

MSH Project Management Framework

Developed by TIC team

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1. Introduction

A key objective for Metro South Health (MSH) is to establish redesign and innovation capability and facilitation (people who can take an idea and 'make it happen') across the service. The Transformation and Innovation Collaborative (TIC) was established to support MSH's vision to facilitate change and redesign projects on the ground in partnership with clinicians.

The Transformation and Innovation Collaborative has developed the MSH Project Management Framework to provide a structured approach to managing projects within MSH. This framework provides an overview of the essential components of project management methodology and identifies the key elements such as project planning, governance, communication, reporting and evaluation that should be applied throughout the project lifecycle. It focuses on producing specifically defined outputs by a certain time, to a defined quality, and with a given level of resources so that planned outcomes are achieved.

2. MSH Project Management Office

The Transformation and Innovation Collaborative supported by a small, diverse team of project managers led locally by senior clinicians, has evolved over last two years to become a key Project Management Office (PMO). It's a flexible and adaptive team that recognises innovation and working across boundaries and provides a structured approach to managing projects within MSH. It has standardised project related governance processes across the health service and facilitates the sharing of resources, methodologies, tools and techniques.

2.1. Why does MSH need a PMO?

MSH recognises that change happens at the ground level, often lead by clinical and non-clinical staff without project management skills. A centralised PMO infrastructure is intended to nurture the development of MSH's culture of innovation by supporting staff to undertake innovation and redesign. This will further enhance MSH's image and reputation by facilitating the publication and systematic sharing of key learnings and outcomes from redesign and innovative project activities.

The PMO provides staff with the tools and processes to:

- Establish a formalised and structured method of managing change in a rigorous manner.
- Ensure that the projects are aligned to the key elements of the MSH Strategic Plan.
- Provide a co-ordinated, rigorous qualitative and evaluative process for redesign projects.
- Improve satisfaction for our consumers and stakeholders.
- Improve employee satisfaction and productivity.
- Communicate metrics for measuring progress/value.
- Measure results consistently and apply these via systematic sharing.

- Systematically apply funds to support evidence-based redesign and innovative activities.
- Ensure long term cost savings through improved resource management and limited project failures.

2.2. The Transformation and Innovation Collaborative

The Transformation and Innovation Collaborative has a small team of professionals with a diverse set of skills which draws from a bottom up /top down approach to:

- Support staff at all levels across MSH to identify and diagnose issues and problems
- Support project managers across MSH to use the framework, provide mentoring and facilitate collaborative working.
- Support staff and clinicians through the ideas submission process to gain support and potentially funding for their projects through existing governance arrangements within MSH.
- Build capacity and capability of staff in undertaking a project management approach to embed sustainable change.
- Help project managers to evaluate projects and support research within projects.
- Enable priorities identified by the Executive Planning and Innovation Collaborative (EPIC) to be actioned.
- Monitor the progress of approved projects across MSH via the MSH Strategic Project dashboard.

2.3. What type of projects do we support?

TIC supports a diverse range of projects including:

- Clinical Services Redesign – Model of Care, Process and Service Redesign
- Technology
- Education
- Infrastructure – in collaboration with MSH Corporate Services
- Restructure
- Research

Methodologies

TIC uses **Clinical Services Redesign (CSR) methodology** for clinical change management projects. CSR is itself a mix of many methodologies and can be defined as changing the way we do things to improve processes and deliver better patient journeys.

It is underpinned by the same four phases as identified in the MSH Project Management Framework. Tools to support CSR methodology can be found on the TIC website under each phase.

Major Information and Communications (ICT) projects are managed by MSH CI (Clinical Informatics) using a Prince II project management framework.

3. MSH Project Management Framework

The MSH Project Management Framework has been developed to support projects across the service. It includes:

- A minimum set of PM (Project Management) requirements including the common phases that apply to all projects.
- A collection of sequential PM phases that all projects progress through regardless of their size and complexity.
- A range of project management tools and templates that can be utilised throughout the phases of the project lifecycle.
- A governance, communication and reporting structure for stakeholders.
- A community of skilled people from within MSH and external organisations, whose ideas and expertise can be utilised to optimise project outcomes.

The MSH Project Management Framework draws on varied solution design, project management and change methodologies which are listed in [Table 1- Project Scale, Methodologies and Resources](#)

The MSH Project Management Framework is based on the four project life cycle phases- Initiate, Plan, Implement and Monitor and Sustain and Close and key elements such as Governance, Reporting Communication and Evaluation. The Idea Generation is a MSH specific element established to capture ideas from the 'shop front', bottom up and turn into action and achieve desired outcomes.

In the following document, at each phase of the project lifecycle, appropriate tools and templates from approved methodologies are listed, and are available for download from the TIC website.

3.1. Idea Generation

There are a number of ways an idea for a project can be identified including:

- by MSH staff
- through strategic and operational planning with MSH
- by patients, the public and external stakeholders
- as a Queensland Health State-wide initiative
- as a direction from the Minister, Director-General (DG) or Deputy Director-General (DDG).

Staff are required to gain their manager's support for their idea. Any of the concept phase templates, such as the Project Logic or LEAN story board templates can be used at this early stage. A manager can approve the development of a formal business case if more detailed information is required.

Before undertaking further development or progressing to a project, the idea must be first be endorsed by the facility executive.

Decisions to support business cases, whether not funding is allocated, are made at executive level throughout MSH and usually via an executive committee.

3.2. IDEA Submission Process

EPIC (The Executive Planning and Innovation Committee) instigated the IDEA Submission Process at MSH in 2015 to encourage staff at all levels of the organisation, external stakeholders and patients to submit their ideas to improve services and the health and experience for patients in MSH. In most cases, ideas submitted via the IDEA Submission Process at MSH are presented to EPIC for consideration. Ideas from MSH staff must be approved by their manager and an executive sponsor before being presented to EPIC.

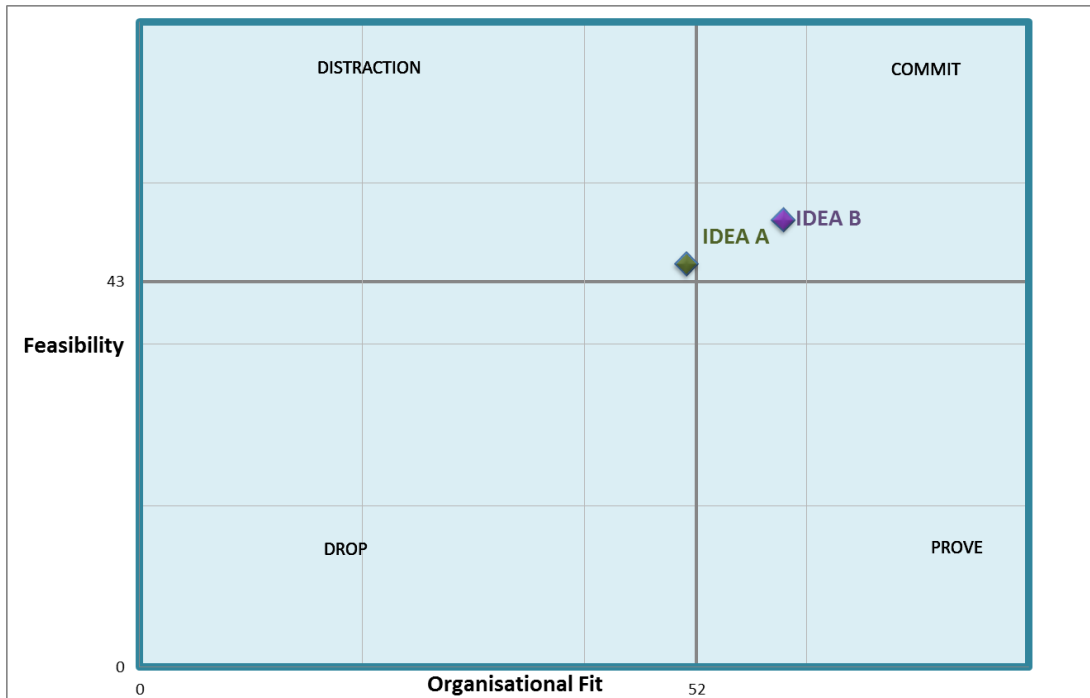
These ideas are evaluated in two steps:

Stage 1: Self evaluated by the staff submitting idea via the [Idea Submission Form](#)

Step 2: Once received, the TIC team uses an evaluation tool to score the 'fit' and 'feasibility' of each idea. Ideas are rated against nine criteria including:

- MSH strategic/operational alignment
- Strength and quality of evidence
- Health equity
- Availability of related and alternative services to the idea
- Health benefit
- Value for money
- Community support
- Workforce support
- Risk to patient and staff safety and to the organisation.

Scored criteria are compared on a Boston Matrix to identify which ideas are most aligned with MSH strategy and to facilitate executive decision making.



For more information on how to submit an idea to EPIC, please follow the link below <https://metrosouth.health.qld.gov.au/innovation/submit-your-idea-to-epic>

4. Project Lifecycle

The delivery of projects generally proceeds through four phases, known as the project lifecycle:

1. Initiate
2. Plan
3. Implement and Monitor
4. Sustain and Close.

Processes for governance, evaluation, reporting and communication exist at each phase of the project regardless of the size and complexity of the project. These functions are required to support effective decision making, controlling and reporting through the project lifecycle.

MSH Project Management Framework



Figure 1- Four Phases and Key Elements of MSH Project Management Framework

4.1. Phase 1- Initiate/Concept

The purpose of this phase is to demonstrate the need for the project, assess its complexity and resource requirement, and communicate this to the organisation before resources are committed.

<p>What you need to do:</p>	<p>Tools and templates:</p>
<ul style="list-style-type: none"> • Complete one of the concept development templates, depending on the size and complexity of your project. • Submit it to management for endorsement. • Submit it to MSH executive committee for approval to proceed to planning phase. Funding may be also approved at this stage. 	<p>Mandatory:</p> <p>One of the following</p> <p><u>IDEA Submission Form</u></p> <p><u>Project Logic Template</u></p> <p><u>A3 Concept</u></p>

	<u>LEAN story board</u> <u>Business Case</u> Optional Diagnostic Tools: <u>Process mapping tool</u> <u>Issues prioritisation tool</u> <u>Solutions prioritisation matrix</u>
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4.1.1. Project Concept

The concept document is the initial tool used to define the project. It contains details of the problem, scope of work to be undertaken, the project objectives, deliverables, short to long term benefits, a summary of the delivery approach and the governance structure and resources required for implementation. It must also address how the project will evaluate success and how it will plan for sustainability.

There are a number of templates that can be used to complete this step depending on the size and complexity of the proposed project, the stage of conception and the audience however, the MSH PM framework recommends the program logic model to identify and initiate projects in MSH.

The MSH project logic model provides a picture of what a project will deliver and the relationship between the resources/inputs, planned activities, outputs and the desired outcomes/results the project aims to achieve. By placing the focus on outcomes or results, a project manager can work backwards through the logic model to identify how best to achieve the desired results. This process provides a foundation for project planning, and is a key tool for project evaluation, as it assists to understand how the desired outcome/result will be achieved and the assumptions made.

The concept document can be used as the project’s baseline document until a project plan has been developed and endorsed.

4.1.2. Project Governance

The purpose of Project Governance is to provide structure, stability and guidance to the project.

Governance arrangements are influenced by the size, nature, complexity and expected scrutiny of the project. For smaller scale and simple projects, formal governance arrangements may not be required, instead it may be more appropriate to have a working group, or regular project team meetings to ensure the project is on track and risks and issues are reviewed.

A project governance structure may be scaled, based on the size and complexity of the project but at a minimum it should include:

- Processes and procedures to support decision making and the delivery of project activities and reporting relationships.

- Clear definition of project roles, accountabilities and responsibilities.
- Established mechanisms to ensure project delivery.
- Appropriate guidelines on how to address issues and risks that cannot be resolved by the project manager or within the project management team, and need to be escalated to a higher level for resolution.

A formal governance structure should be guided by the terms of reference of the governance committee. Projects may form a governance committee or alternatively may be able to access an existing committee within MSH.

The purpose of the governance committee is to define the functions and roles of key stakeholders such as the project sponsor, steering committee and to set up the frequency of meetings to review project activities to deliver project success.

4.2. Phase 2- Plan

The planning phase commences after the project has been approved and requires details of how the project will be delivered.

What you need to do:	Tools and templates:
<ul style="list-style-type: none"> • To plan in detail what and how the project will be delivered including scheduling and resourcing. • For simple projects, develop and seek approval for an action plan. • For moderate or complex projects, develop and seek project plan approval and other relevant documentation that could be used to manage the project. • Once appropriate documentation is approved, the project can move to the implement/monitor phase. 	<ul style="list-style-type: none"> <u>Project Plan</u> <u>Governance Committee Terms of Reference</u> <u>Implementation Plan</u> <u>Communication Plan</u> <u>Dissemination Plan</u> <u>Stakeholder Engagement Plan</u> <u>Risk and Issues Register</u> <u>Sustainability Plan</u> <u>Evaluation Plan</u>

Recommended activities for planning a project include:

- Commencing planning activities based on the agreed concept
- Identifying and working with key stakeholders and project partners
- Identifying the project objective, outcomes, and any benefits the project is delivering
- Agreeing governance arrangements appropriate to the scale and nature of the project
- Agreeing a plan for evaluating the outcomes and benefits during and post implementation
- Agreeing a plan for sustaining the outcomes and benefits of the project post implementation
- Determining boundaries of the project (what's in scope and out of scope)
- Identifying constraints to the project

- Determining the milestones and the associated deliverables that collectively will achieve outcomes
- Detailing and scheduling activities to help the project team plot the work involved, who does what and when
- Identifying how risks, issues, quality and project changes will be managed
- Identifying the resources and capability required to deliver the project

4.2.1. Communication

Project communication is a critical part of every project. Project communication involves informing and listening to ensure that every stakeholder involved in the project has a shared view, and all critical factors/issues have been considered. Communication with and amongst all stakeholders throughout the project helps ensure project success.

Communication with internal and external stakeholders should be considered early during project initiation and planning, and integrated into the project plan and/or developed as a separate Communication Plan. The Communication Plan will influence the efficiency of your communication method and will assist in the management of emerging communication and media risks and issues.

A detailed Stakeholder Engagement Plan may also be required for complex projects and a Dissemination plan for research projects.

A stakeholder engagement plan includes a summary of known stakeholders who have a significant interest in or influence over the project. For each stakeholder, their relationship to the project should be made clear, for example will they be affected by the outcome, make changes, provide resources, make decisions or be kept informed at all stages.

A dissemination plan will identify the aspects of the research project that are ready for dissemination, and to think about who could benefit from findings or products. This tool is traditionally used for communicating research activities and research outcomes and encourages establishing direct links with target audience, organisations, or tapping into existing networks.

4.2.2. Diagnostics

All projects deliver change. It's important to take baseline measurements to understand the 'current state' of a service and understand the problem/s in order to be able to develop the right solution. There are a number of ways of collecting and assessing critical data about processes, patients and staff which can build a case for change.

Collecting this data can form part of the initiate/concept phase or the Planning phase, depending on the scale of the project.

Diagnostic information can include but is not limited to:

- Statistical analysis

- 'Voice of the Patient' activities
- Staff experience
- Process mapping
- Issues prioritisation
- Data driven hypothesis testing.

4.2.3. Solutions Design

Solution design is about ensuring that the project is the 'right' solution for the problem. There are a number of tools and techniques that the project team can use, including:

- Solutions design workshops involving all key stakeholders, including consumers
- Solutions fair
- Solutions prioritization matrix based on ease of delivery and impact
- Future state mapping to ensure the change is going to add value, not add more waste.

4.2.4. Planning for Sustainability 'Business as Usual'

The MSH Project Management Framework recommends that continuation of a change to a service is planned for from the concept phase to ensure sustainability of the change and that the key activities are adequately resourced and implemented.

Key sustainability activities include:

- Future state mapping to identify roles and responsibilities of project tasks post implementation and assign these to the 'business as usual' team members
- Ensuring key performance indicators are measured as part of business as usual so decline in outputs or benefits can be monitored
- Allocating the task of monitoring KPIs and providing feedback/corrective responses to the service 'business as usual' team prior to the end of the project
- Planning for required resources post implementation.

4.2.5. Evaluation

Evaluation is a critical component in the development of evidence based programs and ultimately will contribute to improvements in the health and wellbeing of MSH consumers.

An evaluation plan should be developed for all new programs and projects before they are implemented. Evaluation occurs to examine the worth of a project in terms of its effectiveness, efficiency, appropriateness and specifically, as it aligns key performance indicators with the key focus areas and enablers of the MSH strategic plan. The evaluation plan should be written alongside the project plan.

Project evaluation planning should be:

- Linked with key performance indicators and performance measures developed during the planning phase of a project.
- Incorporated early in the project planning process, at the Initiate/concept and Planning phases to enhance project plan development, and increase the use of evaluation findings throughout the project life cycle.

There are three broad areas of evaluation: process, impact and outcome.

- *Process evaluation* is used to assess the elements of program development and its delivery, i.e. the quality, appropriateness and reach of the program.
- *Impact evaluation* is used to measure immediate program effects and can be used at the completion of stages of implementation. This type of evaluation assesses the degree to which program objectives were met.
- *Outcome evaluation* is used to measure the longer-term effects of programs and is related to judgements about whether, or to what extent a program goal has been achieved.

The outcomes of effective evaluations can be used to:

- Enhance understanding about the impact a project may have on existing or new MSH priorities, as well as assess whether the project is achieving its objectives.
- Improve decision making in relation to the development of future projects by strengthening resource allocation, planning and decision making.
- Assist MSH to assess the appropriateness and value for money of projects to influence decisions on resource allocation and drive continuous improvement.
- Demonstrate outcomes achieved to key stakeholders.

Some projects include formal research evaluation requiring ethics approval via the HREC (Human Research Ethics Committee). TIC supports project managers to achieve ethics approval for their research and ensure other clinical governance requirements are met in order to complete research.

4.3. Phase 3- Implementation/Monitoring

For small projects, this phase commences when the concept document and implementation plan have been endorsed by the relevant executive team member.

For moderate and complex projects the Implementation/Monitoring phase commences after a Project Plan and other relevant documentation have been approved by the project sponsor/project board/steering committee or relevant executive team.

For moderate and complex projects ensure the following:

- Data collection and reporting process are established and maintained.
- Change management processes are implemented and scope creep is controlled through the monitoring and reporting process.

- Stakeholder consultation and education is implemented as part of the change management process.

What you need to do:	Tools and templates:
Execute project plan and any other sub-plans, e.g. <ul style="list-style-type: none"> • Stakeholder Engagement Plan • Communication Plan • Evaluation Plan • Sustainability Plan Monitoring and controlling activities and reporting progress to key stakeholders. Gain approval to progress to the close phase of project.	<u>Project Scorecard</u> <u>Project Status Report</u> <u>Risks and Issues Register</u>

Key monitoring and controlling activities during this phase include:

- Regularly measure progress against the key milestones and target outputs to the project group.
- Provide monthly brief summaries, monthly scorecards and quarterly status reports to project steering committee or executive sponsor including a Red-Amber-Green (RAG) status update.
- Regularly report achievements, risks, issues and any other changes to project group and steering committee.
- Keep other key stakeholders updated about progress of the project.

4.4. Phase 4- Sustain and Close

Planning for the closure of a project is important. The extent to which closure procedures are formalised depends on the nature and size of the project.

What you need to do:	Tools and Templates:
<ul style="list-style-type: none"> • Ensure sustainability plan is implemented. • Complete project evaluation and seek approval to close the project from the Executive Director/Sponsor. 	<u>Evaluation Report</u> <u>Project Close Report</u> <u>Sustainability Plan</u> <u>Lesson Learnt Log</u>

Key activities to deliver the sustainability plan prior to project closure include:

- Ensuring roles and responsibilities for new or changed processes have been assigned to the 'business as usual' team members prior to closure.

- Ensuring project key performance indicators are measured as part of business as usual so decline in outputs or benefits can be monitored.
- Allocating the task of monitoring KPIs and providing feedback/corrective responses to of the service ‘business as usual’ team prior to the end of the project.
- Ensuring the need for ongoing resources are met post implementation.

Dependent on the level of project complexity, consider the following to close the project:

- Provide a final status update on project deliverables
- Review project, release project resources and identify any residual activity to be undertaken after project closure
- Complete a project evaluation report, and provide evidence of the readiness for project closure or justification for premature closure
- Complete a post implementation review for projects that transition into business as usual (BAU). Work instructions or procedures may need to be created to support the new BAU
- Archive project documentation, and complete any other relevant project evaluation documentation including lessons learned
- Write a project close report
- Investigate reallocation of any remaining funds/assets.

5. Project Scale, Methodologies and Resources

The definition of project complexity, and project management resources recommended for each category, is summarised in the table below:

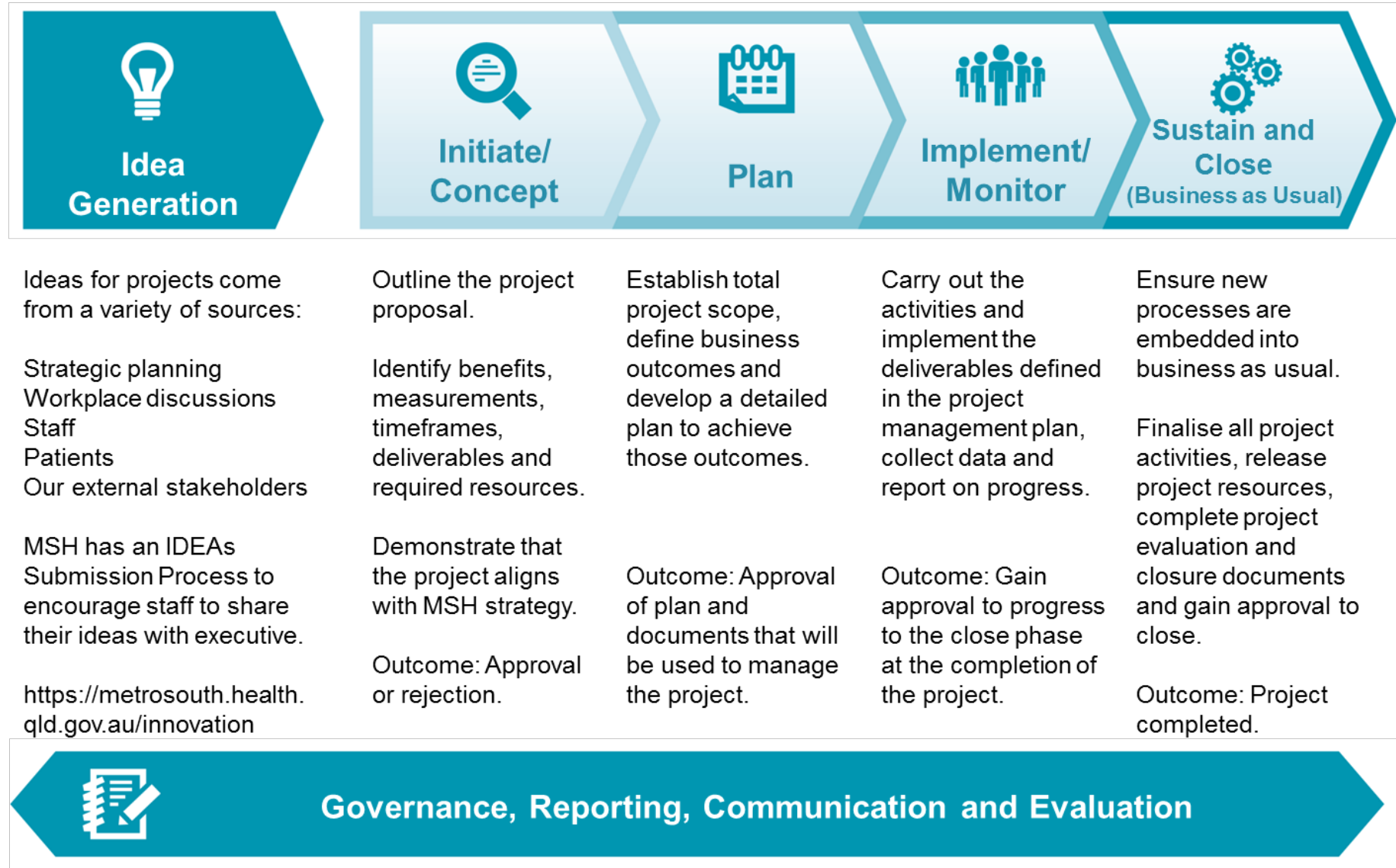
Complexity	Definition	Resources for each phase	Methodologies used
Simple	Short term with limited scope and activities. Typically there are minimal activities associated with the project and a short delivery time (e.g. several days to several weeks) to complete. Project team of only one or two and minimal resources required. The project has minor impact on the delivery of MSH outcomes and priorities. Simple clinical redesign projects fall into this category.	Mandatory: One of the following <u>IDEA Submission Form</u> <u>Project Logic Template</u> <u>A3 Concept</u> <u>LEAN story board</u> <u>Business Case</u> And <u>Implementation Plan</u> <u>Closure Report</u>	Lean Agile Six Sigma Prince II
Moderate	Project that has one major deliverable which may require three to 12 months to complete.	Recommended: <i>One of the following</i>	Clinical Services Redesign

	Usually there is a small team assigned to the project, and alignment with the strategic outcomes of MSH.	<u>IDEA Submission Form</u> <u>Project Logic Template</u> <u>A3 Concept</u>	(CSR)
Complex	Larger project that extends across multiple years with multiple deliverables, and multiple team members with large budgets. At this level, projects require extensive capabilities and have a major impact on MSH and potentially beyond.	<u>LEAN story board</u> <i>Diagnostic Tools</i> <u>Process mapping tool</u> <u>Issues prioritisation tool</u> <u>Solutions prioritisation matrix</u> Mandatory: <u>Business Case</u> <u>Project Plan</u> <u>Implementation Plan</u> <u>Governance Committee Terms of Reference</u> <u>Communication Plan</u> <u>Dissemination Plan</u> <u>Stakeholder Engagement Plan</u> <u>Risk and Issues Register</u> <u>Sustainability Plan</u> <u>Evaluation Plan</u> <u>Project Status Report or Project Scorecard</u> <u>Project Close Report</u> (including lessons learned) <u>Evaluation Report</u>	Design Thinking Systems Thinking Theory of Constraints

Table 1- Project Scale, Methodologies and Resources

6. Overview of MSH Project Management Framework

MSH Project Management Framework



7. Summary of MSH Project Management Tools and Templates

Name	Phase	Description
IDEA Submission Form	Created when the idea is generated and expanded on in the Initiate/Concept Phase	Provides a picture of what a project will do, and of the relationship between the resources/inputs, planned activities, outputs and the desired outcomes/results of the project.
Project Logic Template		
A3 Concept		
LEAN storyboard		
Business Case	Initiate/Concept	The purpose of a Business Case is to undertake a comparative analysis of the available options and support decision makers in making investment decisions that will deliver strategically aligned and achievable outcomes.
Implementation Plan	Initiate/Concept and Plan	Outlines project activities and displays a plan to manage project time. Includes dates for completing activities and meeting key milestones, roles responsible for each activity, and identifies any dependencies between tasks.
Process Mapping Tool	Initiate/Concept and Plan	A workflow diagram which enables a clearer understanding of a process or series of parallel processes.
Issues Prioritisation matrix	Initiate/Concept and Plan	A prioritisation matrix is a tool used to achieve consensus within a specific group of participants about an issue. The matrix helps rank problems or issues by criteria that are important to the project. This allows participants to clearly see which issues are the most important to work on solving first.
Solutions prioritisation matrix	Initiate/Concept and Plan	A solutions matrix is a tool used to achieve consensus within a specific group of participants about which solution is optimal. The matrix helps rank solutions by criteria that important to the project, usually impact and ease of delivery.
Project Plan	Plan	Documents approved project scope, cost and schedule baseline, project assumptions and key decisions, and facilitates communication amongst key stakeholders. It is a formal tool designed to guide project delivery and project control.
Governance Committee Terms of Reference	Plan	Provides the definition, scope and powers of the governance committee. This includes what the committee can and cannot approve and the frequency of meetings.
Communication Plan	Plan	Manages how, when, and by whom information about the project will be administered and disseminated to key stakeholders. The Stakeholder Engagement Plan and Communication Plan can be one document.
Stakeholder	Plan	Defines the processes, procedures, tools, and techniques to

Engagement Plan		effectively engage stakeholders in project decision and project delivery based on the analysis of their needs, interests and potential impact.
Risk and Issues Register	Developed in the Plan Phase and monitored and updated during the Implementation/ Monitoring Phase	This tool contains two sections. First is the Risk Register, designed to identify all risks that may impact the project and develop a plan to actively manage/mitigate project risks. The second is the Issues Register designed to record any event or circumstance that has impacted project delivery, and outlines a course of action to resolve/manage the issue.
Sustainability Plan	Plan	Describes the activities required, by whom and when to ensure new processes are integrated into the service as 'business as usual' prior to project closure.
Evaluation Plan	Plan	Describes what will be evaluated (information about what the evaluation is trying to do and the purpose of the evaluation) and how the evaluation will be completed (what data will be collected, how data will be analysed and how and when the results will be reported).
Project Status Report	Implementation /Monitoring	Used to provide regular reporting on the status of the project to the Project Sponsor, Steering Committee, Senior Director or other key stakeholders, depending on the size of the project.
Project Scorecard	Implementation /Monitoring	A brief summary of a project's key performance indicators (KPIs) used to provide regular updates on the project to the Project Sponsor, Steering Committee, Senior Director or other key stakeholders, depending on the size of the project.
Lessons Log	Implementation /Monitoring and Close	Documents a comprehensive list of lessons learned during the Implementation/Monitoring phase of the project. Usually included in the Project Close Report.
Evaluation Report	Close	Key product of the project evaluation process and provides transparency and accountability for the outcomes achieved by the project.
Project Close Report	Close	Used to assess the success of the project, identify lessons learned for future projects, resolve all outstanding issues and formally close the project.