring.

19.2 GENERAL APPROACH TO TAILORING

Some projects may claim that they do not need 'full PRINCE2' and therefore have only implemented portions of the method. This can reveal a flawed understanding of PRINCE2 because the method is designed to be tailored. So tailoring PRINCE2 appropriately *is* 'full PRINCE2'.

Tailoring does not consist of omitting elements of PRINCE2. The method is not a series of isolated silos whereby any element can be omitted with no effect on the others. PRINCE2 is a web of interlinking elements: themes are used in processes;

techniques are undertaken to bring themes to life; and individuals fulfilling project roles create management products. If the practitioner omits an element, project management for the project is weakened.

Therefore tailoring is about adapting the method to external factors (such as any corporate standards that need to be applied) and the project factors to consider (such as the scale of the project). The goal is to apply a level of project management that does not overburden the project but provides an appropriate level of control given the external and project factors.

The danger of not tailoring PRINCE2 is that it can lead to 'robotic' project management if every process activity is followed and every management product is produced without question. This is a common trap in template-driven project management.

Tailoring, therefore, is about thinking how to apply the method and then using it with a lightness of touch. Figure 19.1 shows how the environmental and project factors are evaluated in order to tailor the method.

19.2.1 Applying the principles

As PRINCE2's principles are universal, they will always apply and are not tailored. By looking at

Table 19.1 Embedding and tailoring

Embedding	Tailoring
Done by the organization to adopt PRINCE2.	Done by the project management team to adapt the method to the context of a specific project.
Focus on:	Focus on:
<ul style="list-style-type: none">■ Process responsibilities■ Scaling rules/guidance (e.g. score card)■ Standards (templates, definitions)■ Training and development■ Integration with business processes■ Tools■ Process assurance.	<ul style="list-style-type: none">■ Adapting the themes (through the strategies and controls)■ Incorporating specific terms/language■ Revising the Product Descriptions for the management products■ Revising the role descriptions for the PRINCE2 project roles■ Adjusting the processes to match the above.
Guidance in PRINCE2 Maturity Model.	Guidance in this manual.

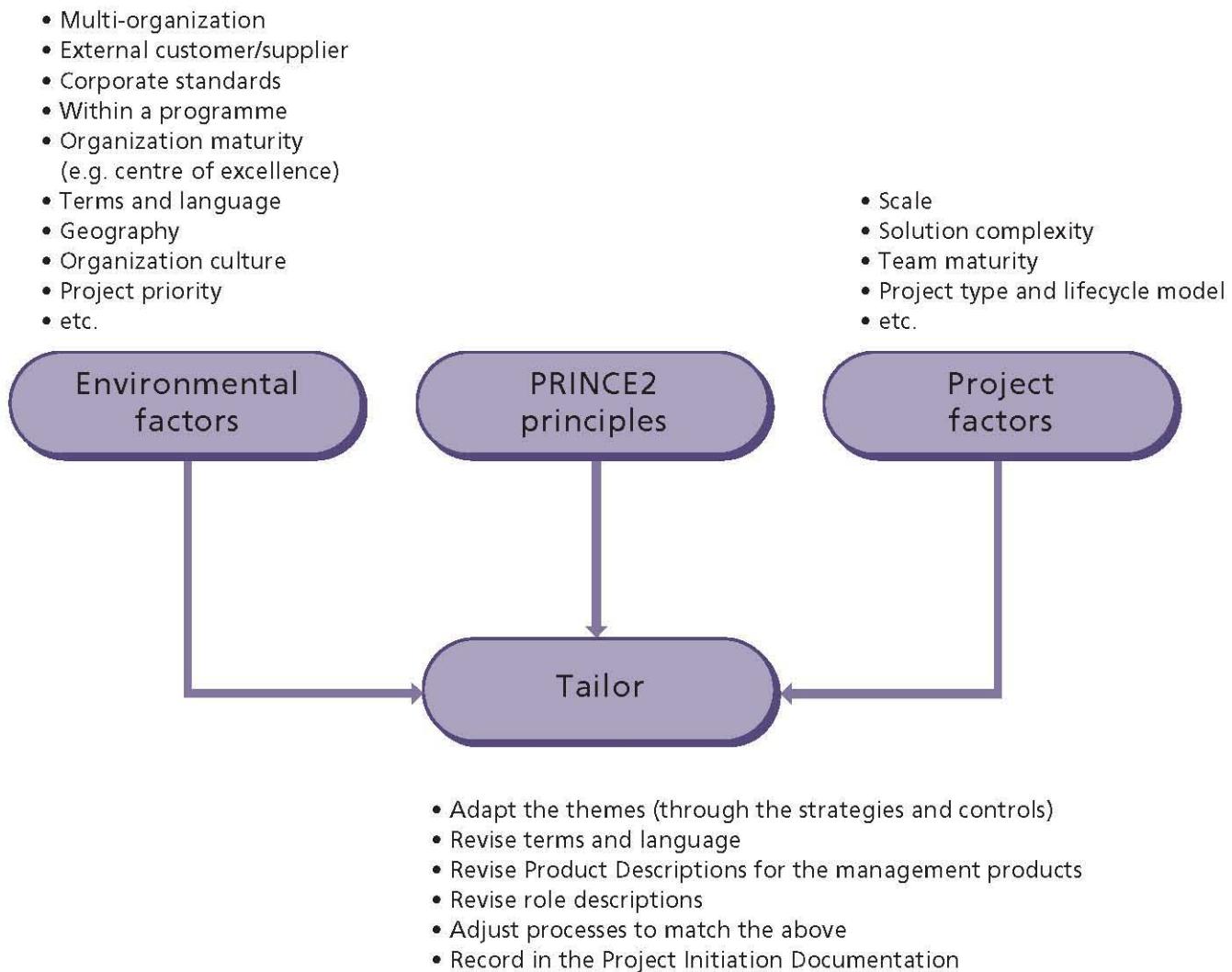


Figure 19.1 Influences on the tailoring requirement

the principles, the practitioner can understand how to adapt the theme to the environmental and project factors without losing its value.

19.2.2 Adapting the themes

Adapting a theme does not necessarily mean modifying the method. In most cases, the environmental and project factors are incorporated into the project's strategies and controls. Relevant corporate or programme policies and standards are captured and documented in the project's Risk Management Strategy, Quality Management Strategy, Configuration Management Strategy and Communication Management Strategy. These management products will describe the procedures to be used on the project that fulfil the requirements of the corporate or programme organization. The level of control required will influence the formality and frequency of monitoring, reviewing and reporting.

19.2.3 Applying the organization's terms and language

The method may need to be adapted to incorporate the terms and language of the corporate or programme organization. For example, if the corporate or programme organization uses the term 'investment case' rather than 'Business Case', it may be appropriate to substitute the term within all of the project's documentation if that improves understanding.

19.2.4 Adapting the management products

PRINCE2 provides Product Description outlines for those management products that require particular purpose or composition for their use by the themes and processes. In tailoring PRINCE2, the management products may be adapted, in which

case it may be necessary to modify their Product Descriptions or to provide a template for them. For everyone involved in the project, it should remain clear as to what the purpose of the management product is, what it should comprise and what the quality criteria are. For example, in a commercial environment, the Work Package may need to include purchase order details and accompanying terms and conditions.

19.2.5 Adapting the roles

PRINCE2's organization structure needs to be carefully considered for all projects. Standard role description outlines are provided in Appendix C, but it is expected that these will need to be adapted to match individuals' actual capability and authority in the context of the project role they will be assigned. For example, for a project in a programme environment, the responsibility for the Benefits Review Plan may lie with the programme. Therefore, this responsibility should be removed from the Executive's role description.

19.2.6 Adapting the processes

All the PRINCE2 process activities need to be done; it is just that the responsibilities for performing the activities may change (if any roles have been adapted) and any references to the management products may need to change (if any management products have been adapted).

19.3 EXAMPLES OF TAILORING PRINCE2

Sections 19.4–19.10 provide some examples of how PRINCE2 can be tailored.

The examples cover some of the environmental and project factors that are faced by many projects:

- Projects in a programme environment
- Project scale
- Commercial customer/supplier environment
- Multi-organization projects
- Project type
- Sector differences
- Project management Bodies of Knowledge.

The environmental and project factors shown are not exhaustive as the application of PRINCE2 is limitless. Only general guidance is provided to illustrate considerations to take into account and some tactics that can be applied. The guidance

should not be interpreted as the definitive approach to tailoring as it is not specific to a particular project. The practitioner should consider the pros and cons of the tailoring choices as they relate to the specific project context.

For an organization that has embedded PRINCE2, the embedded version of the method still requires tailoring.

19.4 PROJECTS IN A PROGRAMME ENVIRONMENT

A programme is a temporary flexible organization structure created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits relating to an organization's strategic objectives. A programme may have a life that spans several years.

The distinction between projects and programmes is that projects typically produce or change something and are then disbanded. The benefits of the undertaking are likely to be accrued after the project is completed. Programmes are typically used to help transform organizations. Therefore, the temporary programme organization tends to have a lifespan that covers the realization of the benefits – which could be several years. This is illustrated in Figure 19.2.

Projects operating in a programme environment benefit from a number of advantages, and there are a number of ways in which PRINCE2 can be tailored for use within a programme.

The following sections explain how PRINCE2 can be tailored when working in a programme environment (using OGC's Managing Successful Programmes framework) by looking at how to adapt the themes, processes and management products.

19.4.1 Themes

19.4.1.1 Business Case

The programme will define the standards that the project will need to use when developing the Business Case.

The project Business Case will be aggregated into the overall programme Business Case and is likely

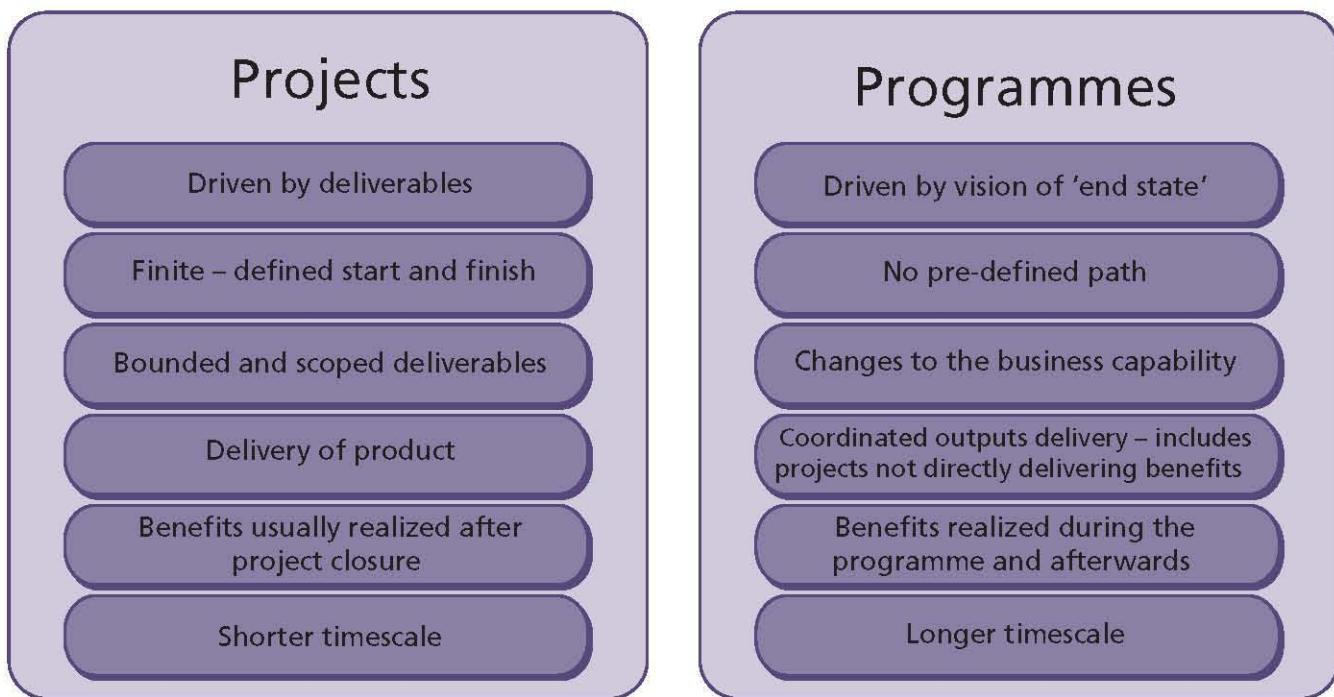


Figure 19.2 Comparison between projects and programmes

to be reduced in content. It may comprise just the details of the budget, a list of benefits (and the benefits tolerance), and a statement as to how the project is contributing to the programme blueprint, with the justification aspects of the project Business Case sitting in the programme Business Case.

In some cases, the Business Case might be produced and maintained by the programme and even exist in detail prior to initiating the project.

Benefits will be defined, tracked and managed by the programme management team, and the project's Benefits Review Plan will be part of the programme's benefits realization plan.

19.4.1.2 Organization

OGC's Managing Successful Programmes (MSP) framework defines a programme board that comprises a programme Senior Responsible Owner (SRO), a programme manager, one or more business change managers, representatives of corporate functions as necessary (e.g. human resources, finance), the lead supplier, and the project Executives of the projects within the programme.

The programme SRO is the single individual with overall responsibility for ensuring that a programme will meet its objectives and deliver the

projected benefits. It is likely that the programme SRO will confirm the appointment of the project Executive.

The programme manager is responsible for the set-up and day-to-day management and delivery of the programme on behalf of the programme SRO.

The business change manager is responsible for benefits definition and management throughout the programme. This role provides the bridge between the programme and business operations to ensure that the capabilities delivered by the projects are adopted by the organization in order to achieve the desired outcome and their subsequent benefits.

The programme and project management team structures need to be integrated such that:

- There are clear lines of responsibility from top to bottom (i.e. everyone is accountable to someone)
- Duplication is avoided
- Reports and reviews are efficient (e.g. four projects within a programme have common Project Board members and by aligning stage boundaries they meet collectively to conduct end stage assessments for all four projects as part of a programme review).

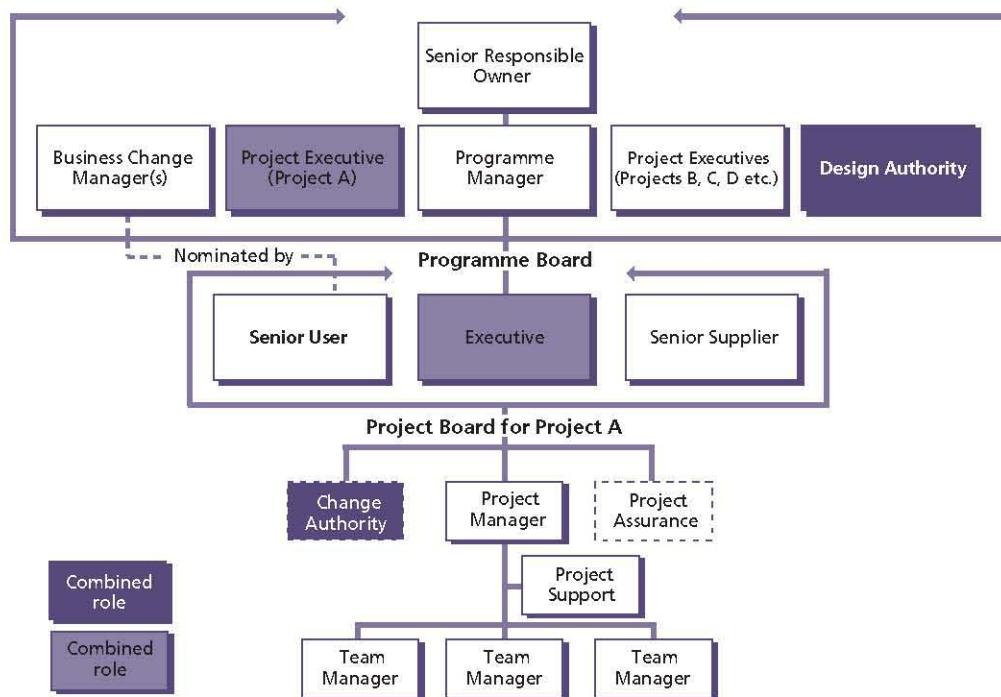


Figure 19.3 Organization structure with the Executive being a member of the programme board and the Senior User being nominated by the relevant business change manager

The integration of roles may include:

- The programme manager being the Executive for one or more of the projects
- A business change manager from the programme fulfilling the project role of Senior User (or having input in the appointment of the Senior User) for one or more of the projects, or being the project Executive for one or more of the projects
- Project Support being provided by the programme
- The programme's design authority (if used) fulfilling the project role of Change Authority or Project Assurance for one or more of the projects as the purpose of a design authority at a programme level is to ensure that there is appropriate alignment and control when changes are being planned and implemented.

The choice of structure and appointments will depend on the scale and complexity of the programme. The pros and cons of the choice of organization structure and appointments need to be evaluated along with their consequences. For example, in Figure 19.4, where the programme manager is also the Executive of one of the projects within the programme, consideration should

be given as to how exceptions will be escalated between the project and the programme, and whether any additional assurance mechanisms need to be established.

See Figures 19.3 and 19.4 for two examples.

The project's Communication Management Strategy will be derived from the programme's stakeholder engagement strategy, with communications being controlled and scheduled as part of the programme communications plan. Stakeholder analysis for the project may be performed by the programme, or the programme may require the project to take a lead with certain stakeholder groups with which it has good engagement.

19.4.1.3 Quality

The project's Quality Management Strategy is derived from the programme's Quality Management Strategy.

Quality assurance and quality control activities may be carried out by members of the programme management team.

The programme's design authority may provide advice and guidance to the Project Manager on any quality methods to be used.

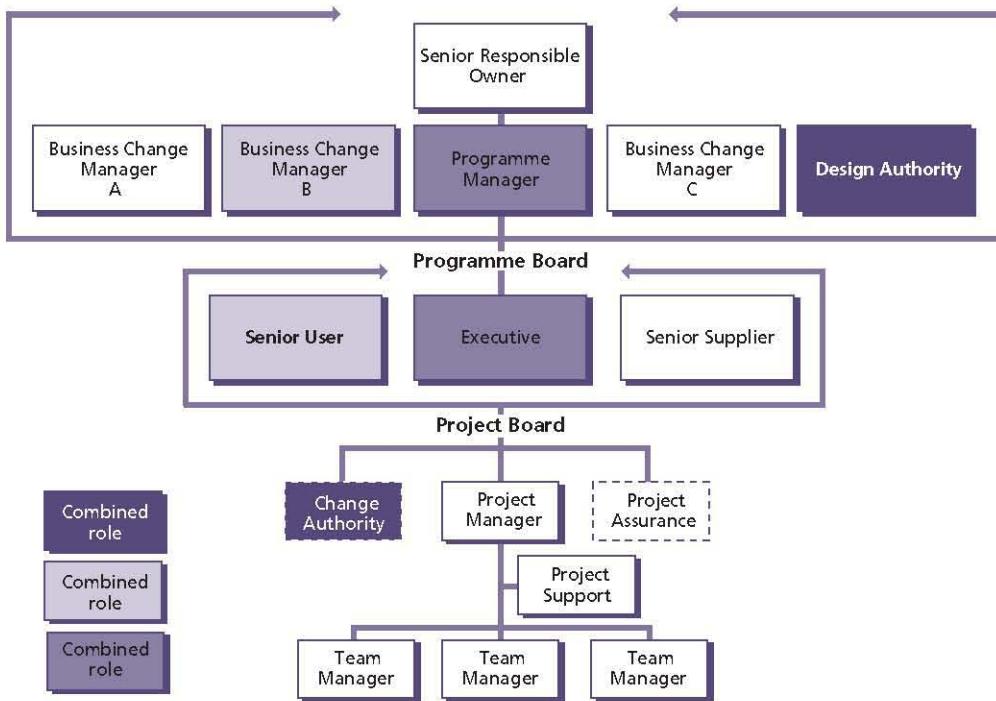


Figure 19.4 Organization structure with the programme manager as the project Executive and the Senior User role on the project being undertaken by the relevant business change manager

19.4.1.4 Plans

Any specific standards that the project planners should work to will be described in the programme monitoring and control strategy. The project planning activity to design the plan will ensure that such standards and tools are adopted by the project.

The programme may have dedicated planners that can help the Project Manager prepare and maintain the Project Plan and Stage Plans.

The programme dependency network will detail how each project's deliverables are being used by other projects within the programme. Any dependencies to or from the project should be incorporated into the project's plans.

19.4.1.5 Risk

The project's Risk Management Strategy will be derived from the programme's Risk Management Strategy. This will include defining a common set of risk categories, risk scales (for probability, impact and proximity), any risk evaluation techniques (such as expected monetary value), the project-level risk tolerance, and the mechanisms to escalate risks to the programme level.

19.4.1.6 Change

The project's Configuration Management Strategy will be derived from the programme's information management strategy. The information management strategy defines how interfaces between projects should be maintained (e.g. so that any changes within this project that may affect one or more other projects are captured and escalated).

The project's change control procedure will be derived from the programme's issue resolution strategy. This will define how scope or delivery changes that take the project out of tolerance, or affect the programme benefits or programme plan, are escalated to the programme level.

The project's Change Authority may include the programme's design authority.

19.4.1.7 Progress

The programme's monitoring and control strategy may influence the formality, frequency and content of the project's reviews and reports, and any project management standards that are to be complied with.

Project-level time and cost tolerances will be defined by the programme.

The number and length of management stages will be influenced by the programme plan. It may be desirable or necessary to align end stage assessments to programme milestones (for example, the end of a tranche). The programme may even define a set of standard management stages that all projects within the programme comply with.

19.4.2 Processes

Within OGC's MSP framework, the Delivering the Capability process within Managing the Tranches is entirely focused on starting, monitoring and closing projects within the programme. This process does not need to be tailored when working with PRINCE2.

The PRINCE2 process most affected by working in a programme will be Starting up a Project.

This process could be undertaken almost entirely by the programme. The programme will: appoint the Executive and Project Manager, review previous lessons, design and appoint the project management team, and probably prepare the Project Brief. The Project Manager will, however, be responsible for preparing the Initiation Stage Plan. In this context, it is not so much that the Starting up a Project process is not done, just that it is now done mainly by the programme.

19.4.3 Management products

Confusingly, there are numerous management products that exist for both the project and programme, for example a Quality Management Strategy. When in a programme environment, it may be desirable to prefix the management product with 'project' and 'programme' to distinguish the difference. Another consideration is to make the project and programme document templates look very different in style so that it is immediately obvious where they apply.

Consideration should be given to whether the project's logs and registers will be maintained locally to the project, or centrally by the programme. For example, a choice needs to be made as to whether there is a single Risk Register, administered by the programme for the programme-level risks and all the risks for each project within the programme, or whether each

project should maintain its own Risk Register. If the latter is chosen the project's Risk Management Strategy should define how programme-level risks that are identified and captured by the project are promoted to the programme Risk Register. Likewise, the programme's Risk Management Strategy should define mechanisms for project risks that are identified and captured by the programme level to be demoted to the project Risk Register.

19.5 PROJECT SCALE

PRINCE2 can be used regardless of the scale of the project. A project's scale is relative to the size and experience of the organization hosting the project – e.g. a £10 million project could be a simple project to one organization or a daunting project to another. Scale is related not just to the size of the project (often measured in terms of time, money and people) but also to the context of the project's complexity, risk and importance.

Organizations should consider calibrating the scale of their projects. Table 19.2 illustrates a simple approach to categorizing projects and provides some suggestions about how PRINCE2 could be tailored.

Section 19.5.1 provides guidance on tailoring PRINCE2 for a simple project.

19.5.1 Simple project

As has been stated above, the scale of a project is relative to the organization and context. Nevertheless, there are some pointers that are useful to consider for a project that an organization considers is simple.

A question often asked is: which elements of PRINCE2 can be relaxed on simple projects? There is no easy answer to this. Even simple projects vary enormously in type and style.

First of all, it is important to remember that even simple projects should adhere to the seven PRINCE2 principles if the project is to be managed using PRINCE2. It is in the way the themes, processes and management products are used that PRINCE2 is 'tailored'.

Overall, the purpose of PRINCE2 can be regarded as reducing the risk of project failure. Thus, whenever any element of PRINCE2 is relaxed, this should be regarded as taking a risk.

Table 19.2 Examples of projects of different scales

Project scale		Characteristic	Applying PRINCE2
High ↑	Programme	Business transformation	A programme management framework such as OGC's <i>Managing Successful Programmes</i> should be used. PRINCE2 may be used to manage projects within the programme.
	Daunting project	High risk, cost, importance, visibility Multiple organizations Multi-disciplinary (e.g. construction, IT and business change) International	Multiple delivery stages Extended Project Board (e.g. user/supplier groups) Team Managers as a separate role likely Project Support as a separate role likely Individual management products
	Normal project	Medium risk, cost, importance, visibility Commercial customer/supplier relationship Multiple sites	One or more delivery stages Standard Project Board Team Managers as a separate role optional Project Support as a separate role optional Some management products combined
	Simple project	Low risk, cost, importance, visibility Single organization Single site	Single delivery stage Simple Project Board The Project Manager fulfils the Team Manager role The Project Manager fulfils the Project Support role Combined management products
	Task	If there is a single-person Project Board (and typically the Executive is the Project Manager's line manager) then it could normally be treated as a task. The Project Manager may also be the person doing the work. The costs may be within the 'business as usual' budget. Straightforward business justification – e.g. responding to an instruction.	Treat as a Work Package that delivers one or more products. Use Work Packages, Product Descriptions, Logs/Registers and Checkpoint Reports.
Low ↓			

19.5.1.1 Themes

The theme most affected by simple projects is the Organization theme:

- Scaling the project management team is primarily about role and function consolidation. Roles can be combined but should not be eliminated
- As the Executive and Senior User roles are both from the customer environment, these can often be combined
- As the Project Manager is likely to be much closer to the Project Board than on larger more complex projects, members of the Project Board are often in a better position to carry out their own Project Assurance rather than appointing another individual to fulfil this role
- For small teams it may not be necessary to appoint Team Managers. The Project Manager of a small project can carry out those responsibilities
- The Project Manager may undertake the role of Project Support and be a team member. In this case, the Project Manager must balance the effort of managing the project against the effort of doing any project work.

Of the other themes, the minimum requirements are:

- **Business Case** Some form of business justification, no matter how this is documented
- **Plans** Product Descriptions for the key deliverables and a simple plan, in the form of a schedule of who is involved in producing, reviewing and approving products, together with key milestones. This is often referred to as a product checklist (see the Product Description outline for a Plan in Appendix A for an example)
- **Quality** An understanding of the levels of quality required in the project, and of the project products
- **Risk** An analysis of the risks facing the project, actions that will be taken to implement risk responses, and communicating risk status via Checkpoint and Highlight Reports
- **Change** A simple method of controlling changes to the project and managing the configuration of the products being delivered – for example, simple product identification and version control standards with secure arrangements for the storage of work products

- **Progress** Some form of agreed controls and reporting requirements (whether written or oral).

19.5.1.2 Processes

All processes remain relevant even in simple projects. However, the Starting up a Project process can usually be handled in a less formal manner. The Executive and Project Manager should, however, avoid the temptation to bypass it altogether. In some cases it may be appropriate to combine the Starting up a Project and Initiating a Project processes (i.e. creating the Project Initiation Documentation straight from the mandate and skipping the production of a Project Brief).

19.5.1.3 Management products

The choice of format of the management product can help reduce the project management effort for a small project, for example:

- The Project Board may decide to receive some, or all, reports orally or have a verbal exchange of information and decisions instead of formal meetings. In such cases, the Project Manager should, as a minimum, document the exchange in the Daily Log since people's recollection of a verbal agreement can differ weeks, or even days, later
- Reports could be in the form of an email
- The Project Initiation Documentation could be a set of presentation slides.

Consideration should be given to creating documents that physically include more than one management product. It is possible to manage a small PRINCE2 project with just four sets of documentation:

- The Project Initiation Documentation, which includes:
 - Project Brief
 - Business Case
 - Risk Management Strategy
 - Quality Management Strategy
 - Configuration Management Strategy
 - Communication Management Strategy
- Project Plan, which includes:
 - Project Product Description
 - Product Descriptions
 - Benefits Review Plan
 - Highlight Reports, which include:

- Product Status Account
- The Daily Log, which includes:
 - Issues
 - Risks
 - Lessons
 - Planned and actual quality management activities
 - Configuration Item Records
- End Project Report, which includes:
 - Lessons Report.

The following management products may not be needed:

- **Stage Plan** If there is only one delivery stage, then the Stage Plan details can be included in the Project Plan
- **Checkpoint Reports** If there are no Team Managers, there may be no need for Checkpoint Reports (although the Project Manager may request individual team members to provide them)
- **Work Packages** May only be appropriate when the project has Team Managers. When there is only the Project Manager, then the Stage Plan may suffice. However, even in such cases, the Project Manager may choose to use Work Packages as a control for individual team members
- **End Stage Report** If there is only one delivery stage, then the end of that stage is also the end of the project and only an End Project Report is required
- **Issue Report** If the details of the issue are adequately captured in the Issue Register (or Daily Log), there may be no need for an Issue Report.

19.6 COMMERCIAL CUSTOMER/SUPPLIER ENVIRONMENT

PRINCE2 is based on a customer/supplier environment. It assumes that there will be a customer who will specify the desired result and probably pay for the project, and a supplier who will provide the resources and skills to deliver that result. If the relationship between the customer and the supplier(s) is a commercial one, then additional considerations apply. The main consideration is to recognize that there are at least two sets of:

Management products example

Having decided to combine the Starting up a Project and Initiating a Project processes for a small project, no Project Brief was produced; instead, the project management team used the project mandate to produce simple Project Initiation Documentation. The Project Initiation Documentation included a basic Project Plan, with several Product Descriptions and the details of all the strategies and controls to be applied. The Project Manager elected to use the Daily Log to record risks, issues, lessons and quality results.

Following the initiation stage there was just one more stage, during which a small number of Work Packages were authorized. As these were being managed, the Project Manager held regular checkpoints, which allowed the production of the regular Highlight Reports to the Project Board.

At the end of that stage (and hence the project) an End Project Report was produced that also included the information for the Lessons Report, follow-on action recommendations and Benefits Review Plan.

- Reasons for undertaking the project
- Management systems (including project management methods)
- Governance structures (possibly requiring disclosure of different sorts of project data at different points in the project's life)
- Corporate cultures (e.g. formality, risk taking etc.).

19.6.1 Themes

19.6.1.1 Business Case

In a commercial context, there are at least two Business Cases – the customer's Business Case and the supplier's Business Case. For a successful project, both must demonstrate continued business justification. If the project is no longer viable, desirable or achievable for one party, then the project will struggle and most likely fail regardless of how attractive the Business Case is for the other party.

The customer's Business Case covers the benefits to that customer in contrast to its whole-life costs

and risks. The costs should include the internal costs (of customer project resources, and ongoing operations and maintenance resources) and external costs (of suppliers' goods and services). The risks should include the project risks and the ongoing operational risks.

The supplier's Business Case covers the supplier part of the customer project. It should include more than simply making a target margin. Consideration should be given to how the project will contribute to the supplier's:

- Sales objective
- Account plan objectives
- Sales territory objectives
- Market sector objectives.

Example of other considerations in a supplier's Business Case

A sales team request the supplier's senior management to grant discount levels beyond that which they are authorized. The reason for requesting the additional discount is to win the pilot (this project) in order to increase the likelihood of winning a wider roll-out. In this case, the supplier's Business Case should go beyond fulfilling the contractual requirements and cover costs for activities to ensure that the supplier maximizes its sales opportunity for the roll-out.

Each party's Business Case may be private or partly private from the other. Often, the closest a supplier may get to seeing the customer's Business Case is a list of 'reasons' in a request for change. However, depending on the cultural compatibility of the customer and supplier organizations, making the key reasons for undertaking the project (i.e. the benefits) visible to each other will usually lead to a greater yield for both parties.

19.6.1.2 Organization

One of the key decisions to make in a commercial customer/supplier relationship is who should take the role of Senior Supplier. Considerations include:

- Is it appropriate to have a Senior Supplier from an external organization if the Project Board needs to discuss funding of changes or of future work? Or what if the debate is about whether to terminate the contract with the supplier? One option could be to simply exclude

the Senior Supplier from the part of the reviews that involve the sensitive discussions. Another option would be to appoint the person who is responsible for the performance of the supplier contract (e.g. a contracts manager)

- What if there are multiple suppliers? If there are only a few (say three or four), then it is recommended that all of them are on the Project Board as it provides a forum for them to integrate. If there are more than three or four suppliers, then the contracts manager responsible for the performance of all the supplier contracts could sit on the Project Board on their behalf, or it may be appropriate to appoint a prime contractor
- If the project includes a procurement stage, who should fulfil the role of Senior Supplier if the supplier has not been appointed? The project may need a temporary appointment for the Senior Supplier role – perhaps from the customer's procurement department.

Another key decision is who provides the Project Manager. In PRINCE2, the Project Manager will normally come from the customer organization, with the suppliers' Project Manager(s) fulfilling the role of Team Managers for the project. Even though the Team Managers may be called Project Managers in the supplier's organization, the role titles and job titles should not be confused. Remember, there can only be one Project Manager.

There may be projects where the Project Manager comes from the supplier's organization. Customers may choose to stay 'at arm's length' from the working level and expect the supplier to provide the management of the project. The customer is likely to increase the rigour in Project Assurance (and indeed may choose to appoint one of its internal Project Managers to fulfil the role of Project Assurance). In this case it needs to be clear that although the person undertaking Project Assurance may have a job title of Project Manager, that person is not the Project Manager for this project – there can be only one Project Manager. Consideration should be given to the Project Board dynamics if the Project Manager has a project reporting line to the Executive, and a line management (or commercial) reporting line to the Senior Supplier.

The supplier's governance rules may mean that they have to treat their Work Package(s) within the customer's project as a project within the supplier's organization. This may mean establishing

a separate supplier Project Board. Consideration should be given to:

- Who fulfils the Senior User role if not someone from the customer's organization (the account manager is a useful proxy as the customer advocate)
- How the customer and supplier Project Board roles relate, i.e. which of the supplier's Project Board members takes the Senior Supplier role on the customer's Project Board. Whoever it is, they need to have authority to make decisions on behalf of the supplier when undertaking the Senior Supplier role on the customer's Project Board.

There are numerous ways to structure the project management team roles in a commercial customer/supplier context. The key objective is to ensure that both organizations establish and maintain sound business justification and that their respective governance rules are adhered to.

19.6.1.3 Quality

The Quality Management Strategy will define whether the project will conform to either the customer's or supplier's quality management systems, or a combination of them.

19.6.1.4 Plans

Can the contract be awarded for the entire project if the Project Board only approves the funding on a stage-by-stage basis? One approach is for the contract to cover the whole project, with purchase orders and milestone payments aligned to each management stage. Such an approach encourages the organizations to consider what will happen in the circumstance where the project is no longer viable for either party and is closed prematurely. It is prudent procurement and sales management to ensure there are break-points in contracts for both sides.

The customer has a choice as to how to manage the procurement activities – either manage them as part of the initiation stage (and consider using the Controlling a Stage and Managing Product Delivery processes to manage them), or add a procurement stage after initiation. Managing the procurement within the initiation stage will reduce the uncertainty in the plans. However, there may not be adequate controls in place if the procurement activities are expensive and time-consuming.

PRINCE2 assumes that Work Packages are agreed between the Project Manager and the Team Manager and that any Team Plan is optional. The Team Plan may be private to the supplier as it may contain other information such as dependencies to or from other client projects, subcontractor costs etc. The Team Manager's Checkpoint Report, containing progress against the milestones agreed in the Work Package, should be sufficient for the Project Manager to maintain the Stage Plan.

19.6.1.5 Risk

In a commercial context there may be a need for more than one Risk Register as some project risks could be unique to only one party, with good reasons for them not to be visible to the other party. Where a joint Risk Register is used, care should be taken as to whose risk it really is, and the risk owner appointed accordingly. For example, on a fixed-price contract any cost overruns will impact the supplier's Business Case, but timescale overruns will typically impact mostly the customer's Business Case.

19.6.1.6 Change

The change control procedure in the Configuration Management Strategy and any provisions for changes in the contract must be aligned. If a change budget is used, it will need to be aligned to the customer's purchasing procedures and the supplier's business approval procedures. (For example, will the customer authorize the change by raising new purchase orders, or variation orders against the original purchase order, or would the original purchase order cover both the project budget and the change budget? Would the supplier's business approval procedure require separate management approval for each request for change, or is it covered by the management approval for the project?)

19.6.1.7 Progress

The frequency, format and formality of reviewing and reporting need to be aligned to the needs of both organizations' governance requirements. For example, Team Managers may need to produce two Checkpoint Reports, one for the customer's Project Manager and one for the supplier's management. The contents of these reports may vary (for example, the Checkpoint Report to the supplier's management may include details of new sales opportunities).

19.6.2 Processes

As PRINCE2 is based on a customer/supplier context from the customer perspective, it is unlikely that the processes need to be tailored from the customer perspective.

From a supplier's perspective, the key change to the processes will be to the Starting up a Project and Initiating a Project processes. The Starting up a Project process will take place pre-contract and is typically in response to the customer's request for a proposal. Some of the Initiating a Project process will be pre-contract as the supplier will need to formulate the strategies, plans and controls in order to assess the viability and desirability of the sale, and the associated costs and prices of the solution being proposed. The Initiating a Project process is not completed, however, until contract negotiation has concluded and the customer's Project Board authorizes the project. Contract negotiation should be managed under change control.

An additional requirement is to align the supplier's business approval processes with the Starting up a Project process (qualifying the opportunity) and the Initiating the Project process (approving the proposal). A tactical approach is to prepare any project documentation to 'final draft' status during pre-contract activities, for it then to be approved as part of the contract award.

19.6.3 Management products

How do the Project Initiation Documentation and Work Packages relate to the contract? One aspect of a contract is to describe who is liable if either party fails to fulfil its contractual obligations. The content of the Project Initiation Documentation should focus on how to make sure that each party's obligations are fulfilled. Therefore they fulfil different purposes. The Project Initiation Documentation could be part of the contract documentation, but care should be taken as it may stifle the project's ability to adapt if the Project Initiation Documentation has to go through legal review for each change.

For an external supplier, the Work Package may take the form of a legally binding contract and may need to be modified to include any required terms and conditions.

19.7 MULTI-ORGANIZATION PROJECTS

Increasingly, the organizational context of projects is becoming more complex. Rather than a simple customer/supplier relationship involving two organizations, projects are being instigated that involve multiple organizations.

Examples are:

- Joint ventures
- Collaborative research
- Inter-departmental projects
- Inter-governmental projects (e.g. the European Union)
- Inter-agency projects (e.g. United Nations Development Programme)
- Alliance contracting
- Bidding consortium
- Partnerships.

There may be one main commissioning authority (or one main customer), but there may be several customers. Likewise there may be several supplier organizations. This may result in a situation where the project is 'multi-owned', in that more than one organization shares ultimate control over the decision-making process. Failure to agree the basis for this 'multi-ownership' puts the project at risk and increases the chance of project failure.

The guidance to using PRINCE2 in a multi-owned project is similar to the commercial customer/supplier context with respect to tailoring the themes with any reference to 'contract' being substituted for 'agreement'. However, arrangements catering for multi-organization projects can become extremely complex. Project Boards, for example, can have more members than can practically make effective decisions. If no single party holds sway over the others, a consensus has to be built on each decision. Large consensual Project Boards work very slowly and the pace of their projects is likely to suffer. Alternatively, Project Managers begin to take decisions that are beyond their remit. Consideration should then be given to adopting the organizational structures of programme management to assist with benefits management and stakeholder engagement.

19.8 PROJECT TYPE

19.8.1 Lifecycle models

Many industries or professions have developed lifecycle models for particular types of projects, such as waterfall or agile methods. PRINCE2 works well with such models as they primarily focus on the activities to create and verify the project's specialist products – the aspect of projects that PRINCE2 deliberately does not address.

Tailoring PRINCE2 to work with specialist lifecycle models principally involves:

- Aligning the management stages to the development lifecycle – e.g. design, build, test, transition
- Using tolerances to match the development focus – e.g. agile projects that use an iterative and incremental approach tend to fix timescale and quality (narrow tolerance) and vary scope (wide tolerance)
- Integrating any specialist roles into the project management team structure. For example, if the lifecycle model includes a technical design authority, should this role be a peer of the Project Manager, a Team Manager who reports to the Project Manager, or a form of Project Assurance? As roles are simply a collection of responsibilities, it is not that important what the role is called, but it is important that the responsibilities defined by the roles are assigned to someone within the organization – and that the assignment is clearly understood by all those people involved
- Using PRINCE2 for the project management products (e.g. Project Brief) and using the specialist method to define the purpose, format, composition and quality criteria for the specialist management products (e.g. the solution architecture definition in DSDM Atern). Specialist methods may also provide some project management products, so it is important to identify which of its management products are to help the creation of the specialist products (e.g. a technical design document), and which are to help manage the project. For each of its project management products, a decision should be made as to whether to use the PRINCE2 equivalent or not. The goal is to avoid duplication or gaps

- Providing hooks from the Managing Product Delivery process to the specialist product development processes.

19.8.2 The evolving project

Research funded by the Engineering and Physical Sciences Research Council under the title *Rethinking Project Management* (Winter and Smith, 2006) identified that today's projects tend not to start with a predefined specification, but have specifications that evolve as the project progresses. Furthermore the specifications are often contestable and open to negotiation throughout the project's life. The implication is that because the specification is driven by the Business Case, a project may not start with a predefined Business Case.

PRINCE2 handles the evolving paradigm as the Business Case represents a 'best and agreed forecast' at a particular point in a project's lifecycle, which will evolve as the project moves from discovery to implementation.

The outline Business Case developed pre-project (during the Starting up a Project process) is likely to have a wide-range forecast of desired outcomes (e.g. a 30% to 50% reduction in costs), whereas the detailed Business Case updated mid-project is likely to have a much narrower forecast (e.g. a 35% to 40% reduction in costs). Furthermore, as the project progresses, the set of products required to provide the desired outcomes are also likely to evolve.

The value of the evolving Business Case is that it enables the organization to make an investment commitment that is commensurate with the expected benefits and risks forecast at that time in the project's evolution. The Business Case also provides the basis for the control and impact assessment of requested changes as a result of the 'contestable and open to negotiation throughout the project's life' aspects of modern projects.

Projects involving research and development, the development of a new policy or the undertaking of a feasibility study are typical of the evolving project paradigm. They require specific consideration as they may not yield any direct benefits (only options) and are likely to generate a negative return on investment. It is possible to value options, which means it is possible to compare the

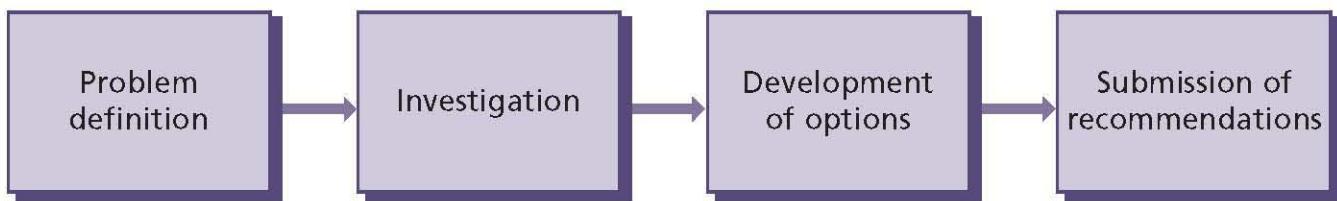


Figure 19.5 An example of a feasibility lifecycle

value of one research and development project with another, if prioritization is required.

19.8.3 The feasibility project

In some situations, a feasibility study might be required to investigate the situation and determine options for the way ahead. Using PRINCE2, one approach would be to handle the study as a separate and distinct project.

Figure 19.5 shows the (relatively) simple lifecycle for a feasibility study project. It has one Project Plan, one Business Case, one set of risks and one project product – the recommendation. The possible options may each vary enormously in their costs and timescales. Each option would have a different Project Plan, Business Case and set of risks, but at the end of the feasibility study project there is one recommendation.

If feasibility is treated as a project in its own right, then it is important to recognize that the output is only an option, i.e. the option as to whether to proceed or not. Success should not be judged on whether the idea is feasible but on the ability to make a reliable decision based on the analysis undertaken.

Policy projects are similar to feasibility projects in that the output has no direct value. It is the subsequent implementation of the policy that generates value. As policy projects create products, PRINCE2 is an ideal method to apply. However, a key consideration is the nature of the Business Case. The justification for a policy project may be valid, but it is still important to ensure that the investment in the project provides value for money.

19.9 SECTOR DIFFERENCES

The characteristics of a project apply whether the organization is in the public sector or private sector. The main difference will be the content and nature of the Business Case. However, no tailoring is required as PRINCE2 does not stipulate what makes a Business Case viable, desirable or achievable. These considerations will change from

public sector to private sector but the need for a Business Case, and how it is used by the project, will not.

However, within the UK public sector there are two considerations that may require PRINCE2 to be tailored:

- Whether the project requires an SRO (see section 19.9.1)
- Whether the project is subject to OGC Gateway Review (see section 19.9.2).

19.9.1 Senior Responsible Owner

The **Senior Responsible Owner** is the single individual with overall responsibility for ensuring that a project or programme meets its objectives and delivers the projected benefits.

The Senior Responsible Owner (SRO) role has been introduced widely in the UK government sector for large projects and programmes and is now used increasingly in other sectors and countries. It should be stressed that the SRO is not a PRINCE2 role. However:

- In the programme context, the Executive would report to the SRO appointed to the programme. It might also be appropriate for the SRO to act as the Executive for major projects within the programme
- Where an SRO is appointed in the context of a single large project, the person undertaking the SRO role would also undertake the Executive role or appoint the person who will undertake the Executive role.

19.9.2 OGC Gateway Review

The OGC Gateway Review examines projects at key decision points in their lifecycle. It looks ahead to provide assurance that they can progress successfully to the next stage; the process is best practice in UK central civil government, the health sector, local government and defence, and has

been adopted by numerous other countries for procurement-based projects using public money.

OGC Gateway Review delivers a 'peer review' in which independent practitioners from outside the project use their experience and expertise to examine the progress and likelihood of successful delivery of the project. It is used to provide a valuable additional perspective on the issues facing the internal team, and an external challenge to the robustness of plans and processes.

Gateway review takes place at different points in a project's lifecycle and the review team will need to consider the relative importance of the individual aspects of delivery confidence given the stage the project has reached. When a project is being set up and has yet to complete its Business Case, the clarity of any scope, the viability of the governance structure and senior management buy-in may dominate the assessment. While those factors are likely to be some of the key determinants of success for any project, later in its lifecycle the appropriateness of processes being used, and the skills and capabilities available to the project, will acquire more weight.

Gateway review can align with PRINCE2 as follows:

- **Review 1: Business justification** This review focuses on the business justification of the project prior to the key decision to approve project initiation. It aligns with the Directing a Project activity of authorizing initiation
- **Reviews 2 and 3: Delivery strategy and investment decision** These reviews align with the Directing a Project activity of authorizing a Stage or Exception Plan, and they focus on ensuring that the project is still required, offers value for money and has a clear delivery strategy

- **Review 4: Readiness for service** This focuses on the readiness of the organization to implement the project and aligns with the Directing a Project activity of authorizing a Stage or Exception Plan.

Another way of considering the alignment would be to organize the project's stages to align to the reviews: initiation (Review 1), procurement stage (Review 2), outline design stage (Review 3), detailed design stage (Review 4), implementation stage, and handover stage.

A gateway review is not the same as a 'gate' or decision point (such as the end stage assessment), but a means of providing added assurance as input to the actual end stage assessment on whether the project is able to meet its objectives. The cost and time of conducting gateway reviews should be included in the Project Plan and Stage Plans.

19.10 PROJECT MANAGEMENT BODIES OF KNOWLEDGE

PRINCE2 should not be confused with a Body of Knowledge (BoK):

- PRINCE2 is an integrated project management method providing a set of processes and themes that can be applied to manage a project from start to finish
- A Body of Knowledge covers the broad spectrum of project management competencies and techniques that Project Managers may need to apply, such as leadership and negotiation.

The comparison between PRINCE2 and a Body of Knowledge (BoK), such as the Association for Project Management's Body of Knowledge, the Project Management Institute's PMBoK or the

Table 19.3 Comparison between PRINCE2 and a Body of Knowledge

PRINCE2	Body of Knowledge
A project management method	A broad collection of 'good practices' for project management
Prescriptive	Non-prescriptive
An integrated set of processes and themes (they are not isolated silos that can be selectively applied)	Each topic area can be referred to in isolation from others
Covers all project management roles	Targeted at Project Managers
Does not cover interpersonal skills	Covers interpersonal skills
References techniques	Describes techniques

International Project Management Association's Competency Baselines, can be seen in Table 19.3.

The differences between PRINCE2 (a method) and a BoK make them highly complementary.

PRINCE2 provides a framework of **what** needs to be done, by **whom** and by **when**. The BoK provides a range of techniques of **how** those things can be done. For example, in PRINCE2 a critical step in creating a plan is estimating. PRINCE2 does not say how estimating should be done as there are a number of techniques that can be applied depending on the project context, whereas a BoK provides an explanation and analysis of the range of estimating techniques available so that the planner can judge which one is most suitable to use.

Tailoring PRINCE2 if the organization is aligned to any particular BoK should include:

- Agreeing a single set of terms to apply.
For example, in the Association for Project Management's Body of Knowledge, the steering group is equivalent to PRINCE2's Project Board
- Aligning PRINCE2's management products with any management products recommended by the BoK. For example, in PMBoK the project charter is equivalent to PRINCE2's Project Brief.

Appendix A: Product Description outlines

This appendix contains Product Description outlines for PRINCE2's defined management products. These are not full Product Descriptions as defined by Product Description in section A.17, as some elements, such as quality method, will vary depending on the project's needs.

Format examples are provided, but these are not exhaustive. The contents of a Product Description for a management product should be tailored to the requirements and environment of each project. There are three types of management product: baselines, records and reports.

Baseline management products are those that define aspects of the project and, once approved, are subject to change control. These are:

- A.1 Benefits Review Plan
- A.2 Business Case
- A.4 Communication Management Strategy
- A.6 Configuration Management Strategy
- A.16 Plan (covers Project, Stage and, optionally, Team Plans)
- A.17 Product Description
- A.19 Project Brief
- A.20 Project Initiation Documentation
- A.21 Project Product Description
- A.22 Quality Management Strategy
- A.24 Risk Management Strategy
- A.26 Work Package.

Records are dynamic management products that maintain information regarding project progress. These are:

- A.5 Configuration Item Records
- A.7 Daily Log
- A.12 Issue Register
- A.14 Lessons Log
- A.23 Quality Register
- A.25 Risk Register.

Reports are management products providing a snapshot of the status of certain aspects of the project. These are:

- A.3 Checkpoint Report
- A.8 End Project Report

- A.9 End Stage Report
- A.10 Exception Report
- A.11 Highlight Report
- A.13 Issue Report
- A.15 Lessons Report
- A.18 Product Status Account.

Although records and reports are not subject to change control, they are still subject to other aspects of configuration management, such as version control, safe storage, access rights etc.

Management products are not necessarily documents, they are information sets that are used by the PRINCE2 processes so that certain roles can take action and/or make decisions.

Most of the baseline products evolve during pre-project and initiation stage activities as shown in Figure A.1. The baseline products are then reviewed and (possibly) updated at the end of each stage. Management products nested within higher-level management products are illustrated in the composition of each management product by reference to their appendix heading (e.g. if a Lessons Report is nested in another report, there will be a cross-reference to section A.15).

A.1 BENEFITS REVIEW PLAN

A.1.1 Purpose

A Benefits Review Plan is used to define how and when a measurement of the achievement of the project's benefits, expected by the Senior User, can be made. The plan is presented to the Executive during the Initiating a Project process, updated at each stage boundary, and used during the Closing a Project process to define any post-project benefits reviews that are required.

The plan has to cover the activities to find out whether the expected benefits of the products have been realized and how the products have performed when in operational use. Each expected benefit has to be assessed for the level of its achievement and whether any additional time is needed to assess the residual benefits. Use of the project's products may have brought unexpected

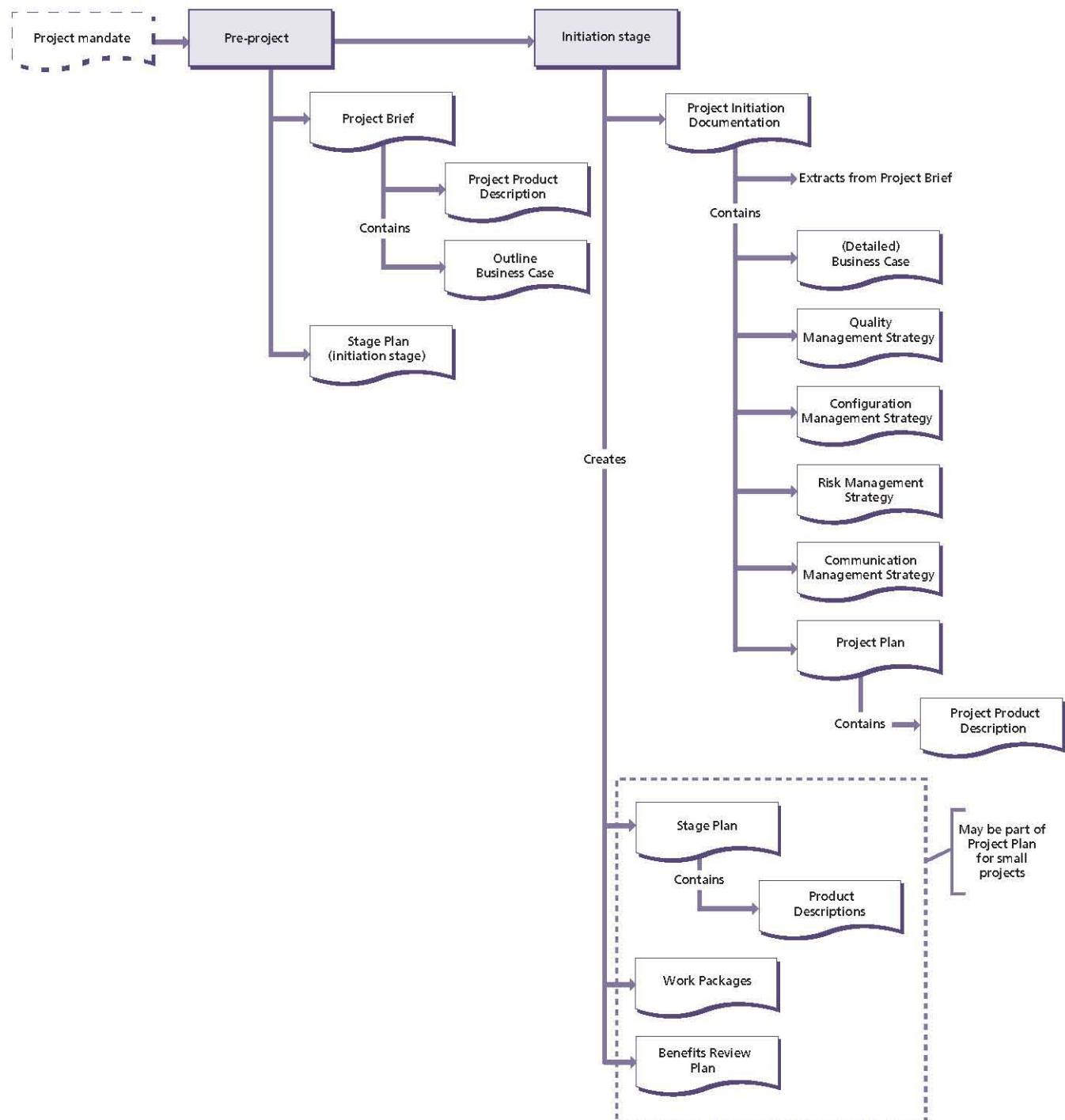


Figure A.1 Evolution of baseline management products

side-effects, either beneficial or adverse. Time and effort have to be allowed to identify and analyse why these side-effects were not foreseen.

If the project is part of a programme, the Benefits Review Plan may be contained within the programme's benefits realization plan and executed at the programme level. Post-project, the

Benefits Review Plan is maintained and executed by corporate or programme management.

A.1.2 Composition

- The scope of the Benefits Review Plan covering what benefits are to be measured
- Who is accountable for the expected benefits

- How to measure achievement of expected benefits, and when they can be measured
- What resources are needed to carry out the review work
- Baseline measures from which the improvements will be calculated
- How the performance of the project's product will be reviewed.

A.1.3 Derivation

- Business Case
- Project Product Description (and the acceptance criteria in particular)
- The programme's benefits realization plan (if part of a programme)
- Corporate performance monitoring function (such as a centre of excellence), if one exists.

A.1.4 Format and presentation

A Benefits Review Plan can take a number of formats, including:

- Document, spreadsheet or presentation slides
- Entry in a project management tool.

A.1.5 Quality criteria

- Covers all benefits mentioned in the Business Case
- The benefits are measurable and baseline measures have been recorded
- Describes suitable timing for measurement of the benefits, together with reasons for the timing
- Identifies the skills or individuals who will be needed to carry out the measurements
- The effort and cost to undertake the benefits reviews is realistic when compared with the value of the anticipated benefits
- Consideration is given to whether dis-benefits should be measured and reviewed.

A.2 BUSINESS CASE

A.2.1 Purpose

A Business Case is used to document the justification for the undertaking of a project, based on the estimated costs (of development, implementation and incremental ongoing operations and maintenance costs) against the

anticipated benefits to be gained and offset by any associated risks.

The outline Business Case is developed in the Starting up a Project process and refined by the Initiating a Project process. The Directing a Project process covers the approval and re-affirmation of the Business Case.

The Business Case is used by the Controlling a Stage process when assessing impacts of issues and risks. It is reviewed and updated at the end of each management stage by the Managing a Stage Boundary process, and at the end of the project by the Closing a Project process.

A.2.2 Composition

- **Executive summary** Highlights the key points in the Business Case, which should include important benefits and the return on investment (ROI)
- **Reasons** Defines the reasons for undertaking the project and explains how the project will enable the achievement of corporate strategies and objectives
- **Business options** Analysis and reasoned recommendation for the base business options of: do nothing, do the minimal or do something
- **Expected benefits** The benefits that the project will deliver expressed in measurable terms against the situation as it exists prior to the project. Benefits should be both qualitative and quantitative. They should be aligned to corporate or programme benefits. Tolerances should be set for each benefit and for the aggregated benefit. Any benefits realization requirements should be stated
- **Expected dis-benefits** Outcomes perceived as negative by one or more stakeholders. Dis-benefits are actual consequences of an activity whereas, by definition, a risk has some uncertainty about whether it will materialize. For example, a decision to merge two elements of an organization onto a new site may have benefits (e.g. better joint working), costs (e.g. expanding one of the two sites) and dis-benefits (e.g. drop in productivity during the merger). Dis-benefits need to be valued and incorporated into the investment appraisal
- **Timescale** Over which the project will run (summary of the Project Plan) and the period over which the benefits will be realized. This

- information is subsequently used to help timing decisions when planning (Project Plan, Stage Plan and Benefits Review Plan)
- **Costs** A summary of the project costs (taken from the Project Plan), the ongoing operations and maintenance costs and their funding arrangements
 - **Investment appraisal** Compares the aggregated benefits and dis-benefits to the project costs (extracted from the Project Plan) and ongoing incremental operations and maintenance costs. The analysis may use techniques such as cash flow statement, ROI, net present value, internal rate of return and payback period. The objective is to be able to define the value of a project as an investment. The investment appraisal should address how the project will be funded
 - **Major risks** Gives a summary of the key risks associated with the project together with the likely impact and plans should they occur.

A.2.3 Derivation

- Project mandate and Project Brief – reasons
- Project Plan – costs and timescales
- The Senior User(s) – expected benefits
- The Executive – value for money
- Risk Register
- Issue Register.

A.2.4 Format and presentation

A Business Case can take a number of formats, including:

- Document, spreadsheet or presentation slides
- Entry in a project management tool.

A.2.5 Quality criteria

- The reasons for the project must be consistent with the corporate or programme strategy
- The Project Plan and Business Case must be aligned
- The benefits should be clearly identified and justified
- It should be clear how the benefits will be realized
- It should be clear what will define a successful outcome
- It should be clear what the preferred business option is, and why

- Where external procurement is required, it should be clear what the preferred sourcing option is, and why
- It should be clear how any necessary funding will be obtained
- The Business Case includes non-financial, as well as financial, criteria
- The Business Case includes operations and maintenance costs and risks, as well as project costs and risks
- The Business Case conforms to organizational accounting standards (e.g. break-even analysis and cash flow conventions)
- The major risks faced by the project are explicitly stated, together with any proposed responses.

A.3 CHECKPOINT REPORT

A.3.1 Purpose

A Checkpoint Report is used to report, at a frequency defined in the Work Package, the status of the Work Package.

A.3.2 Composition

- **Date** The date of the checkpoint
- **Period** The reporting period covered by the Checkpoint Report
- **Follow-ups** From previous reports, for example action items completed or issues outstanding
- **This reporting period:**
 - The products being developed by the team during the reporting period
 - The products completed by the team during the reporting period
 - Quality management activities carried out during the period
 - Lessons identified
- **Next reporting period:**
 - The products being developed by the team in the next reporting period
 - The products planned to be completed by the team in the next reporting period
 - Quality management activities planned for the next reporting period
- **Work Package tolerance status** How execution of the Work Package is performing against its tolerances (e.g. cost/time/scope actuals and forecast)

- **Issues and risks** Update on issues and risks associated with the Work Package.

A.3.3 Derivation

- Work Package
- Team Plan and actuals
- Previous Checkpoint Report.

A.3.4 Format and presentation

A Checkpoint Report can take a number of formats, including:

- Oral report to the Project Manager (could be in person or over the phone)
- Presentation at a progress review (physical meeting or conference call)
- Document or email issued to the Project Manager
- Entry in a project management tool.

A.3.5 Quality criteria

- Prepared at the frequency required by the Project Manager
- The level and frequency of progress assessment is right for the stage and/or Work Package
- The information is timely, useful, objective and accurate
- Every product in the Work Package, for that period, is covered by the report
- Includes an update on any unresolved issues from the previous report.

A.4 COMMUNICATION MANAGEMENT STRATEGY

A.4.1 Purpose

A Communication Management Strategy contains a description of the means and frequency of communication to parties both internal and external to the project. It facilitates engagement with stakeholders through the establishment of a controlled and bi-directional flow of information.

A.4.2 Composition

- **Introduction** States the purpose, objectives and scope, and identifies who is responsible for the strategy
- **Communication procedure** A description of (or reference to) any communication methods to be used. Any variance from corporate or

programme management standards should be highlighted, together with a justification for the variance

- **Tools and techniques** Refers to any communication tools to be used, and any preference for techniques that may be used, for each step in the communication process
- **Records** Definition of what communication records will be required and where they will be stored (for example, logging of external correspondence)
- **Reporting** Describes any reports on the communication process that are to be produced, including their purpose, timing and recipients (for example, performance indicators)
- **Timing of communication activities** States when formal communication activities are to be undertaken (for example, at the end of a stage) including performance audits of the communication methods
- **Roles and responsibilities** Describes who will be responsible for what aspects of the communication process, including any corporate or programme management roles involved with communication
- **Stakeholder analysis:**
 - Identification of the interested party (which may include accounts staff, user forum, internal audit, corporate or programme quality assurance, competitors etc.)
 - Current relationship
 - Desired relationship
 - Interfaces
 - Key messages
- **Information needs for each interested party:**
 - Information required to be provided from the project
 - Information required to be provided to the project
 - Information provider and recipient
 - Frequency of communication
 - Means of communication
 - Format of the communication.

A.4.3 Derivation

- Corporate communications policies (e.g. rules for disclosure for publicly listed companies)
- The programme's information management strategy

- Other components of the Project Initiation Documentation (in particular the project management team structure, the Risk Management Strategy, Quality Management Strategy and Configuration Management Strategy)
- Facilitated workshops/informal discussions with stakeholders
- Stakeholder analysis.

A.4.4 Format and presentation

A Communication Management Strategy can take a number of formats, including:

- Stand-alone product or a section of the Project Initiation Documentation
- Document, spreadsheet or mindmap
- Entry in a project management tool.

A.4.5 Quality criteria

- All stakeholders have been identified and consulted for their communication requirements
- There is agreement from all stakeholders about the content, frequency and method of communication
- A common standard for communication has been considered
- The time, effort and resources required to carry out the identified communications have been allowed for in Stage Plans
- The formality and frequency of communication is reasonable for the project's importance and complexity
- For projects that are part of a programme, the lines of communication, and the reporting structure between the project and programme, have been made clear in the Communication Management Strategy
- The Communication Management Strategy incorporates corporate communications facilities where appropriate (e.g. using the marketing communications department for distributing project bulletins).

A.5 CONFIGURATION ITEM RECORD

A.5.1 Purpose

To provide a record of such information as the history, status, version and variant of each

configuration item, and any details of important relationships between them.

The set of Configuration Item Records for a project is often referred to as a configuration library.

A.5.2 Composition

The composition of a Configuration Item Record will be defined in the project's Configuration Management Strategy.

There follows a suggested list of components for each Configuration Item Record (note that the first three uniquely identify the configuration item):

- **Project identifier** A unique reference. It will typically be a numeric or alpha-numeric value
- **Item identifier** A unique reference. It will typically be a numeric or alpha-numeric value
- **Current version** Typically an alpha-numeric value
- **Item title** The description of the item (for a product this should be as it appears in the product breakdown structure)
- **Date of last status change**
- **Owner** The person or group who will take ownership of the product when it is handed over
- **Location** Where the item is stored
- **Copy holders** (if relevant) Who currently has the product?
- **Item type** Component, product, release (see section 9.2.2)
- **Item attributes** As defined by the Configuration Management Strategy. These are used to specify a subset of products when producing a Product Status Account, such as the management stage in which the product is created, the type of product (e.g. hardware/software), product destination etc.
- **Stage** When the product will be developed
- **Users** The person or group who will use the item
- **Status** As defined by the Configuration Management Strategy, e.g. pending development, in development, in review, approved or handed over
- **Product state** (if used) As defined by the Product Description, e.g. dismantled machinery, moved machinery, reassembled machinery (see section 7.3.3.2)
- **Variant** (if used) for example, language variants

- **Producer** The person or team responsible for creating or obtaining the item
- **Date allocated** To the producer
- **Source** For example, in house, or purchased from a third-party company
- **Relationship with other items** Those items that:
 - Would be affected if this item changed
 - If changed, would affect this item
- **Cross-references:**
 - Issues and risks
 - Documentation that defines requirements, design, build, production and verification for the item (specifically this will include the Product Description).

A.5.3 Derivation

- Configuration Management Strategy
- Product breakdown structure
- Stage Plan and Work Package
- Quality Register, Issue Register and Risk Register.

A.5.4 Format and presentation

Configuration Item Records can take a number of formats, including:

- Document, spreadsheet or database
- Entry in a project management tool

Configuration Item Records may be part of a Configuration Management Database for those organizations that have a corporate or programme configuration management system.

A.5.5 Quality criteria

- The records reflect the status of the products accurately
- The records are kept together in a secure location
- Version numbers match the actual products
- Configuration Item Records show products' version histories
- A process exists by which the Configuration Item Records are defined and updated.

A.6 CONFIGURATION MANAGEMENT STRATEGY

A.6.1 Purpose

A Configuration Management Strategy is used to identify how, and by whom, the project's products will be controlled and protected.

It answers the questions:

- How and where the project's products will be stored
- What storage and retrieval security will be put in place
- How the products and the various versions and variants of these will be identified
- How changes to products will be controlled
- Where responsibility for configuration management will lie.

A.6.2 Composition

- **Introduction** States the purpose, objectives and scope, and identifies who is responsible for the strategy
- **Configuration management procedure** A description of (or reference to) the configuration management procedure to be used. Any variance from corporate or programme management standards should be highlighted, together with a justification for the variance. The procedure should cover activities such as planning, identification, control (including storage/retrieval, product security, handover procedures etc.), status accounting, and verification and audit.
- **Issue and change control procedure** A description (or reference to) the issue and change control procedures to be used. Any variance from corporate or programme management standards should be highlighted, together with a justification for the variance. The procedure should cover activities such as capturing, examining, proposing, deciding and implementing.
- **Tools and techniques** Refers to any configuration management systems or tools to be used and any preference for techniques that may be used for each step in the configuration management procedure
- **Records** Definition of the composition and format of the Issue Register and Configuration Item Records

- **Reporting** Describes the composition and format of the reports that are to be produced (Issue Report, Product Status Account), their purpose, timing and chosen recipients. This should include reviewing the performance of the procedures
- **Timing of configuration management and issue and change control activities** States when formal activities are to be undertaken, for example configuration audits
- **Roles and responsibilities** Describes who will be responsible for what aspects of the procedures, including any corporate or programme management roles involved with the configuration management of the project's products. Describes whether a Change Authority and/or change budget will be established.
- **Scales for priority and severity** For prioritizing requests for change and off-specifications and for determining the level of management that can make decisions on severity of issue.

A.6.3 Derivation

- The customer's quality expectations
- Corporate configuration management system (e.g. any configuration management software in use or mandated by the user)
- Programme Quality Management Strategy and information management strategy (if applicable)
- The user's quality management system
- The supplier's quality management system
- Specific needs of the project's product(s) and environment
- Project management team structure (to identify those with configuration management responsibilities)
- Facilitated workshops and informal discussions.

A.6.4 Format and presentation

A Configuration Management Strategy can take a number of formats, including:

- Stand-alone document or a section of the Project Initiation Documentation
- Entry in a project management tool.

A.6.5 Quality criteria

- Responsibilities are clear and understood by both user and supplier

- The key identifier for the project's product(s) is defined
- The method and circumstances of version control are clear
- The strategy provides the Project Manager with all the product information required
- The corporate or programme strategy for configuration management has been considered
- The retrieval system will produce all required information in an accurate, timely and usable manner
- The project files provide the information necessary for any audit requirements
- The project files provide the historical records required to support any lessons
- The chosen Configuration Management Strategy is appropriate for the size and nature of the project
- Resources are in place to administer the chosen method of configuration management
- The requirements of the operational group (or similar group to whom the project's product will be transitioned) should be considered.

A.7 DAILY LOG

A.7.1 Purpose

A Daily Log is used to record informal issues, required actions or significant events not caught by other PRINCE2 registers or logs. It acts as the project diary for the Project Manager.

It can also be used as a repository for issues and risks during the Starting up a Project process if the other registers have not been set up.

There may be more than one Daily Log as Team Managers may elect to have one for their Work Packages, separate from the Project Manager's Daily Log.

A.7.2 Composition

A Daily Log is in free form but likely to include:

- Date of entry
- Problem, action, event or comment
- Person responsible
- Target date
- Results.

A.7.3 Derivation

Entries are made when the Project Manager or Team Manager feels it is appropriate to log some event. Often entries are based on thoughts, conversations and observations.

A.7.4 Format and presentation

A Daily Log can take a number of formats, including:

- Document or spreadsheet
- Desk diary or log book
- Electronic diary/calendar/task lists
- Entry in a project management tool.

A.7.5 Quality criteria

- Entries are sufficiently documented to be understandable later (a short note might make sense at the time, but will it in several months' time?)
- Date, person responsible and target date are always filled in
- Consideration has been given to access rights for the Daily Log (e.g. should the Daily Log be visible to everyone working on the project?).

A.8 END PROJECT REPORT

A.8.1 Purpose

An End Project Report is used during project closure to review how the project performed against the version of the Project Initiation Documentation used to authorize it. It also allows the:

- Passing on of any lessons that can be usefully applied to other projects
- Passing on of details of unfinished work, ongoing risks or potential product modifications to the group charged with future support of the project's products in their operational life.

A.8.2 Composition

- **Project Manager's report** Summarizing the project's performance
- **Review of the Business Case** Summarizing the validity of the project's Business Case:
 - Benefits achieved to date

- Residual benefits expected (post-project)
- Expected net benefits
- Deviations from the approved Business Case
- **Review of project objectives** Review of how the project performed against its planned targets and tolerances for time, cost, quality, scope, benefits and risk. Review the effectiveness of the project's strategies and controls
- **Review of team performance** In particular, providing recognition for good performance
- **Review of products:**
 - **Quality records** Listing the quality activities planned and completed
 - **Approval records** Listing the products and their requisite approvals
 - **Off-specifications** Listing any missing products or products that do not meet the original requirements, and confirmation of any concessions granted
 - **Project product handover** Confirmation (in the form of acceptance records) by the customer that operations and maintenance functions are ready to receive the project's product
 - **Summary of follow-on action recommendations** Request for Project Board advice about who should receive each recommended action. The recommended actions are related to unfinished work, ongoing issues and risks, and any other activities needed to take the products to the next phase of their life
- **Lessons Report** (see section A.15) A review of what went well, what went badly, and any recommendations for corporate or programme management consideration (and if the project was prematurely closed, then the reasons should be explained).

A.8.3 Derivation

- Project Initiation Documentation
- Business Case
- Project Plan
- Benefits Review Plan
- Issue Register, Quality Register and Risk Register
- Lessons Report
- End Stage Reports (and Exceptions Reports, if applicable).

A.8.4 Format and presentation

An End Project Report can take a number of formats, including:

- Presentation to the Project Board (physical meeting or conference call)
- Document or email issued to the Project Board
- Entry in a project management tool.

A.8.5 Quality criteria

- Any abnormal situations are described, together with their impact
- At the end of the project, all issues should either be closed or become the subject of a follow-on action recommendation
- Any available useful documentation or evidence should accompany the follow-on action recommendation(s)
- Any appointed Project Assurance roles should agree with the report.

A.9 END STAGE REPORT

A.9.1 Purpose

An End Stage Report is used to give a summary of progress to date, the overall project situation, and sufficient information to ask for a Project Board decision on what to do next with the project.

The Project Board uses the information in the End Stage Report in tandem with the next Stage Plan to decide what action to take with the project: for example, authorize the next stage, amend the project scope, or stop the project.

A.9.2 Composition

- **Project Manager's report** Summarizing the stage performance
- **Review of the Business Case** Summarizing the validity of the project's Business Case:
 - Benefits achieved to date
 - Residual benefits expected (remaining stages and post-project)
 - Expected net benefits
 - Deviations from approved Business Case
 - Aggregated risk exposure
- **Review of project objectives** Review of how the project has performed to date against its planned targets and tolerances for time, cost, quality, scope, benefits and risk. Review the

effectiveness of the project's strategies and controls

- **Review of stage objectives** Review of how the specific stage performed against its planned targets and tolerances for time, cost, quality, scope, benefits and risk
 - **Review of team performance** In particular, providing recognition for good performance
 - **Review of products:**
 - **Quality records** Listing the quality activities planned and completed in the stage
 - **Approval records** Listing the products planned for completion in the stage and their requisite approvals
 - **Off-specifications** Listing any missing products or products that do not meet the original requirements, and confirmation of any concessions granted
 - **Phased handover (if applicable)** Confirmation by the customer that operations and maintenance functions are ready to receive the release
 - **Summary of follow-on action recommendations (if applicable)** Request for Project Board advice for who should receive each recommended action. The recommended actions are related to unfinished work, ongoing issues and risks, and any other activities needed to take the products handed over to the next phase of their life
 - **Lessons Report (if appropriate) (see section A.15)** A review of what went well, what went badly, and any recommendations for corporate or programme management consideration
 - **Issues and risks** Summary of the current set of issues and risks affecting the project
 - **Forecast** The Project Manager's forecast for the project and next stage against planned targets and tolerances for time, cost, quality, scope, benefits and risk.
- Where the End Stage Report is being produced at the end of the initiation stage, not all of the above content may be appropriate or necessary.

A.9.3 Derivation

- Current Stage Plan and actuals
- Project Plan
- Benefits Review Plan
- Risk Register, Quality Register and Issue Register

- Exception Report (if applicable)
- Lessons Report
- Completed/slipped Work Packages
- Updated Business Case.

A.9.4 Format and presentation

An End Stage Report can take a number of formats, including:

- Presentation to the Project Board (physical meeting or conference call)
- Document or email issued to the Project Board
- Entry in a project management tool.

A.9.5 Quality criteria

- The report clearly shows stage performance against the plan
- Any abnormal situations are described, together with their impact
- Any appointed Project Assurance roles agree with the report.

A.10 EXCEPTION REPORT

A.10.1 Purpose

An Exception Report is produced when a Stage Plan or Project Plan is forecast to exceed tolerance levels set. It is prepared by the Project Manager in order to inform the Project Board of the situation, and to offer options and recommendations for the way to proceed.

A.10.2 Composition

- **Exception title** An overview of the exception being reported
- **Cause of the exception** A description of the cause of a deviation from the current plan
- **Consequences of the deviation** What the implications are if the deviation is not addressed for:
 - The project
 - Corporate or programme management
- **Options** What are the options that are available to address the deviation and what would the effect of each option be on the Business Case, risks and tolerances
- **Recommendation** Of the available options, what is the recommendation, and why?
- **Lessons** What can be learned from the exception, on this project or future projects.

A.10.3 Derivation

- Current plan and actuals
- Issue Register, Risk Register and Quality Register
- Highlight Reports (for stage/project-level deviations) or Checkpoint Reports (for team-level deviations)
- Project Board advice of an external event that affects the project.

A.10.4 Format and presentation

An Exception Report can take a number of formats, including:

- Issue raised at a minuted progress review (physical meeting or conference call)
- Document or email issued to the next-higher level of management
- Entry in a project management tool.

For urgent exceptions, it is recommended that the Exception Report is oral in the first instance, and then followed-up in the agreed format.

A.10.5 Quality criteria

- The current plan must accurately show the status of time and cost performance
- The reason(s) for the deviation must be stated, the exception clearly analysed, and any impacts assessed and fully described
- Implications for the Business Case have been considered and the impact on the overall Project Plan has been calculated
- Options are analysed (including any risks associated with them) and recommendations are made for the most appropriate way to proceed
- The Exception Report is given in a timely and appropriate manner.

A.11 HIGHLIGHT REPORT

A.11.1 Purpose

A Highlight Report is used to provide the Project Board (and possibly other stakeholders) with a summary of the stage status at intervals defined by them. The Project Board uses the report to monitor stage and project progress. The Project Manager also uses it to advise the Project Board of any potential problems or areas where the Project Board could help.

A.11.2 Composition

- **Date** The date of the report
- **Period** The reporting period covered by the Highlight Report
- **Status summary** An overview of the status of the stage at this time
- **This reporting period:**
 - Work Packages – pending authorization, in execution, and completed in the period (if the Work Packages are being performed by external suppliers, this information may be accompanied by purchase order and invoicing data)
 - Products completed in the period
 - Products planned but not started or completed in the period (providing an early warning indicator or potential breach of time tolerance)
 - Corrective actions taken during the period
- **Next reporting period:**
 - Work Packages – to be authorized, in execution, and to be completed during the next period (if the Work Packages are being performed by external suppliers, this information may be accompanied by purchase order and invoicing data)
 - Products to be completed in the next period
 - Corrective actions to be completed during the next period
- **Project and stage tolerance status** How execution of the project and stage are performing against their tolerances (e.g. cost/time actuals and forecast)
- **Requests for change** Raised, approved/rejected and pending
- **Key issues and risks** Summary of actual or potential problems and risks
- **Lessons Report** (if appropriate) (see section A.15) A review of what went well, what went badly, and any recommendations for corporate or programme management consideration.

A.11.3 Derivation

- Project Initiation Documentation
- Checkpoint Reports
- Issue Register, Quality Register and Risk Register
- Stage Plan and actuals
- Communication Management Strategy.

A.11.4 Format and presentation

A Highlight Report can take a number of formats, including:

- Presentation to the Project Board (physical meeting or conference call)
- Document or email issued to the Project Board
- Entry in a project management tool.

A.11.5 Quality criteria

- The level and frequency of progress reporting required by the Project Board is right for the stage and/or project
- The Project Manager provides the Highlight Report at the frequency, and with the content, required by the Project Board
- The information is timely, useful, accurate and objective
- The report highlights any potential problem areas.

A.12 ISSUE REGISTER

A.12.1 Purpose

The purpose of the Issue Register is to capture and maintain information on all of the issues that are being formally managed. The Issue Register should be monitored by the Project Manager on a regular basis.

A.12.2 Composition

For each entry in the Issue Register, the following should be recorded:

- **Issue identifier** Provides a unique reference for every issue entered into the Issue Register. It will typically be a numeric or alpha-numeric value
- **Issue type** Defines the type of issue being recorded, namely:
 - Request for change
 - Off-specification
 - Problem/concern
- **Date raised** The date on which the issue was originally raised
- **Raised by** The name of the individual or team who raised the issue
- **Issue Report author** The name of the individual or team who created the Issue Report

- **Issue description** A statement describing the issue, its cause and impact
- **Priority** This should be given in terms of the project's chosen categories. Priority should be re-evaluated after impact analysis
- **Severity** This should be given in terms of the project's chosen scale. Severity will indicate what level of management is required to make a decision on the issue
- **Status** The current status of the issue and the date of the last update
- **Closure date** The date the issue was closed.

A.12.3 Derivation

- The format and composition of the Issue Register will be defined in the Configuration Management Strategy
- Entries are initially made on the Issue Register once a new issue has been raised
- The Issue Register is updated as the issue is progressed. Once the issue has been resolved, the entry in the Issue Register is closed.

A.12.4 Format and presentation

An Issue Register can take a number of formats, including:

- Document, spreadsheet or database
- Stand-alone register or a carry forward in progress review minutes
- Entry in a project management tool
- Part of an integrated project register for all risks, actions, decisions, assumptions, issues, lessons etc.

A.12.5 Quality criteria

- The status indicates whether action has been taken
- The issues are uniquely identified, including information about which product they refer to
- A process is defined by which the Issue Register is to be updated
- Entries on the Issue Register that, upon examination, are in fact risks, are transferred to the Risk Register and the entries annotated accordingly
- Access to the Issue Register is controlled and the register is kept in a safe place.

A.13 ISSUE REPORT

A.13.1 Purpose

An Issue Report is a report containing the description, impact assessment and recommendations for a request for change, off-specification or a problem/concern. It is only created for those issues that need to be handled formally.

The report is initially created when capturing the issue, and updated both after the issue has been examined and when proposals are identified for issue resolution. The Issue Report is later amended further in order to record what option was decided upon, and finally updated when the implementation has been verified and the issue is closed.

A.13.2 Composition

- **Issue identifier** As shown in the Issue Register (provides a unique reference for every Issue Report)
- **Issue type** Defines the type of issue being recorded, namely:
 - Request for change
 - Off-specification
 - Problem/concern
- **Date raised** The date on which the issue was originally raised
- **Raised by** The name of the individual or team who raised the issue
- **Issue Report author** The name of the individual or team who created the Issue Report
- **Issue description** A statement describing the issue in terms of its cause and impact
- **Impact analysis** A detailed analysis of the likely impact of the issue. This may include, for example, a list of products impacted
- **Recommendation** A description of what the Project Manager believes should be done to resolve the issue (and why)
- **Priority** This should be given in terms of the project's chosen scale. It should be re-evaluated after impact analysis
- **Severity** This should be given in terms of the project's chosen scale. Severity will indicate what level of management is required to make a decision on the issue
- **Decision** The decision made (accept, reject, defer or grant concession)

- **Approved by** A record of who made the decision
- **Decision date** The date of the decision
- **Closure date** The date that the issue was closed.

A.13.3 Derivation

- The format and composition of the Issue Report will be defined in the Configuration Management Strategy
- Highlight Report(s), Checkpoint Report(s) and End Stage Report(s)
- Stage Plan, together with actual values and events
- Users and supplier teams working on the project
- The application of quality controls
- Observation and experience of the processes
- Quality Register, Risk Register and Lessons Log
- Completed Work Packages.

A.13.4 Format and presentation

An Issue Report can take a number of formats, including:

- Document, spreadsheet or database
- Entry in a project management tool

Not all entries in the Issue Register will need a separately documented Issue Report.

A.13.5 Quality criteria

- The issue stated is clear and unambiguous
- A detailed impact analysis has occurred
- All implications have been considered
- The issue has been examined for its effect on the tolerances
- The issue has been correctly registered on the Issue Register
- Decisions are accurately and unambiguously described.

A.14 LESSONS LOG

A.14.1 Purpose

The Lessons Log is a project repository for lessons that apply to this project or future projects. Some lessons may originate from other projects and should be captured on the Lessons Log for input to the project's strategies and plans. Some lessons

may originate from within the project – where new experience (both good and bad) can be passed on to others via a Lessons Report.

A.14.2 Composition

For each entry in the Lessons Log, the following should be recorded:

- **Lesson type** Defines the type of lesson being recorded:
 - Project – to be applied to this project
 - Corporate or programme – to be passed on to the corporate or programme management
 - Both project and corporate or programme management
- **Lesson detail** The detail may include:
 - Event
 - Effect (e.g. positive/negative financial impact)
 - Causes/trigger
 - Whether there were any early warning indicators
 - Recommendations
 - Whether it was previously identified as a risk (threat or opportunity)
- **Date logged** The date on which the lesson was originally logged
- **Logged by** The name of the person or team who raised the lesson
- **Priority** In terms of the project's chosen categories.

A.14.3 Derivation

- Lessons Reports from other projects
- Project mandate or Project Brief
- Daily Log, Issue Register, Quality Register and Risk Register
- Checkpoint Reports and Highlight Reports
- Completed Work Packages
- Stage Plans with actuals
- Observation and experience of the project's processes.

A.14.4 Format and presentation

A Lessons Log can take a number of formats, including:

- Document, spreadsheet or database
- Stand-alone log or a carry forward in progress review minutes

- Entry in a project management tool
- Part of an integrated project register for all risks, actions, decisions, assumptions, issues, lessons etc.

A.14.5 Quality criteria

- The status indicates whether action has been taken
- Lessons are uniquely identified, including to which product they refer
- A process is defined by which the Lessons Log is to be updated
- Access to the Lessons Log is controlled
- The Lessons Log is kept in a safe place.

A.15 LESSONS REPORT

A.15.1 Purpose

The Lessons Report is used to pass on any lessons that can be usefully applied to other projects.

The purpose of the report is to provoke action so that the positive lessons become embedded in the organization's way of working, and that the organization is able to avoid any negative lessons on future projects.

A Lessons Report can be created at any time in a project and should not necessarily wait to the end. Typically it should be included as part of the End Stage Report and End Project Report. It may be appropriate (and necessary) for there to be several Lessons Reports specific to the particular organization (e.g. user, supplier, corporate or programme).

The data in the report should be used by the corporate group that is responsible for the quality management system, in order to refine, change and improve the standards. Statistics on how much effort was needed for products can help improve future estimating.

A.15.2 Composition

- Executive summary
- Scope of the report (e.g. stage or project)
- A review of what went well, what went badly and any recommendations for corporate or programme management consideration. In particular:
 - Project management method (including the tailoring of PRINCE2)

- Any specialist methods used
- Project strategies (risk management, quality management, communications management and configuration management)
- Project controls (and the effectiveness of any tailoring)
- Abnormal events causing deviations
- A review of useful measurements such as:
 - How much effort was required to create the products
 - How effective was the Quality Management Strategy in designing, developing and delivering fit-for-purpose products (for example, how many errors were found after products had passed quality inspections?)
 - Statistics on issues and risks
- For significant lessons it may be useful to provide additional details on:
 - Event
 - Effect (e.g. positive/negative financial impact)
 - Causes/trigger
 - Whether there were any early-warning indicators
 - Recommendations
 - Whether the triggered event was previously identified as a risk (threat or opportunity).

A.15.3 Derivation

- Project Initiation Documentation (for the baseline position)
- Lessons Log (for identification of lessons)
- Quality Register, Issue Register and Risk Register (for statistical analysis)
- Quality records (for statistical analysis)
- Communication Management Strategy (for the distribution list).

A.15.4 Format and presentation

A Lessons Report can take a number of formats, including:

- Oral report to the Project Board (could be in person or over the phone)
- Presentation at a progress review (physical meeting or conference call)
- Document or email issued to the Project Board
- Entry in a project management tool.

A.15.5 Quality criteria

- Every management control has been examined
- Statistics of estimates versus actuals are provided
- Statistics of the success of quality controls used are included
- Any appointed Project Assurance roles agree with the report
- Unexpected risks are reviewed to determine whether they could have been anticipated
- Recommended actions are provided for each lesson (note that lessons are not 'learned' until action is taken).

A.16 PLAN

A.16.1 Purpose

A plan provides a statement of how and when objectives are to be achieved, by showing the major products, activities and resources required for the scope of the plan. In PRINCE2, there are three levels of plan: project, stage and team. Team Plans are optional and may not need to follow the same composition as a Project Plan or Stage Plan.

An Exception Plan is created at the same level as the plan that it is replacing.

A Project Plan provides the Business Case with planned costs, and it identifies the management stages and other major control points. It is used by the Project Board as a baseline against which to monitor project progress.

Stage Plans cover the products, resources, activities and controls specific to the stage and are used as a baseline against which to monitor stage progress.

Team Plans (if used) could comprise just a schedule appended to the Work Package(s) assigned to the Team Manager.

A plan should cover not just the activities to create products but also the activities to manage product creation – including activities for assurance, quality management, risk management, configuration management, communication and any other project controls required.

A.16.2 Composition

- **Plan description** Covering a brief description of what the plan encompasses (i.e. project, stage, team, exception) and the planning approach

- **Plan prerequisites** Containing any fundamental aspects that must be in place, and remain in place, for the plan to succeed
- **External dependencies** That may influence the plan
- **Planning assumptions** Upon which the plan is based
- **Lessons incorporated** Details of relevant lessons from previous similar projects, which have been reviewed and accommodated within this plan
- **Monitoring and control** Details of how the plan will be monitored and controlled
- **Budgets** Covering time and cost, including provisions for risks and changes
- **Tolerances** Time, cost and scope tolerances for the level of plan (which may also include more specific stage- or team-level risk tolerances)
- **Product Descriptions** (see section A.17) Covering the products within the scope of the plan (for the Project Plan this will include the project's product; for the Stage Plan this will be the stage products; and for a Team Plan this should be a reference to the Work Package assigned). Quality tolerances will be defined in each Product Description
- **Schedule** Which may include graphical representations of:
 - Gantt or bar chart
 - Product breakdown structure (see Appendix D for an example)
 - Product flow diagram (see Appendix D for an example)
 - Activity network
 - Table of resource requirements – by resource type (e.g. four engineers, one test manager, one business analyst)
 - Table of requested/assigned specific resources – by name (e.g. Nikki, Jay, Francesca).

A.16.3 Derivation

- Project Brief
- Quality Management Strategy (for quality management activities to be included in the plan)
- Risk Management Strategy (for risk management activities to be included in the plan)

- Communication Management Strategy (for communication management activities to be included in the plan)
 - Configuration Management Strategy (for configuration management activities to be included in the plan)
 - Resource availability
 - Registers and logs.

A.16.4 Format and presentation

A plan can take a number of formats, including:

- A stand-alone document or a section of the Project Initiation Documentation
 - Document, spreadsheet, presentation slides or mindmap
 - Entry in a project management tool.

The schedule may be in the form of a product checklist (which is a list of the products to be delivered within the scope of the plan, together with key status dates such as draft ready, quality inspected, approved etc.) or the output from a project planning tool.

A.16.5 Quality criteria

- The plan is achievable
 - Estimates are based on consultation with the resources, who will undertake the work, and/or historical data
 - Team Managers agree that their part of the plan is achievable
 - It is planned to an appropriate level of detail (not too much, not too little)

- The plan conforms to required corporate or programme standards
 - The plan incorporates lessons from previous projects
 - The plan incorporates any legal requirements
 - The plan covers management and control activities (such as quality) as well as the activities to create the products in scope
 - The plan supports the Quality Management Strategy, Configuration Management Strategy, Risk Management Strategy, Communication Management Strategy and project approach
 - The plan supports the management controls defined in the Project Initiation Documentation.

A.17 PRODUCT DESCRIPTION

A.17.1 Purpose

A Product Description is used to:

- Understand the detailed nature, purpose, function and appearance of the product
 - Define who will use the product
 - Identify the sources of information or supply for the product
 - Identify the level of quality required of the product
 - Enable identification of activities to produce, review and approve the product
 - Define the people or skills required to produce, review and approve the product.

Table A.1 Example of a product checklist

A.17.2 Composition

- **Identifier** Unique key, probably allocated by the configuration management method and likely to include the project name, item name and version number
- **Title** Name by which the product is known
- **Purpose** This defines the purpose that the product will fulfil and who will use it. Is it a means to an end or an end in itself? It is helpful in understanding the product's functions, size, quality, complexity, robustness etc.
- **Composition** This is a list of the parts of the product. For example, if the product were a report, this would be a list of the expected chapters or sections
- **Derivation** What are the source products from which this product is derived? Examples are:
 - A design is derived from a specification
 - A product is bought in from a supplier
 - A statement of the expected benefits are obtained from the user
 - A product is obtained from another department or team
- **Format and presentation** The characteristics of the product – for example, if the product were a report, this would specify whether the report should be a document, presentation slides or an email
- **Development skills required** An indication of the skills required to develop the product or a pointer to which area(s) should supply the development resources. Identification of the actual people may be left until planning the stage in which the product is to be created
- **Quality criteria** To what quality specification must the product be produced, and what quality measurements will be applied by those inspecting the finished product? This might be a simple reference to one or more common standards that are documented elsewhere, or it might be a full explanation of some yardstick to be applied. If the product is to be developed and approved in different states (e.g. dismantled machinery, moved machinery and reassembled machinery), then the quality criteria should be grouped into those that apply for each state
- **Quality tolerance** Details of any range in the quality criteria within which the product would be acceptable

- **Quality method** The kinds of quality method – for example, design verification, pilot, test, inspection or review – that are to be used to check the quality or functionality of the product
- **Quality skills required** An indication of the skills required to undertake the quality method or a pointer to which area(s) should supply the checking resources. Identification of the actual people may be left until planning the stage in which the quality inspection is to be done
- **Quality responsibilities** Defining the producer, reviewer(s) and approver(s) for the product.

A.17.3 Derivation

- Product breakdown structure
- The end-users of the product
- Quality Management Strategy
- Configuration Management Strategy.

A.17.4 Format and presentation

A Product Description can take a number of formats, including:

- Document, presentation slides or mindmap
- Entry in a project management tool.

A.17.5 Quality criteria

- The purpose of the product is clear and is consistent with other products
- The product is described to a level of detail sufficient to plan and manage its development
- The Product Description is concise yet sufficient to enable the product to be produced, reviewed and approved
- Responsibility for the development of the product is clearly identified
- Responsibility for the development of the product is consistent with the roles and responsibilities described in the project management team organization and the Quality Management Strategy
- The quality criteria are consistent with the project quality standards, standard checklists and acceptance criteria
- The quality criteria can be used to determine when the product is fit for purpose
- The types of quality inspection required are able to verify whether the product meets its stated quality criteria

- The Senior User(s) confirms that their requirements of the product, as defined in the Product Description, are accurately defined
- The Senior Supplier(s) confirms that the requirements of the product, as defined in the Product Description, can be achieved.

A.18 PRODUCT STATUS ACCOUNT

A.18.1 Purpose

The Product Status Account provides information about the state of products within defined limits. The limits can vary. For example, the report could cover the entire project, a particular stage, a particular area of the project, or the history of a specific product. It is particularly useful if the Project Manager wishes to confirm the version number of products.

A.18.2 Composition

- **Report scope** Describing the scope of the report (e.g. for the entire project, by stage, by product type, by supplier etc. The product's attribute can be used to select the subset of products for the report)
- **Date produced** The date the report was generated
- **Product status** For each product within the scope of the report, the report may include:
 - Product identifier and title
 - Version
 - Status and date of status change
 - Product state
 - Owner
 - Copy-holders
 - Location
 - User(s)
 - Producer and date allocated to producer
 - Planned and actual date Product Description was baselined
 - Planned and actual date product was baselined
 - Planned date for the next baseline
 - List of related items
 - List of related issues (including changes pending and approved) and risks.

A.18.3 Derivation

- Configuration Item Records

- Stage Plan.

A.18.4 Format and presentation

A Product Status Account can take a number of formats, including:

- Document, spreadsheet or report from a database
- Output from a project management tool.

A.18.5 Quality criteria

- The details and dates match those in the Stage Plan
- The product name is consistent with the product breakdown structure and the name in the Configuration Item Record.

A.19 PROJECT BRIEF

A.19.1 Purpose

A Project Brief is used to provide a full and firm foundation for the initiation of the project and is created in the Starting up a Project process.

In the Initiating a Project process, the contents of the Project Brief are extended and refined in the Project Initiation Documentation, after which the Project Brief is no longer maintained.

A.19.2 Composition

- **Project definition** Explaining what the project needs to achieve. It should include:
 - Background
 - Project objectives (covering time, cost, quality, scope, risk and benefit performance goals)
 - Desired outcomes
 - Project scope and exclusions
 - Constraints and assumptions
 - Project tolerances
 - The user(s) and any other known interested parties
 - Interfaces
- **Outline Business Case** (see section A.2) Reasons why the project is needed and the business option selected. This will later be developed into a detailed Business Case during the Initiating a Project process
- **Project Product Description** (see section A.21) Including the customer's quality expectations,

- user acceptance criteria, and operations and maintenance acceptance criteria
- **Project approach** To define the choice of solution that will be used within the project to deliver the business option selected from the Business Case, taking into consideration the operational environment into which the solution must fit
- **Project management team structure** A chart showing who will be involved with the project
- **Role descriptions** For the project management team and any other key resources identified at this time
- **References** To any associated documents or products.

A.19.3 Derivation

- A project mandate supplied at the start of the project
- Programme management – if the project is part of a programme, the Project Brief is likely to be supplied by the programme, and therefore it will not have to be derived from a project mandate
- Discussions with corporate management regarding corporate strategy and any policies and standards that apply
- Discussions with the Project Board and users if the project mandate is incomplete or if no project mandate is provided
- Discussions with the operations and maintenance organization (if applicable)
- Discussion with the (potential) suppliers regarding specialist development lifecycles that could be used
- Lessons Log.

A.19.4 Format and presentation

A Project Brief can take a number of formats, including:

- Document or presentation slides
- Entry in a project management tool.

A.19.5 Quality criteria

- It is brief because its purpose at this point is to provide a firm basis on which to initiate a project. It will later be refined and expanded as part of the Project Initiation Documentation

- The Project Brief accurately reflects the project mandate and the requirements of the business and the users
- The project approach considers a range of solutions, such as: bespoke or off-the-shelf; contracted out or developed in-house; designed from new or a modified existing product
- The project approach has been selected which maximizes the chance of achieving overall success for the project
- The project objectives, project approach and strategies are consistent with the organization's corporate social responsibility directive
- The project objectives are Specific, Measurable, Achievable, Realistic and Time-bound (SMART).

A.20 PROJECT INITIATION DOCUMENTATION

A.20.1 Purpose

The purpose of the Project Initiation Documentation is to define the project, in order to form the basis for its management and an assessment of its overall success. The Project Initiation Documentation gives the direction and scope of the project and (along with the Stage Plan) forms the 'contract' between the Project Manager and the Project Board.

The three primary uses of the Project Initiation Documentation are to:

- Ensure that the project has a sound basis before asking the Project Board to make any major commitment to the project
- Act as a base document against which the Project Board and Project Manager can assess progress, issues and ongoing viability questions
- Provide a single source of reference about the project so that people joining the 'temporary organization' can quickly and easily find out what the project is about, and how it is being managed.

The Project Initiation Documentation is a living product in that it should always reflect the current status, plans and controls of the project. Its component products will need to be updated and re-baselined, as necessary, at the end of each stage, to reflect the current status of its constituent parts.

The version of the Project Initiation Documentation that was used to gain authorization for the project

is preserved as the basis against which performance will later be assessed when closing the project.

A.20.2 Composition

There follows a contents list for the Project Initiation Document. Note that the first two (project definition and project approach) are extracted from the Project Brief.

- **Project definition** Explaining what the project needs to achieve. It should include:
 - Background
 - Project objectives and desired outcomes
 - Project scope and exclusions
 - Constraints and assumptions
 - The user(s) and any other known interested parties
 - Interfaces
- **Project approach** To define the choice of solution that will be used in the project to deliver the business option selected from the Business Case, taking into consideration the operational environment into which the solution must fit
- **Business Case** (see section A.2) Describing the justification for the project based on estimated costs, risks and benefits
- **Project management team structure** A chart showing who will be involved with the project
- **Role descriptions** For the project management team and any other key resources
- **Quality Management Strategy** (see section A.22) Describing the quality techniques and standards to be applied, and the responsibilities for achieving the required quality levels
- **Configuration Management Strategy** (see section A.6) Describing how and by whom the project's products will be controlled and protected
- **Risk Management Strategy** (see section A.24) Describing the specific risk management techniques and standards to be applied, and the responsibilities for achieving an effective risk management procedure
- **Communication Management Strategy** (see section A.4) To define the parties interested in the project and the means and frequency of communication between them and the project
- **Project Plan** (see section A.16) Describing how and when the project's objectives are to be achieved, by showing the major products,

activities and resources required on the project. It provides a baseline against which to monitor the project's progress stage by stage

- **Project controls** Summarizing the project-level controls such as stage boundaries, agreed tolerances, monitoring and reporting
- **Tailoring of PRINCE2** A summary of how PRINCE2 will be tailored for the project.

A.20.3 Derivation

- Project Brief
- Discussions with user, business and supplier stakeholders for input on methods, standards and controls.

A.20.4 Format and presentation

The Project Initiation Documentation could be:

- A single document
- An index for a collection of documents
- A document with cross-references to a number of other documents
- A collection of information in a project management tool.

A.20.5 Quality criteria

- The Project Initiation Documentation correctly represents the project
- It shows a viable, achievable project that is in line with corporate strategy or overall programme needs
- The project management team structure is complete, with names and titles. All the roles have been considered and are backed up by agreed role descriptions. The relationships and lines of authority are clear. If necessary, the project management team structure says to whom the Project Board reports
- It clearly shows a control, reporting and direction regime that can be implemented, appropriate to the scale, risk and importance of the project to corporate or programme management
- The controls cover the needs of the Project Board, Project Manager and Team Managers and satisfy any delegated assurance requirements
- It is clear who will administer each control
- The project objectives, approach and strategies are consistent with the organization's corporate social responsibility directive, and the project