

# Module 8: Project Closeout

**Table 1: Procedural checklist (general)**

<b>1.</b>	Is there a project closeout template completed for the research project?
<b>2.</b>	Have the relevant University administrative staff been advised that the project will end?
<b>3.</b>	Have the relevant project staff been advised that the project will end? And have you informed them of University support for placement on other projects? Have you provided objective feedback to all project team members for their contribution to the project and planned to celebrate project achievements?
<b>4.</b>	Is the necessary information available to compile a technical and financial report and/or final report?
<b>5.</b>	Are you aware of how project reports will be used and whether project information or reports will be published (and where) by the project funder?
<b>6.</b>	Is there a register of assets from the project and have decisions been made about how assets will be treated at the end of the project?
<b>7.</b>	Do you know how and where project data will be stored and how data that does not need to be kept will be destroyed or returned to the project funder?
<b>8.</b>	Are all project team members aware of any confidentiality agreements on project data, and any time specifications on confidential matters, including what can and can't be published from the project and the process to get permission to publish?
<b>9.</b>	Do you have a register of all project IP, including an up to date list of all registered rights?
<b>10.</b>	Have you undertaken a post-project review and made recommendations for future projects?
<b>11.</b>	Are all team members aligned to the key messages from the project that need to be communicated to different project stakeholders?

# Module 8: Project Closeout

**Table 2: Project closeout template**

<i>Category</i>	<i>Content &amp; Reference</i>
<b>Project objectives</b>	Check Project Definition in [research project management system]. Note here that the project objectives are up-to-date
<b>Summary of activities completed</b>	Check in Technology Development Strategy in [research project management system]. Note here that the completed activities are up-to-date
<b>Project key deliverables/outcomes:  Achieved vs Not achieved</b>	Refer to original milestones in [research project management system] and milestone reports where available. List status of each milestone here.
<b>Business Plan and Benefit Cost Analysis (BCA)</b>	Confirm Business Plan (if one prepared) is in [research project management system].  Confirm most recent BCA is in [research project management system] and provides Net Present Value (NPV) and BCA calculations and assumptions.
<b>Reason for terminating or shelving.</b>	Short explanation  1) normal; project ended as planned,  2) premature; project ended early with some parts eliminated  3) perpetual; project extend due to increases in scope  4) failed; project could not be completed  5) changed priority; shifts in organisation priorities due to changes in market or technology
<b>Project Team and Steering Team</b>	Refer to Resources in [research project management system]. Note here that project team members list is up-to-date. List Steering Team members and contact details
<b>Total project expenditure and effort.</b>	Expenditure (\$), effort (research person years) by financial year.  Research Organisation/Supplier contribution (\$)  [Organisation] contribution (\$)  Contributions from other sources (\$) (include cash and in-kind contributions separately).

<b>Income received</b>	Any income received from consultancies or other external activities by members of project team during the course of the project.
<b>Outstanding payments</b>	Report outstanding payments by third parties to Research Organisation/ [Organisation] and by Research Organisation/Supplier to [Organisation].
<b>Commercial partners/contacts</b>	List commercial partners/external contacts who participated in the project and briefly the way in which they contributed to the project.
<b>Agreements</b>	<p>Brief description of all agreements (e.g. licensing, NDA, etc.) with commercial partners or other external parties.</p> <p>Report any obligations to or expectations of third parties to these agreements.</p>
<b>Detailed documentation of technology/know how/findings to end date.</b>	Include descriptions of software, source codes, algorithms, hardware, chemical/mechanical processes, specifications, drawings, designs, prototypes, formulas, etc. Attach copies of all documents to Document Storage in [research project management system] or to the final report if not available in electronic form, and provide a list of these attachments.
<b>Intellectual property</b>	<p>List all patents/trademarks, their status, countries where applied and costs to maintain.</p> <p>Recommendations for maintaining or abandoning patents/trademarks.</p> <p>Recommendations for dissemination of project outcomes.</p>
<b>Publications/Reports</b>	List all publications and Research Organisation/Supplier reports prepared and relevant to the project. Place in Document Storage of [research project management system] or attach to report if not available in electronic form.
<b>[Organisation] Funded Assets/Equipment</b>	List assets and major items of [organisation] -funded equipment purchased from the project budget.
<b>What steps/activities and capabilities would be required to re-start the project?</b>	Concise description.
<b>Who would be potential partners to take the project further?</b>	Name of key prospective companies and brief description of their business.

# Module 8: Project Closeout

**Table 3: Financial closeout template**

<i>Question</i>	<i>What needs to be done</i>
<b>Are there any discrepancies between revenue and expenditure?</b>	Do revenue and expenditure match up or is there a variance compared to the project agreement or is the project financially over or under committed.
<b>Are there any outstanding purchase orders.</b>	Outstanding purchase orders need to be costed to another project or finalised prior to the funding end date.
<b>Are there any outstanding accounts payable invoices (invoices on hold and invoices requiring approval)?</b>	Invoices on hold need to be released prior to the funding end date.
<b>Are there any outstanding internal transactions?</b>	Outstanding internal transactions need to be costed to another project or finalised prior to the funding end date.
<b>Are there any outstanding accounts receivable invoices?</b>	If there are any outstanding invoices for which the payment has not been received these invoices need to be followed up immediately. If these invoices are not paid in time before the project ends they may be regarded as “bad debts” and be charged to the Department’s operating account.
<b>Are there any outstanding staff commitments?</b>	Any outstanding staff commitments need to be paid and need to be either transferred to another project or finalised before the funding end date. Any staff commitments extending past the funding end date are going to be transferred to the Departments operating account.
<b>Are there any outstanding stipend commitments?</b>	If there are currently any scholarships paid by the project they either need to be transferred to another project or finalised before the project end date. Any commitments past the funding end dates are going to be charged to the Department’s operating account. If the scholarship stipend needs to be changed the appropriate office in the university needs to be engaged to help with that.
<b>Are there any outstanding fixed assets?</b>	It is advisable to discuss with the university finance office the rules pertaining to fixed capitalised assets. It is important to be able to account for assets and identify its location at any given time.
<b>Are there any outstanding deliverables?</b>	If there are any outstanding deliverables against milestones the possibility exists that funds will need to be returned

# Module 8: Project Closeout

**Table 4: Procedural checklist (specific)**

Use this blank table to begin putting together a Project Closeout checklist specific to the needs, requirements & protocols of your own university.

1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	