

Approved By: **Date:**

Provide a brief description of the assignment including:

- Most of this information should be found in the **Strategic Case** of the business case used to approve the expenditure.

Background

Project Evaluation Review (PER)

To be completed immediately after project/programme/policy implementation or completion.

Section 2: Assessment of Implementation Costs

This section should provide a comparison of the actual costs of the service with the estimated costs.

- Estimated capital and revenue costs should be found in the **Economic Case** of the business case used to approve the expenditure.
- Where the variation between approved and actual costs is greater than 10%, an explanation for the variation must be provided.
- Note if DoF approval was sought for the expenditure, they must be informed if actual costs exceed approved costs by more than 10%.
- Remember to include all capital and revenue costs associated with a project, even those that were not included in the original appraisal and provide an explanation as to why these costs were not estimated in the original appraisal.

Implementation Costs (Capital & Revenue)

All Costs are in **Type Year Here Prices**

Description of Cost	Unadjusted Estimated Cost	OB Adjusted Estimated Cost (A)	Actual Cost (B)	Variation between A and B (%)
TOTAL				

Explanation of variation in costs if greater than 10%

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Optimism Bias & Risk-adjusted Cost

Please use the box below to comment on the appropriateness of the level of OB and/or risk-adjusted cost.

Optimism Bias & Risk-adjusted Cost

Section 3: Assessment of Procurement and Commercial Aspects

This section should provide detail on the procurement process and assess any commercial aspects of the expenditure where applicable. Information on these elements should be found in the **Commercial Case** of the business case used to approve the expenditure.

The procurement strategy

Use the box below to indicate if this was successful. Is there anything that might be done differently in future for proposals of this nature? Does CPD (or the CoPE) have any issues of concern with how the procurement went?

Procurement

Contracting for the deal

Use the box below to indicate if there are any lessons learned. Was risk apportionment successful? Were payment mechanisms in the pre-delivery stage reasonable?

Contracting for the deal

Section 4: Assessment of Affordability and Funding

Use the box below to indicate if the funding requirements, and the affordability of these, were reasonably reflected in the **Financial Case** of the business case used to approve the expenditure.

This might require commentary and/or analysis on the financial statements (budget, cashflow and funding) outlined in the BC to show if adequate funding was secured and how overspend was addressed.

Affordability and Funding

Section 5: Evaluation of Management Arrangements

This section should provide detail on the project/ programme/ policy management arrangements. Information on these elements should be found in the **Management Case** of the business case used to approve the expenditure.

Works Duration

Estimated Start Date of the Project/Programme/Policy	DD/MM/YY
Actual Start Date	DD/MM/YY
Variation (weeks/months)	
If there is a notable variation between these dates please explain this variation in the box below.	

Estimated Completion Date	DD/MM/YY
Actual Completion Date	DD/MM/YY
Variation (weeks/months)	
If there is a notable variation between these dates please explain this variation in the box below.	

Management Evaluation

Use the box below to comment on how well the project/ programme/ policy was managed. This could include:

- **Major project milestones** - were these achieved as planned in the timescales envisaged? If not, why not?
- **Management Structure** – what aspects worked well or what could have been improved? Were the monitoring arrangements put in place satisfactory? Was the project managed effectively?
- **Risk management** – how well were the risks managed? Were there any unforeseen risks?
- **Issues with those contracted to undertake work** - was there an opportunity to influence performance at interim stages?
- **Specialist Advisors** – were specialist advisors used when developing the BC or implementing the project and how well did this work?
- **Lesson learned** - is there anything that could be done differently in future?

Project Management Arrangements

Section 6: PER Lessons Learned and Recommendations

Use this section to summarise the lessons learned and recommendations of the Project Evaluation Review.

Lessons Learned	Recommendations

Post Project Review (PPR)

To be completed within a suitable time period to enable objectives, benefits and recurrent costs to be evaluated (usually no less than 6 months and no more than 36 months).

Section 7: Assessment of Objectives and Targets

Taking the spending objectives and targets objectives from the **Strategic Case** of the business case used to approve the expenditure, assess to what extent they were achieved using the table provided below and give a short explanation.

Objective/Target	Extent Achieved (see key)	Explanation

KEY	✓✓ Fully achieved	✓ Partially achieved	✗ Not achieved

Section 8: Recurrent Costs and Monetary Benefits

Complete the table below to illustrate how the predicted recurrent costs associated with the project compared with the actual costs incurred. Also, if there were any monetary benefits attributable to the project, please complete the subsequent table accordingly.

Information on estimated costs should be found in the **Economic Case** of the business case used to approve the expenditure.

Recurrent Costs				
All costs are in 20xx prices with total expenditure spanning xx years				
Description of Cost	Total Estimated Cost (A)	Total Actual Cost (B)	Variation between A and B (£)	Variation between A and B (%)

Monetary Benefits/Revenues/Efficiencies				
All benefits are in 20XX prices with total benefits spanning XX years				
Description of Benefit	Total Estimated Benefit (A)	Total Actual Benefit (B)	Variation between A and B (£)	Variation between A and B (%)
TOTAL				

Section 9: Assessment of Non-Monetary Benefits

Evaluate to what extent the non-monetary benefits identified in the Economic Case of the business case used to approve the expenditure have been achieved.

If possible try to show evidence of how the non-monetary benefit has been achieved; if it has not been achieved or if it cannot be measured against the baseline please explain why.

Non-monetary Benefit	Extent Achieved (see key)	Explanation

KEY	✓✓	✓	✗
	Fully achieved	Partially achieved	Not achieved

Section 10: Assessment of Ongoing Commercial Aspects

This section is primarily evaluating the operational phase of a contract (where applicable). For instance:

- Have payment mechanisms worked as planned?
- Are contract outputs being delivered as envisaged?
- Are there any lingering issues with the contract?

Information on these elements should be found in the **Commercial Case** of the business case used to approve the expenditure.

Ongoing Contractual Evaluation

Section 11: Social License*

Use the box below to indicate whether Social Licence was appropriately considered within the Business Case. Evaluate how successfully this was managed, maintained and monitored, and describe the impact it has had on project delivery. Include any evidence that supports your assessment.

Social Licence

**Social licence refers to the ongoing acceptance and approval of a programme or project by its stakeholders and, predominantly, the wider public.*

Section 12: Assessment of Affordability and Funding for Recurrent Expenditure

Use the box below to indicate if the funding requirements, and the affordability of these, were reasonably reflected in the **Financial Case** of the business case used to approve the recurrent expenditure.

This might require commentary and/or analysis on the financial statements (budget, cashflow and funding) outlined in the BC to show if adequate funding was secured and how overspend was addressed.

If this information has already been covered in Section 4 then do not complete.

Affordability and Funding

Section 13: Benefits Realisation Plan (BRP)

Use the box below to indicate if the BRP was robust enough to ensure that the project delivered its anticipated benefits and that these could be measured, monitored and evaluated. Information about the BRP can be found in the Management Case of the business case used to approve the expenditure.

Benefits realisation Plan

Section 14: PPR Lessons Learned and Recommendations

Use this section to summarise the lessons learned and recommendations of the Post Project Review.

Lessons Learned	Recommendations

For more information see [Better Business Cases NI](#)

Departmental economists should be able to provide advice on specific evaluation queries.

Any questions or comments about this pro forma should be sent to DoF at the email address below.

economicappraisal@finance-ni.gov.uk