

Gateway Lessons Learned Review

7th December 2018

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1: Executive Summary

This report encompasses an analysis of 48 Gateway™ Reviews over the three year period to the end of May 2018 to distil the lessons learned as part of an overall ongoing commitment to improve project management in Western Australia. This report has analysed 525 individual recommendations from these Gateway™ Reviews which involved 33 different projects for 18 agencies across the three project categories, namely: Infrastructure, ICT and Services.

The summary findings from the analysis is as follows:

1. core project management disciplines, particularly project management, risk management and governance, were identified by reviewers as the more prevalent and recurring concerns where projects are often not applying a formal or recognisable good practice project management standard.
2. Gateway recommendations are not being fully actioned as the projects progresses into subsequent phases whereby governance, risk management and project management disciplines show an increasing trend, in both the number and severity of recommendations, as the project progresses into subsequent phases.
3. ICT and Services projects have recorded a higher proportion of Red recommendations than Infrastructure projects indicating that ICT and Services projects are not being resourced with the requisite levels of capability commensurate with their complexity nor to the same extent as Infrastructure projects.
4. Common themes identified in recommendations requiring specific focus by project teams:
 - a. apply good-practice standards for: options assessments, benefits management, risk management, resource planning, governance and project management.
 - b. develop documents as “dynamic” project management tools rather than as project reporting tools.
 - c. develop beginning-to-end planning for projects also recognising interdependencies and co-dependencies across government.
 - d. timely appointment of specialist resources to the project teams particularly for: Organisational Change Management, Contract Management, Benefits Management and Communications and Stakeholder Engagement.
5. ICT-specific themes identified in the reviews were:
 - a. Business Case – clearly identify the processes for managing both Business As Usual and the Project activities;
 - b. Procurement – engage more thoroughly with the vendor market when selecting the preferred procurement approach to:
 - i. explain and validate the rationale for the procurement approach;
 - ii. explain and validate the process for agreeing Proof of Concept;
 - iii. explain the manner in which Value for Money will be assessed;

- iv. explain the negotiation process for selecting the preferred vendor and
 - v. develop a clear process for scope management.
 - c. Stakeholder Communication – clearly articulate the intended business benefits and apply rigorous change management protocols
 - d. Project Management – develop clear and transparent processes for: transition in and transition out, Go-No/Go decision criteria, end-state environment, User Acceptance Testing and Data Migration.
- 6. Few projects undertake post-implementation or Benefits Realisation reviews to determine whether the original investment decision has realised the intended benefits to the extent envisioned in the original investment proposal.
- 7. There appears to be a reduced propensity to undertake subsequent Gateway reviews when the Overall Rating of a project is either deteriorating or not improving.

The analysis found that, just five projects undertook a subsequent Gate (i.e. next Gate, not a repeat of the same Gate) review during the review period and, for these Projects that recorded a worse Overall Rating than the preceding review, no subsequent Gate reviews were undertaken.

None of the projects that recorded a Red Overall Rating undertook a subsequent Gate review during the review period.

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2: Introduction

Purpose of this Document

This report was prepared by five consulting pty ltd to provide a review and analysis of the Lessons Learned from all Gateway Reviews undertaken in Western Australia for the past three years. This is the first such review undertaken by the Western Australian government.

Background to the Review

The Gateway™ review methodology was launched by the Western Australian Government in 2008. Gateway™ is a project assurance methodology designed to support the effective development, planning, management and delivery of major projects and programs. Gateway™ was developed and implemented in the United Kingdom and has, since 2003, been progressively adopted by all Australian States and Territories and New Zealand.

Gateway™ assurance involves a review, by a pre-qualified and independent team (Review Team) of a major project or program at critical points of the investment lifecycle. The Review Team will review project plans and processes and interview key stakeholders through which risks and issues are identified. The Review Team provides a series of evidence-based findings and recommendations in a formal report to the Senior Responsible Officer to assist the project as it progresses into the next phase.

The recommendations of each review are entered into a Gateway database by the Gateway Unit. These recommendations are allocated to one of eleven different Lessons Learned Categories in the data base.

The collected data informs a Lesson Learned process (refer Appendix 1) and are provided to the Gateway Steering Committee and at awareness raising sessions facilitated by the Gateway Unit at an agencies' request.

The Gateway™ Review Process in Western Australia

There are six key decision points or 'gates' in an investment lifecycle at which a Gateway™ Review can be undertaken. Each Gate focusses on specific areas of a project to probe and at a point in time. The six Gates in the Gateway™ Review process are detailed as follows:

Gate 1: Strategic Assessment – to confirm business strategy and need.

Gate 2: Business Case – to confirm business justification.

Gate 3: Readiness for Market – to confirm the procurement method and sources of supply.

Gate 4: Tender Decision – to confirm the investment decision.

Gate 5: Readiness for Service – to confirm readiness to implement the business changes.

Gate 6: Benefits Evaluation – to confirm 'in service' benefits.

Role and Importance of Gateway™ Reviews in Western Australia

On 28 December 2016, the Department of Premier and Cabinet released Premier's Circular number 2016/05 mandating that agencies undertake a Gateway™ Review on the following types of projects:

- Infrastructure projects or programs valued at \$100 million and above.
- ICT projects or programs valued at \$10 million and above.
- Other projects identified by the Department of Treasury.

Reasons for this the Review

This report was instigated by the Department of Finance WA, Procurement Division, Gateway Unit to improve project management in Western Australia by undertaking a more comprehensive interrogation of the Gateway data base. Similar lessons learned reports are also developed by other Gateway jurisdictions.

Terms of Reference

five consulting pty ltd was engaged to deliver a report detailing lessons learned from Gateway reviews conducted over the last three year period with the following specific Terms of Reference:

- emulate the New Zealand Government's "Gateway Review Lessons Learned Report"
- include analysis from data for a three year period
- identify trends and themes within each category of data provided
- include an analysis of each trend or theme identified and present key findings in each category
- include an analysis of reviews by gate, project type and Red, Amber, Green rating and
- be in a format suitable to publish on the Department of Finance website.

Review Methodology

The methodology applied in this review has involved a five-step process as follows:

- Step One: Establish data sets and metrics from the Gateway data base.
- Step Two: Review specific Gateway Reports to ensure complete data sets.
- Step Three: Analyse data and identify trends.
- Step Four: Review each recommendation to validate the trend analysis.
- Step Five: Submit Draft Report to the Gateway Unit and incorporate feedback into this report.

Review Period

This review incorporates all recommendations arising from all 48 Gateway™ Reviews, including project, program, health checks and desk-top reviews between the period of 1st June 2015 and 31st May 2018 (inclusive).

The longitudinal analysis in this report has been undertaken across three yearly periods as follows in Table 1:

Table 1: Longitudinal analysis

	Dates
Year 1:	1 st June 2015 to 31 st May 2016
Year 2:	1 st June 2016 to 31 st May 2017
Year 3:	1 st June 2017 to 31 st May 2018

For the purposes of this report, the date at which the Gateway™ Review reports are issued to the Senior Responsible Officer on the final day of the review are the dates which determine their inclusion within these yearly time periods.

Gateway™ Review – Recommendation Status

The recommendations in the Gateway data base are based on an assessment by the respective Gateway Review Team for that review as being one of three colour or severity ratings (Red, Amber or Green) which are defined as follows:

Red – Critical and urgent, to achieve success the project should take action on recommendations immediately.

Amber – Critical and not urgent, the project should go forward with actions on recommendations to be carried out before further key decisions are taken.

Green – The project is on target to succeed but may benefit from the uptake of recommendations.

Each project being reviewed is also assigned an Overall Status by the respective Review Team which is one or other of Red, Amber or Green with the same definitions.

Gateway™ Review Data Base

The analysis in this report is based on the Gateway Unit's data base which classifies each recommendation in a Gateway Report into one of eleven Lessons Learned Categories defined as follows:

Table 2: Lesson Learned Categories

	Lessons Learned Category	Definition
1.	Strategic Alignment	Issues related to government/organisation objectives, interdependencies with other initiatives/projects, approval/endorsement for project.
2.	Document Quality and Control	Includes aspects relating to the management of project documentation, version control, completeness of documentation, use of templates, referencing, documents held with individuals vs project team etc.
3.	Financial Issues	Issues related to project funding, financial/cost benefits analysis.
4.	Business Case	Record aspects relating to the development of the business case including rationale for project, clarity of scope, options analysis, estimated costs, drivers/objectives for the project, consistency with government process for approval.
5.	Stakeholder Communication	Issues related to the identification and management of stakeholders including communication plans, key messages, level of support, timelines, frequency of comms and reporting of issues.
6.	Project Resources	Capture issues associated with the allocation of human/people resources for the project. This may include need to develop a resource plan, attraction and retention strategies and costs for the project team.
7.	Project Outcomes	Includes issues related to the project's key deliverables, the benefits to be realised, critical success factors, value for money.
8.	Procurement Strategy	Includes issues related to the procurement planning, specifying requirements, market engagement, contract award and management strategies, KPIs, assessment of procurement options, evaluation plans/reports and tendering.
9.	Governance	Focuses on governance in relation to roles, responsibilities, accountabilities and term of reference or composition of committees including overall project governance, Steering Committees, Project Control Groups.
10.	Risk Management	All issues related to the identification and management of risks (or lack of) including mitigation strategies, contingencies, formal reporting of risk etc.
11.	Project Management	Includes generic issues related to the process of managing a project such as the project management methodology, planning/scheduling work, reporting but excludes risk management issues. Records project management issues that are specific and unique to the project.

The data base also includes a 'Project Type' classification which classifies projects as being one of three types in Table 3:

Table 3: Project Type

	Type	Definition
Project Type 1:	Infrastructure	Projects with a large building / construction component.
Project Type 2:	ICT	ICT projects i.e. minimal or no building or construction activities.
Project Type 3:	Services	Includes outsourced maintenance and services contracts.

Limitations and Constraints

The limitations and constraints to this report have been:

1. Data sets - this analysis is based on 48 reviews and may not fully represent the profile or composition of all reviews since the inception of Gateway in WA in 2007.

2. Review period - the trends identified in this report are based on a review period of three years which may not be an accurate reflection of trends over the longer term.

Data Metrics Tables

The data metrics on which the analysis in this report has been based, are included in the tables in appendices 2, 3 and 4 and have been derived from the Gateway Unit's data base referenced: database_lessonslearned_1june2015to31may2018.

Scope

The Gateway data base comprised 525 recommendations from 48 Gateway™ Reviews conducted over the three year review period which involved 33 different projects for 18 agencies.

Findings

The findings from the analysis of the Gateway Unit's data base are summarized as follows:

1. The Lessons Learned categories of Project management, Risk management and Governance comprise approximately 58% of all recommendations which indicates that core project management disciplines have been the more prevalent and recurring concerns identified over the review period.

The key themes in the individual recommendations for these Lessons Learned categories further substantiate this finding emphasising that projects are generally not following, or applying, a formal or recognisable good practice project management standard.

The Gateway reviews found that projects typically required more formal plans with detailed execution methodologies which needed to take account of the changing dynamics of a project as it progresses into subsequent phases.

2. Gateway recommendations are not being fully actioned as the projects progresses into subsequent phases.

Lessons Learned categories of Governance, Risk Management and Project Management showed an increasing trend in both the number and severity of recommendations as the project progresses into subsequent phases.

In addition, the proportion of Red Overall Ratings is the only category of Overall Rating that did not show improvement over the three-year period. This implies that recommendations for key Lessons Learned categories are not being effectively actioned even against a backdrop of a worsening trend in Overall Ratings.

3. The number of Gateway Reviews for ICT projects has increased four-fold over the three-year review period whilst Infrastructure Projects have reduced by half and Services Project have reduced to nil.

ICT and Services projects have recorded a higher proportion of Red recommendations than Infrastructure projects and are also at levels above the Benchmark Average for Red recommendations, albeit noting the comparatively small number of Services projects comprising this analysis.

This disproportionately high recording of severity indicates that ICT and Services projects are not being resourced with the requisite levels of capability commensurate with their complexity nor to the same extent as Infrastructure projects.

4. Common themes identified across all Lessons Learned Categories were:
 - a. improving the application of good-practice standards for a range of Project artefacts, in particular: options assessments, benefits management, risk management, resource planning, governance and project management.
 - b. a tendency to develop documents as project reporting tools rather than as “dynamic” project management tools requiring constant refresh and re-alignment as the project changes throughout its lifecycle.
 - c. limited beginning-to-end planning for projects which also recognises interdependencies and co-dependencies across government.
 - d. delayed appointment of specialist resources to the project teams particularly for: Organisational Change Management, Contract Management, Benefits Management and Communications and Stakeholder Engagement.
5. ICT-specific themes identified in the reviews were:
 - a. Business Case – clearly identify the processes for managing both Business As Usual and the Project activities;
 - b. Procurement – engage more thoroughly with the vendor market when selecting the preferred procurement approach to:
 - i. explain and validate the rationale for the procurement approach;
 - ii. explain and validate the process for agreeing Proof of Concept;
 - iii. explain the manner in which Value for Money will be assessed;
 - iv. explain the negotiation process for selecting the preferred vendor and
 - v. develop a clear process for scope management.
 - c. Stakeholder Communication – clearly articulate the intended business benefits and apply rigorous change management protocols
 - d. Project Management – develop clear and transparent processes for: transition in and transition out, Go-No/Go decision criteria, end-state environment, User Acceptance Testing and Data Migration.
6. Benefits Evaluation reviews are not occurring with a frequency commensurate with the number of projects progressing from the preceding Gate 5 (Readiness for Service).

This indicates that few projects are undertaking a post implementation review to determine whether the original investment decision has realised the intended benefits to the extent envisioned in the original investment proposal.

7. There appears to be a reduced propensity to undertake subsequent Gateway reviews when the Overall Rating of a project is either deteriorating or not improving.

Only five projects undertook a subsequent Gate (i.e. next Gate, not a repeat of the same Gate) review during the review period and, for these Projects that recorded a worse Overall Rating than the preceding review, no subsequent Gate reviews were undertaken.

None of the projects that recorded a Red Overall Rating undertook a subsequent Gate review during the review period.

3: Detailed Analysis

Analysis by Overall Rating

The Overall Rating of the 48 Gateway reviews over the three year period is as follows in Table 4:

Table 4: Overall Rating

Rating	Year 1	Year 2	Year 3	Total
Red	6	6	8	20
Amber	11	8	8	27
Green	0	0	1	1
Total	17	14	17	48

The above table shows that those reviews with an Overall Rating of Red trended upwards whilst Amber rated reviews trended downwards during the review period.

These trends, and the fact that only one review recorded an Overall Rating of Green over the same period, indicates that the criticality and urgency of projects did not materially improve over the review period.

Analysis by Individual Project by Overall Rating

Table 5: Individual Project Rating

	Gate 1	Gate 2	Gate 3	Gate 4	Gate 5	Gate 6
Project 1					Amber	
Project 2			Amber			
Project 3				Amber	Red	
Project 4				Amber	Amber	
Project 5				Amber	Amber	
Project 6	Green	Amber				
Project 7					Amber	
Project 8						Amber
Project 9					Amber	
Project 10				Amber		
Project 11		Amber				
Project 12				Amber	Red	
Project 13				Red		
Project 14		Red				
Project 15				Amber		
Project 16					Amber	

Project 17		Amber				
Project 18 * repeat reviews				Red		
Project 19					Amber	Amber
Project 20				Red		
Project 21 * repeat reviews				R	A	
Project 22					Amber	
Project 23				Amber		
Project 24				Amber		
Project 25					Red	
Project 26					Amber	
Project 27					Amber	
Project 28		Red				
Project 29				Amber		
Project 30				Amber		
Project 31		Red				
Project 32				Amber	Amber	
Project 33	Red					

Table 5 shows that, of the 33 different projects subjected to a Gateway Review, just five of these projects had undertaken a subsequent Gate review and none of these projects had undertaken a third Gate review. Furthermore, two of these projects recorded a deterioration in the Overall Rating in the subsequent Gate review whilst, for the remaining three projects, their Overall rating remained the same i.e. there was no improvement in the Overall Status of these projects.

Projects that recorded a worse, or no improvement, Overall Rating than the preceding review did not undertake subsequent Gate reviews during the review period whilst none of the 33 projects that recorded a Red Overall Rating undertook a subsequent Gate review during the review period.

This table indicates that there is a reducing propensity for agencies to undertake subsequent Gate reviews when the Overall Rating of a project is either deteriorating or not improving.

Analysis by Gate

The number of reviews completed during the review period, broken down by Gate, is as follows:

Table 6: Number of Reviews by Gate

Gate	Year 1	Year 2	Year 3	Total	% of Total
Gate 1: Strategic Assessment	0	2	1	3	6.3
Gate 2: Business Case	1	2	3	6	12.5
Gate 3: Readiness for Market	1	2	1	4	8.3

Gate 4: Tender Decision	6	3	3	12	25.0
Gate 5: Readiness for Service	8	4	8	20	41.6
Gate 6: Benefits Evaluation	1	1	1	3	6.3
Total	17	14	17	48	100.0

Table 6 shows that two thirds of all reviews during the review period have been Gates 4 and 5 reflecting a higher proportion of projects at the latter stages of their lifecycle.

The above table indicates that the number of Benefits Evaluation reviews (three) do not appear to be commensurate with the number of Projects completing the preceding Gate 5 Readiness for Service review (twenty).

Analysis by Project Type

A breakdown of the reviews by Project Type and year is as follows:

Table 7: Project Type by Year

Gate	Year 1	Year 2	Year 3	Total
Project Type 1: Infrastructure	11	4	5	20
Project Type 2: ICT	3	8	12	23
Project Type 3: Services	3	2	0	5
Total	17	14	17	48

The above Table 7 shows the changing type of projects being reviewed, whereby Infrastructure projects reduced to more than half of the levels recorded in Year 1 whilst ICT projects increased four-fold over the same period or 70% of all projects reviewed in Year 3. There was broadly an even split by number (approximately half) between Infrastructure and ICT projects that were reviewed over the three year period under review.

Reviews of Services projects had reduced to nil by year 3 even though they recorded the same number of reviews in Year 1 as ICT projects. This is likely due to the fact that Services projects are not part of the Premier's circular 2016/05 and therefore these projects are not specifically mandated for Gateway Reviews.

A further breakdown by Project Type into recommendation severity (Red/Amber/Green) and by number per year is as follows in Table 8:

Table 8: Project Type (Recommendation Severity)

	Year 1			Year 2			Year 3			Total		
Project Type 1: Infrastructure												
% of Infrastructure Projects by Rating	30.0	57.1	12.9	32.1	53.6	14.3	32.7	55.1	12.2	30.9	56.2	12.9
Number of recommendations	140			28			49			217		
Project Type 2: ICT												
% of ICT Projects by Rating	44.0	48.0	8.0	40.2	50.8	9.0	38.1	46.6	15.3	39.6	48.7	11.7
Number of recommendations	25			122			118			265		
Project Type 3: Services												

% of Services Projects by Rating	26.9	34.6	38.5	58.8	41.2	-	-	-	-	39.5	37.2	23.3
Number of recommendations	26			17			0			43		

Table 8 indicates ICT and Services projects have recorded a higher proportion of Red recommendations than Infrastructure projects. This implies that Gateway Reviews of ICT and Services projects are raising more concerns and at higher levels of severity than for Infrastructure projects. This outcome may indicate that the capabilities of project teams for ICT and Services projects are not commensurate with the risk profile of these projects (further detail is provided in the table in Appendix 5).

Analysis by Recommendation Ratings

The 48 reviews produced 525 recommendations with the following status in Table 9:

Table 9: Recommendations

Rating	Number	% of Total
Red	189	36
Amber	267	51
Green	69	13
Total	525	100

These 525 recommendations can be further broken down into recommendation severity (Red/Amber/Green) by year as follows in Table 10:

Table 10: Recommendation Severity

	Year 1			Year 2			Year 3			Total		
Ratings by Year All Gates	60	101	30	68	84	15	61	82	24	189	267	69
Total All Ratings by Year	191			167			167			525		
% for Year All Gates	31.4	52.9	15.7	40.7	50.3	9.0	36.5	49.1	14.4	36.0	50.9	13.1

Table 9 and Table 10 show that, by number and as a percentage, Red, Amber and Green recommendation ratings have remained largely constant across the three-year review period. Red recommendations comprise approximately one third of all recommendations, whilst Amber recommendations comprise approximately half of all recommendations and Green recommendations approximately one tenth.

For the purposes of this report, these proportions have been adopted as the Benchmark Average to assist in comparative analysis.

Table 9 and Table 10 indicate that Red rated recommendations are the only rating not to have improved (by both number and percentage) at the end of Year 3 compared to Year 1. This trend indicates that the criticality and urgency of recommendations did not materially improve over the review period.

Analysis by Gate and Recommendation

The 525 recommendations were recorded against the respective Gates as follows in Table 11:

Table 11: Analysis by Gate

Gate	Rating			Total	% of total recs.
	Red	Amber	Green		
Gate 1: Strategic Assessment	11	11	3	25	4.8
Gate 2: Business Case	24	38	6	68	13.0
Gate 3: Readiness for Market	49	39	0	88	16.8
Gate 4: Tender Decision	41	74	22	137	26.1
Gate 5: Readiness for Service	63	96	25	184	35.0
Gate 6: Benefits Evaluation	1	9	13	23	4.3
Total	189	267	69	525	100.0

Analysis by Lessons Learned Categories

Recommendations broken down by Lessons Learned category are as follows in Table 12:

Table 12: Analysis by Lessons Learned Category

Lessons Learned Category	Red	Amber	Green	Total	% of Total Recs
1. Strategic Alignment	1	6	2	9	1.7
2. Document Quality and Control	3	0	0	3	0.6
3. Financial Issues	5	14	6	25	4.8
4. Business Case	14	17	3	34	6.5
5. Stakeholder Communication	8	14	5	27	5.1
6. Project Resources	18	19	2	39	7.4
7. Project Outcomes	5	24	10	39	7.4
8. Procurement Strategy	19	20	5	44	8.4
9. Governance	22	23	4	49	9.3
10. Risk Management	30	42	11	83	15.8
11. Project Management	64	88	21	173	33.0
Total	189	267	69	525	100.0

Table 12 shows that the Lessons Learned categories related to key project management disciplines, namely Project Management, Risk Management and Governance, comprise 58% of all recommendations during the review period.

The recommendations by Lessons Learned category can be further broken down by Gate as follows:

Table 13: Lessons Learned Category by Gate

Lessons Learned Category	Gate 1	Gate 2	Gate 3	Gate 4	Gate 5	Gate 6	Total	% of Total
1. Strategic Alignment	1	4	0	2	2	0	9	1.7
2. Document Quality and Control	0	0	2	0	1	0	3	0.6
3. Financial Issues	1	2	1	8	11	2	25	4.8
4. Business Case	0	27	0	3	4	0	34	6.5
5. Stakeholder Communication	2	3	6	6	7	3	27	5.1
6. Project Resources	1	4	9	14	8	3	39	7.4
7. Project Outcomes	6	4	0	9	15	5	39	7.4
8. Procurement Strategy	0	2	22	14	6	0	44	8.4
9. Governance	3	1	9	11	23	2	49	9.3
10. Risk Management	3	11	9	23	37	0	83	15.8
11. Project Management	8	10	30	47	70	8	173	33.0
Total	25	68	88	137	184	23	525	100.0
Av. No. of recommendations per review	8.3	11.3	22.0	11.4	9.2	7.6	10.9	

Table 13 indicates that the number of recommendations in each Lessons Learned show an increasing trend across all Gates (except for Business Case and Procurement Strategy) up to Readiness for Service. This trend is most pronounced for Governance, Risk Management and Project Management which indicates that Lessons Learned in these key project management disciplines may not be sufficiently addressed as projects progress into subsequent phases.

Gates 2, 3 and 4 have a higher average number of recommendations indicating there are more concerns being raised at these Gates than for other Gates. Gate 3 has recorded twice the average number of recommendations per review although this 'outlier' metric is due to one review recording a significant number of recommendations (i.e. 37) averages across a comparatively small number of reviews for this Gate (i.e. 4).

Analysis by Lessons Learned Categories by Project Type

Table 14: Lessons Learned by Project Type

	Rating	Year 1			Year 2			Year 3			Total		
		Infra	ICT	Services	Infra	ICT	Services	Infra	ICT	Services	Infra	ICT	Services
1.	Strategic Alignment	1	1	2	0	1	1	2	1	0	3	3	3
2.	Document Quality and Control	0	0	0	1	2	0	0	0	0	1	2	0
3.	Financial Issues	6	3	0	0	1	1	5	9	0	11	13	1
4.	Business Case	2	1	1	0	7	0	5	18	0	7	26	1
5.	Stakeholder Communication	3	0	4	1	6	2	3	8	0	7	14	6
6.	Project Resources	15	1	1	1	10	1	2	8	0	18	19	2

7.	Project Outcomes	9	0	3	2	6	4	4	11	0	15	17	7
8.	Procurement Strategy	16	3	0	0	16	0	3	6	0	19	25	0
9.	Governance	12	5	1	4	12	2	6	7	0	22	24	3
10.	Risk Management	24	2	3	5	18	2	11	18	0	40	38	5
11.	Project Management - Processes	48	7	9	13	43	4	8	32	0	69	82	13
12.	Project Management - Issues	4	2	2	1	0	0	0	0	0	5	2	2
	Total	140	25	26	28	122	17	49	118	0	217	265	43

Table 14 indicates that, by Lessons Learned category, the two areas where ICT projects had a disproportionately higher number of recommendations than Infrastructure projects were in the categories of: Business Case, Stakeholder Communications, Procurement and Project Management. Further details on the causes of this difference is provided in the following section .

4: Analysis by Themes and by Lessons Learned Category

1. Strategic Alignment

Nine recommendations were recorded in this Lessons Learned category representing 1.7% of all recommendations over the review period.

Table 15: Strategic Alignment

	Year 1			Year 2			Year 3			Total		
Category												
1. Strategic Alignment	1	1	2	0	2	0	0	3	0	1	6	2
Sub Total	4			2			3			9		
% of Lessons Learned Category by Rating	25.0	25.0	50.0	0.0	100.0	0.0	0.0	100.0	0.0	11.1	66.7	22.2

A common theme in the recommendations for this Lessons Learned category was the need for project teams to engage more broadly with other agencies to apply the lessons learned from similar projects to the project under review.

Recommendations in this category also focussed on the need for projects to firstly recognise the inter-dependencies and co-dependencies of their projects and to integrate these dependencies into their formal project management practices and protocols, particularly in relation to risk management, approvals and scheduling.

2. Document Quality and Control

Three recommendations were recorded in this Lessons Learned category representing 0.6% of all recommendations over the review period.

Table 16: Document Quality Control

	Year 1			Year 2			Year 3			Total		
Category												
2. Document Quality and Control	0	0	0	3	0	0	0	0	0	3	0	0
Sub-total	0			3			0			3		
% of Lessons Learned Category by Rating	-	-	-	100.0	0.0	0.0	-	-	-	100.0	0.0	0.0

A common theme in the recommendations for this Lessons Learned category was the need for project teams to develop a common nomenclature across the project documentation.

3. Financial Issues

Twenty five recommendations were recorded in this Lessons Learned category representing 4.7% of all recommendations over the review period.

Table 17: Financial Issues

	Year 1			Year 2			Year 3			Total		
Category												
3. Financial Issues	0	8	1	1	1	0	4	5	5	5	14	6
Sub Total	9			2			14			25		
% of Lessons Learned Category by Rating	0.0	88.9	11.1	50.0	50.0	0.0	28.6	35.7	35.7	20.0	56.0	24.0

Financial Issues recorded a lower severity than the Benchmark Average.

Key themes in the recommendations for this Lessons Learned category were:

- developing more robust whole-of-life cost models which also take account of financial impacts beyond the project scope;
- improving financial monitoring and reporting for projects and
- clearly identifying sources of funding.

4. Business Case

Thirty four recommendations were recorded in this Lessons Learned category representing 6.5% of all recommendations over the review period.

Table 18: Business Case

	Year 1			Year 2			Year 3			Total		
Category												
4. Business Case	3	0	1	2	4	1	9	13	1	14	17	3
Sub Total	4			7			23			34		
% of Lessons Learned Category by Rating	75.0	0.0	25.0	28.6	57.1	14.3	39.1	56.5	4.3	41.2	50.0	8.8

Business Case concerns recorded a higher severity than the Benchmark Average.

Key themes in the recommendations for this Lessons Learned category were:

- updating the business case to take account of changes in the underlying assumptions (i.e. costs, growth, scope) of the project;
- enhancing the analytical rigour and transparency in the options analysis;
- improving the quality and clarity of key elements of the business case, particularly scope definition and assumptions (their identification and verification) and
- taking a beginning-to-end approach to project planning by clearly linking the investment need with the expected benefits.

A key theme identified in this Lessons Learned category, specific to ICT projects, was the need for projects to develop more rigour in aligning the technical solution to business outcomes and clearly identifying how Business AS Usual and Project activities will be managed.

5. Stakeholder Communication

Twenty seven recommendations were recorded in this Lessons Learned category representing 5.1% of all recommendations over the review period.

Table 19: Stakeholder Communication

	Year 1			Year 2			Year 3			Total		
Category												
5. Stakeholder Communication	1	4	2	3	6	0	4	4	3	8	14	5
Sub Total	7			9			11			27		
% of Lessons Learned Category by Rating	14.3%	57.1%	28.6%	33.3%	66.7%	0.0%	36.4%	36.4%	27.3%	29.6%	51.9%	18.5%

Stakeholder Communications concerns recorded a severity consistent with the Benchmark Average.

The key theme in the recommendations for this Lessons Learned category was the recognised inadequacy or the non-existence of a communications plan which informs stakeholder engagement activities.

Recommendations in this category tended to stipulate the basic requirements of what a Communications and Stakeholder Engagement Plan should include i.e. a 'how to' explanation typically focussing on mapping stakeholders, their interest and the proposed means of engagement.

A key theme identified in this Lessons Learned category, specific to ICT projects, was the need for projects to better explain the anticipated business outcomes arising from the ICT project as well as the need for improved organisational change management.

6. Project Resources

Thirty nine recommendations were recorded in this Lessons Learned category representing 7.4% of all recommendations over the review period.

Table 20: Project Resources

	Year 1			Year 2			Year 3			Total		
Category												
6. Project Resources	6	10	1	9	3	0	3	6	1	18	19	2
Sub Total	17			12			10			39		
% of Lessons Learned Category by Rating	35.3%	58.8%	5.9%	75.0%	25.0%	0.0%	30.0%	60.0%	10.0%	46.2%	48.7%	5.1%

Project Resource concerns recorded a higher severity than the Benchmark Average.

Key themes in the recommendations for this Lessons Learned category were:

- procuring specialist expertise for the current phase of the project, particularly project director and project manager, scheduler, systems architect, contract manager communications and change manager;
- resource planning for future stages of the project to take account of the organisational impacts of the project, particularly transition into service and specialist training and benefits management.

7. Project Outcomes

Thirty nine recommendations were recorded in this Lessons Learned category representing 7.4% of all recommendations over the review period.

Table 21: Project Outcomes

	Year 1			Year 2			Year 3			Total		
Category												
7. Project Outcomes	1	5	6	3	7	2	1	12	2	5	24	10
Sub Total	12			12			15			39		
% of Lessons Learned Category by Rating	8.3	41.7	50.0	25.0	58.3	16.7	6.7	80.0	13.3	12.8	61.5	25.6

Project Outcomes recorded a lower severity than the Benchmark Average.

Key themes in the recommendations for this Lessons Learned category were:

- developing a formal benefits realisation strategy and plan;
- developing key metrics in support of these plans and
- developing benefit realisation reporting protocols.

Recommendations in this category tended to stipulate the basic requirements of what a Benefits Realisation Plan should include i.e. a 'how to' explanation typically focussing on baseline metrics, targets and methods of measurement.

8. Procurement Strategy

Forty four recommendations were recorded in this Lessons Learned category representing 8.4% of all recommendations over the review period.

Table 22: Procurement Strategy

	Year 1			Year 2			Year 3			Total		
Category												
8. Procurement Strategy	10	5	4	3	13	0	6	2	1	19	20	5
Sub Total	19			16			9			44		
% of Lessons Learned Category by Rating	52.6	26.3	21.1	18.8	81.3	0.0	66.7	22.2	11.1	43.2	45.5	11.4

Procurement Strategy concerns recorded a higher severity than the Benchmark Average.

Key themes in the recommendations for this Lessons Learned category were:

- improving procurement planning regarding formal plans for evaluation, negotiations and scheduling which consider the end-to-end tender process;
- increasing the rigour and clarity of the meaning and measurement of Value for Money and
- establishing a formal framework or plan to ensure competitive tension throughout the tender process.

Key themes in this Lessons Learned category identified, specific to ICT projects, were the need to engage more thoroughly with the vendor market as a means to validate the proposed procurement approach and prior to 'going to market'. Recommendations also identified the need for enhanced vendor engagement to:

- explain and validate the process for agreeing Proof of Concept;
- explain the manner in which Value for Money will be assessed;
- explain the negotiation process for selecting the preferred vendor and
- develop a clear process for scope management.

9. Governance

Forty nine recommendations were recorded in this Lessons Learned category representing 9.3% of all recommendations over the review period.

Table 23: Governance

	Year 1			Year 2			Year 3			Total		
Category												
9. Governance	5	11	2	9	8	1	8	4	1	22	23	4
Sub Total	18			18			13			49		
% of Lessons Learned Category by Rating	27.8%	61.1%	11.1%	50.0%	44.4%	5.6%	61.5%	30.8%	7.7%	44.9%	46.9%	8.2%

Recommendations in this Lessons Learned category have a higher severity than the Benchmark Average.

Key themes in the recommendations for this Lessons Learned category were:

- improving governance arrangements with an emphasis on:

- ensuring clarity of roles;
- assigning responsibilities;
- formalising delegated authorities and levels of decision making and
- establishing clear and succinct reporting in relation to: time, cost, quality, risk and benefits.
- ensuring governance arrangements are reviewed and updated as the project moves into subsequent phases.

10. Risk Management

Eighty three recommendations were recorded in this Lessons Learned category representing 15.8% of all recommendations over the review period.

Table 24: Risk Management

	Year 1			Year 2			Year 3			Total		
Category												
10. Risk Management	8	19	2	12	9	4	10	14	5	30	42	11
Sub Total	29			25			29			83		
% of Lessons Learned Category by Rating	27.6%	65.5%	6.9%	48.0%	36.0%	16.0%	34.5%	48.3%	17.2%	36.1%	50.6%	13.3%

Table 24 shows that recommendation severity in this Lessons Learned category are consistent with the Benchmark Average.

Key themes in the recommendations for this Lessons Learned category were:

- an absence of industry-standard or good practice risk management arrangements;
- *establishing* and *implementing* a Risk Management Plan;
- developing and actively managing a risk register with regular workshops;
- incorporating a broader range of risks into the risk register (i.e. pre and post implementation) and
- formal issues management was largely absent from projects.

11. Project Management

One hundred and seventy three recommendations were recorded in this Lessons Learned category representing 33.0% of all recommendations over the review period.

Table 25: Project Management

	Year 1			Year 2			Year 3			Total		
Category												
11. Project Management	25	38	9	23	31	7	16	19	5	64	88	21
Sub Total	72			61			40			173		
% of Lessons Learned Category by Rating	34.7%	52.8%	12.5%	37.7%	50.8%	11.5%	40.0%	47.5%	12.5%	37.0%	50.9%	12.1%

Table 25 shows that recommendations in this Lessons Learned category are consistent with the Benchmark Average although marginally higher than the Benchmark Average for Red recommendations.

Key themes in the recommendations for this Lessons Learned category were:

- developing and implementing integrated project scheduling which covers all stages of the project;
- appointing specialist contract management capabilities;
- clarifying project roles, responsibilities and reporting;
- improving status reporting to project governance bodies particularly baseline reporting for schedule, risks, budget (costs) and benefits;
- communicating the project management arrangements amongst project members;
- applying industry standard project management disciplines particularly to scheduling and risk management and an absence of key project artefacts, particularly organisational change management, lessons learned, contract management, transition plans for the next and subsequent phases.

Key themes in this Lessons Learned category, specific to ICT projects, were to rigorously manage business change requirements, particularly transition-in and transition-out, and the need for transparent decision criteria relating to: Go-No/Go, the preferred end-state environment, User Acceptance Testing and Data Migration.

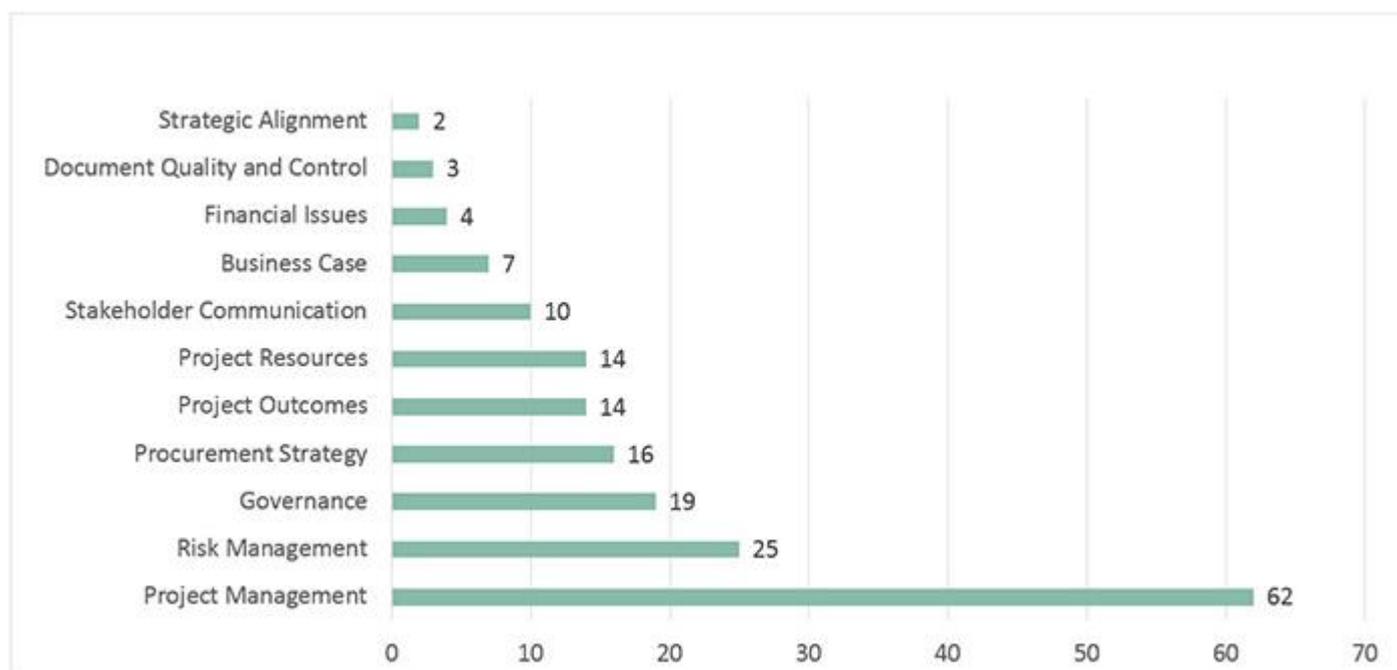
Appendix 1: Lessons Learned 2017

In 2017, Gateway reviews were conducted on 14 projects across 8 WA public sector agencies, at various stages within the project lifecycle, ranging from a Strategic Assessment through to a Benefits Evaluation.

This chart represents the 176 recommendations by Lessons Learned Category for all Gateway reviews conducted in financial year end 2017.

Project Management represents the highest amount of Lessons Learned with 62 or 35% of the total recommendations. The next highest category Risk Management totals 25 or 14.2% of the total recommendations. Governance, Risk Management and Project Management represent 106 recommendations or 60% of total recommendations.

Figure 1: Lessons Learned



Appendix 2: Ratings by Gate for each year under review.

Table 26: Ratings by Gate

	Year 1			Year 2			Year 3			Total		
Gate 1: Strategic Assessment												
Rating per Year (by no.)	0	0	0	10	7	0	1	4	3	11	11	3
Sub-total All Gate 1 Recs by year	0			17			8			25		
% of Gate 1 Recs per Year	-	-	-	58.8%	41.2%	0.0%	12.5%	50.0%	37.5%	44.0%	44.0%	12.0%
% of Respective Total Colour Rating per Year	0.0%	0.0%	0.0%	14.7%	8.3%	0.0%	1.6%	4.9%	12.5%	5.8%	4.1%	4.3%
% of Total Recs per Year	0.0%	0.0%	0.0%	6.0%	4.2%	0.0%	0.6%	2.4%	1.8%	2.1%	2.1%	0.6%
% of Total Recs for all Years	0.0%	0.0%	0.0%	1.9%	1.3%	0.0%	0.2%	0.8%	0.6%	2.1%	2.1%	0.6%
Gate 2: Business Case												
Rating per Year (by no.)	5	3	0	4	11	6	15	24	0	24	38	6
Sub-total All Gate 2 Recs by year	8			21			39			68		
% of Gate 2 Recs per Year	62.5%	37.5%	0.0%	19.0%	52.4%	28.6%	38.5%	61.5%	0.0%	35.3%	55.9%	8.8%
% of Respective Total Colour Rating per Year	8.3%	3.0%	0.0%	5.9%	13.1%	40.0%	24.6%	29.3%	0.0%	12.7%	14.2%	8.7%
% of Total Recs per Year	2.6%	1.6%	0.0%	2.4%	6.6%	3.6%	9.0%	14.4%	0.0%	4.6%	7.2%	1.1%
% of Total Recs for all Years	1.0%	0.6%	0.0%	0.8%	2.1%	1.1%	2.9%	4.6%	0.0%	4.6%	7.2%	1.1%
Gate 3: Readiness for Market												
Rating per Year (by no.)	5	7	0	40	32	0	4	0	0	49	39	0
Sub-total All Gate 3 Recs by year	12			72			4			88		
% of Gate 3 Recs per Year	41.7%	58.3%	0.0%	55.6%	44.4%	0.0%	100.0%	0.0%	0.0%	55.7%	44.3%	0.0%
% of Respective Total Colour Rating per Year	8.3%	6.9%	0.0%	58.8%	38.1%	0.0%	6.6%	0.0%	0.0%	25.9%	14.6%	0.0%
% of Total Recs per Year	2.6%	3.7%	0.0%	24.0%	19.2%	0.0%	2.4%	0.0%	0.0%	9.3%	7.4%	0.0%
% of Total Recs for all Years	1.0%	1.3%	0.0%	7.6%	6.1%	0.0%	0.8%	0.0%	0.0%	9.3%	7.4%	0.0%
Gate 4: Tender Decision												
Rating per Year (by no.)	21	43	12	4	15	5	16	16	5	41	74	22
Sub-total All Gate 4 Recs by year	76			24			37			137		
% of Gate 4 Recs per Year	27.6%	56.6%	15.8%	16.7%	62.5%	20.8%	43.2%	43.2%	13.5%	29.9%	54.0%	16.1%
% of Respective Total Colour Rating per Year	35.0%	42.6%	40.0%	5.9%	17.9%	33.3%	26.2%	19.5%	20.8%	21.7%	27.7%	31.9%
% of Total Recs per Year	11.0%	22.5%	6.3%	2.4%	9.0%	3.0%	9.6%	9.6%	3.0%	7.8%	14.1%	4.2%
% of Total Recs for all Years	4.0%	8.2%	2.3%	0.8%	2.9%	1.0%	3.0%	3.0%	1.0%	7.8%	14.1%	4.2%
Gate 5: Readiness for Service												
Rating per Year (by no.)	28	46	11	10	17	2	25	33	12	63	96	25
Sub-total All Gate 5 Recs by year	85			29			70			184		
% of Gate 5 Recs per Year	32.9%	54.1%	12.9%	34.5%	58.6%	6.9%	35.7%	47.1%	17.1%	34.2%	52.2%	13.6%
% of Respective Total Colour Rating per Year	46.7%	45.5%	36.7%	14.7%	20.2%	13.3%	41.0%	40.2%	50.0%	33.3%	36.0%	36.2%
% of Total Recs per Year	14.7%	24.1%	5.8%	6.0%	10.2%	1.2%	15.0%	19.8%	7.2%	12.0%	18.3%	4.8%

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% of Total Recs for all Years	5.3%	8.8%	2.1%	1.9%	3.2%	0.4%	4.8%	6.3%	2.3%	12.0%	18.3%	4.8%
Gate 6: Benefits Evaluation												
Rating per Year (by no.)	1	2	7	0	2	2	0	5	4	1	9	13
Sub-total All Gate 6 Recs by year	10			4			9			23		
% of Gate 6 Recs per Year	10.0%	20.0%	70.0%	0.0%	50.0%	50.0%	0.0%	55.6%	44.4%	4.3%	39.1%	56.5%
% of Respective Total Colour Rating per Year	1.7%	2.0%	23.3%	0.0%	2.4%	13.3%	0.0%	6.1%	16.7%	0.5%	3.4%	18.8%
% of Total Recs per Year	0.5%	1.0%	3.7%	0.0%	1.2%	1.2%	0.0%	3.0%	2.4%	0.2%	1.7%	2.5%
% of Total Recs for all Years	0.2%	0.4%	1.3%	0.0%	0.4%	0.4%	0.0%	1.0%	0.8%	0.2%	1.7%	2.5%
Ratings by Year All Gates	60	101	30	68	84	15	61	82	24	189	267	69
Total All Ratings by Year	191			167			167			525		
% for Year All Gates	31.4%	52.9%	15.7%	40.7%	50.3%	9.0%	36.5%	49.1%	14.4%	36.0%	50.9%	13.1%
% per Year All Recs	11.4%	19.2%	5.7%	13.0%	16.0%	2.9%	11.6%	15.6%	4.6%	36.0%	50.9%	13.1%

Appendix 3: Ratings by Project Type for each year under review.

Table 27: Ratings by Project Type

	Year 1			Year 2			Year 3			Total		
Project Type 1: Infrastructure												
Ratings Gate 1 (by no.)	0	0	0	0	0	0	0	0	0	0	0	0
Ratings Gate 2 (by no.)	0	0	0	0	0	0	1	11	0	1	11	0
Ratings Gate 3 (by no.)	5	7	0	0	0	0	0	0	0	5	7	0
Ratings Gate 4 (by no.)	13	30	7	0	0	0	0	0	0	13	30	7
Ratings Gate 5 (by no.)	24	43	11	9	13	2	15	16	6	48	72	19
Ratings Gate 6 (by no.)	0	0	0	0	2	2	0	0	0	0	2	2
Sub-Total (by no.)	42	80	18	9	15	4	16	27	6	67	122	28
Sub-total all Infrastructure per Year	140			28			49			217		
% of Infrastructure Projects by Rating	30.0%	57.1%	12.9%	32.1%	53.6%	14.3%	32.7%	55.1%	12.2%	30.9%	56.2%	12.9%
% of Respective Total Colour Rating per Year	70.0%	79.2%	60.0%	13.2%	17.9%	26.7%	26.2%	32.9%	25.0%	35.4%	45.7%	40.6%
% of Total Recs per Year	22.0%	41.9%	9.4%	5.4%	9.0%	2.4%	9.6%	16.2%	3.6%	12.8%	23.2%	5.3%
% of Total Recs for all Years	8.0%	15.2%	3.4%	1.7%	2.9%	0.8%	3.0%	5.1%	1.1%	12.8%	23.2%	5.3%
Project Type 2: ICT												
Ratings Gate 1 (by no.)	0	0	0	0	0	0	1	4	3	1	4	3
Ratings Gate 2 (by no.)	0	0	0	4	11	6	14	13	0	18	24	6
Ratings Gate 3 (by no.)	0	0	0	40	32	0	4	0	0	44	32	0
Ratings Gate 4 (by no.)	7	9	2	4	15	5	16	16	5	27	40	12
Ratings Gate 5 (by no.)	4	3	0	1	4	0	10	17	6	15	24	6
Ratings Gate 6 (by no.)	0	0	0	0	0	0	0	5	4	0	5	4
Sub-Total (by no.)	11	12	2	49	62	11	45	55	18	105	129	31
Sub-total all ICT per Year	25			122			118			265		
% of ICT Projects by Rating	44.0%	48.0%	8.0%	40.2%	50.8%	9.0%	38.1%	46.6%	15.3%	39.6%	48.7%	11.7%
% of Respective Total Colour Rating per Year	18.3%	11.9%	6.7%	72.1%	73.8%	73.3%	73.8%	67.1%	75.0%	55.6%	48.3%	44.9%
% of Total Recs per Year	5.8%	6.3%	1.0%	29.3%	37.1%	6.6%	26.9%	32.9%	10.8%	20.0%	24.6%	5.9%
% of Total Recs for all Years	2.1%	2.3%	0.4%	9.3%	11.8%	2.1%	8.6%	10.5%	3.4%	20.0%	24.6%	5.9%
Project Type 3: Services												
Ratings Gate 1 (by no.)	0	0	0	10	7	0	0	0	0	10	7	0
Ratings Gate 2 (by no.)	5	3	0	0	0	0	0	0	0	5	3	0
Ratings Gate 3 (by no.)	0	0	0	0	0	0	0	0	0	0	0	0
Ratings Gate 4 (by no.)	1	4	3	0	0	0	0	0	0	1	4	3
Ratings Gate 5 (by no.)	0	0	0	0	0	0	0	0	0	0	0	0
Ratings Gate 6 (by no.)	1	2	7	0	0	0	0	0	0	1	2	7
Sub-Total (by no.)	7	9	10	10	7	0	0	0	0	17	16	10
Sub-total all Services per Year	26			17			0			43		
% of Services Projects by Rating	26.9%	34.6%	38.5%	58.8%	41.2%	0.0%	-	-	-	39.5%	37.2%	23.3%
% of Respective Total Colour Rating per Year	11.7%	8.9%	33.3%	14.7%	8.3%	0.0%	0.0%	0.0%	0.0%	9.0%	6.0%	14.5%
% of Total Recs per Year	3.7%	4.7%	5.2%	6.0%	4.2%	0.0%	0.0%	0.0%	0.0%	3.2%	3.0%	1.9%
% of Total Recs for all Years	1.3%	1.7%	1.9%	1.9%	1.3%	0.0%	0.0%	0.0%	0.0%	3.2%	3.0%	1.9%
Total	60	101	30	68	84	15	61	82	24	189	267	69
Sub-total per Year	191			167			167			525		
% for Year All Gates	31.4%	52.9%	15.7%	40.7%	50.3%	9.0%	36.5%	49.1%	14.4%	36.0%	50.9%	13.1%
% per year all recs	11.4%	19.2%	5.7%	13.0%	16.0%	2.9%	11.6%	15.6%	4.6%	36.0%	50.9%	13.1%

Appendix 4: Ratings by Lessons Learned Category for each year under review

Table 28: Ratings by Lessons Learned

	Year 1			Year 2			Year 3			Total		
Category												
1. Strategic Alignment	1	1	2	0	2	0	0	3	0	1	6	2
Sub Total	4			2			3			9		
% of Lessons Learned Category by Rating	25.0%	25.0%	50.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	11.1%	66.7%	22.2%
% of Respective Total Colour Rating per Year	1.7%	1.0%	6.7%	0.0%	2.4%	0.0%	0.0%	3.7%	0.0%	0.5%	2.2%	2.9%
% of all recs for year	0.5%	0.5%	1.0%	0.0%	1.2%	0.0%	0.0%	1.8%	0.0%	0.2%	1.1%	0.4%
% of total recs	0.2%	0.2%	0.4%	0.0%	0.4%	0.0%	0.0%	0.6%	0.0%	0.2%	1.1%	0.4%
2. Document Quality and Control	0	0	0	3	0	0	0	0	0	3	0	0
Sub-total	0			3			0			3		
% of Lessons Learned Category by Rating	-	-	-	100.0%	0.0%	0.0%	-	-	-	100.0%	0.0%	0.0%
% of Respective Total Colour Rating per Year	0.0%	0.0%	0.0%	4.4%	0.0%	0.0%	0.0%	0.0%	0.0%	1.6%	0.0%	0.0%
% of all recs for year	0.0%	0.0%	0.0%	1.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%	0.0%	0.0%
% of total recs	0.0%	0.0%	0.0%	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%	0.0%	0.0%
3. Financial Issues	0	8	1	1	1	0	4	5	5	5	14	6
Sub Total	9			2			14			25		
% of Lessons Learned Category by Rating	0.0%	88.9%	11.1%	50.0%	50.0%	0.0%	28.6%	35.7%	35.7%	20.0%	56.0%	24.0%
% of Respective Total Colour Rating per Year	0.0%	7.9%	3.3%	1.5%	1.2%	0.0%	6.6%	6.1%	20.8%	2.6%	5.2%	8.7%
% of all recs for year	0.0%	4.2%	0.5%	0.6%	0.6%	0.0%	2.4%	3.0%	3.0%	1.0%	2.7%	1.1%
% of total recs	0.0%	1.5%	0.2%	0.2%	0.2%	0.0%	0.8%	1.0%	1.0%	1.0%	2.7%	1.1%
4. Business Case	3	0	1	2	4	1	9	13	1	14	17	3
Sub Total	4			7			23			34		
% of Lessons Learned Category by Rating	75.0%	0.0%	25.0%	28.6%	57.1%	14.3%	39.1%	56.5%	4.3%	41.2%	50.0%	8.8%
% of Respective Total Colour Rating per Year	5.0%	0.0%	3.3%	2.9%	4.8%	6.7%	14.8%	15.9%	4.2%	7.4%	6.4%	4.3%
% of all recs for year	1.6%	0.0%	0.5%	1.2%	2.4%	0.6%	5.4%	7.8%	0.6%	2.7%	3.2%	0.6%
% of total recs	0.6%	0.0%	0.2%	0.4%	0.8%	0.2%	1.7%	2.5%	0.2%	2.7%	3.2%	0.6%
5. Stakeholder Communication	1	4	2	3	6	0	4	4	3	8	14	5
Sub Total	7			9			11			27		
% of Lessons Learned Category by Rating	14.3%	57.1%	28.6%	33.3%	66.7%	0.0%	36.4%	36.4%	27.3%	29.6%	51.9%	18.5%
% of Respective Total Colour Rating per Year	1.7%	4.0%	6.7%	4.4%	7.1%	0.0%	6.6%	4.9%	12.5%	4.2%	5.2%	7.2%
% of all recs for year	0.5%	2.1%	1.0%	1.8%	3.6%	0.0%	2.4%	2.4%	1.8%	1.5%	2.7%	1.0%
% of total recs	0.2%	0.8%	0.4%	0.6%	1.1%	0.0%	0.8%	0.8%	0.6%	1.5%	2.7%	1.0%
6. Project Resources	6	10	1	9	3	0	3	6	1	18	19	2
Sub Total	17			12			10			39		

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% of Lessons Learned Category by Rating	35.3%	58.8%	5.9%	75.0%	25.0%	0.0%	30.0%	60.0%	10.0%	46.2%	48.7%	5.1%
% of Respective Total Colour Rating per Year	10.0%	9.9%	3.3%	13.2%	3.6%	0.0%	4.9%	7.3%	4.2%	9.5%	7.1%	2.9%
% of all recs for year	3.1%	5.2%	0.5%	5.4%	1.8%	0.0%	1.8%	3.6%	0.6%	3.4%	3.6%	0.4%
% of total recs	1.1%	1.9%	0.2%	1.7%	0.6%	0.0%	0.6%	1.1%	0.2%	3.4%	3.6%	0.4%
7. Project Outcomes	1	5	6	3	7	2	1	12	2	5	24	10
Sub Total	12			12			15			39		
% of Lessons Learned Category by Rating	8.3%	41.7%	50.0%	25.0%	58.3%	16.7%	6.7%	80.0%	13.3%	12.8%	61.5%	25.6%
% of Respective Total Colour Rating per Year	1.7%	5.0%	20.0%	4.4%	8.3%	13.3%	1.6%	14.6%	8.3%	2.6%	9.0%	14.5%
% of all recs for year	0.5%	2.6%	3.1%	1.8%	4.2%	1.2%	0.6%	7.2%	1.2%	1.0%	4.6%	1.9%
% of total recs	0.2%	1.0%	1.1%	0.6%	1.3%	0.4%	0.2%	2.3%	0.4%	1.0%	4.6%	1.9%
8. Procurement Strategy	10	5	4	3	13	0	6	2	1	19	20	5
Sub Total	19			16			9			44		
% of Lessons Learned Category by Rating	52.6%	26.3%	21.1%	18.8%	81.3%	0.0%	66.7%	22.2%	11.1%	43.2%	45.5%	11.4%
% of Respective Total Colour Rating per Year	16.7%	5.0%	13.3%	4.4%	15.5%	0.0%	9.8%	2.4%	4.2%	10.1%	7.5%	7.2%
% of all recs for year	5.2%	2.6%	2.1%	1.8%	7.8%	0.0%	3.6%	1.2%	0.6%	3.6%	3.8%	1.0%
% of total recs	1.9%	1.0%	0.8%	0.6%	2.5%	0.0%	1.1%	0.4%	0.2%	3.6%	3.8%	1.0%
9. Governance	5	11	2	9	8	1	8	4	1	22	23	4
Sub Total	18			18			13			49		
% of Lessons Learned Category by Rating	27.8%	61.1%	11.1%	50.0%	44.4%	5.6%	61.5%	30.8%	7.7%	44.9%	46.9%	8.2%
% of Respective Total Colour Rating per Year	8.3%	10.9%	6.7%	13.2%	9.5%	6.7%	13.1%	4.9%	4.2%	11.6%	8.6%	5.8%
% of all recs for year	2.6%	5.8%	1.0%	5.4%	4.8%	0.6%	4.8%	2.4%	0.6%	4.2%	4.4%	0.8%
% of total recs	1.0%	2.1%	0.4%	1.7%	1.5%	0.2%	1.5%	0.8%	0.2%	4.2%	4.4%	0.8%
10. Risk Management	8	19	2	12	9	4	10	14	5	30	42	11
Sub Total	29			25			29			83		
% of Lessons Learned Category by Rating	27.6%	65.5%	6.9%	48.0%	36.0%	16.0%	34.5%	48.3%	17.2%	36.1%	50.6%	13.3%
% of Respective Total Colour Rating per Year	13.3%	18.8%	6.7%	17.6%	10.7%	26.7%	16.4%	17.1%	20.8%	15.9%	15.7%	15.9%
% of all recs for year	4.2%	9.9%	1.0%	7.2%	5.4%	2.4%	6.0%	8.4%	3.0%	5.7%	8.0%	2.1%
% of total recs	1.5%	3.6%	0.4%	2.3%	1.7%	0.8%	1.9%	2.7%	1.0%	5.7%	8.0%	2.1%
11. Project Management - Processes	22	33	9	23	30	7	16	19	5	61	82	21
Sub Total	64			60			40			164		
% of Lessons Learned Category by Rating	34.4%	51.6%	14.1%	38.3%	50.0%	11.7%	40.0%	47.5%	12.5%	37.2%	50.0%	12.8%
% of Respective Total Colour Rating per Year	36.7%	32.7%	30.0%	33.8%	35.7%	46.7%	26.2%	23.2%	20.8%	32.3%	30.7%	30.4%
% of all recs for year	11.5%	17.3%	4.7%	13.8%	18.0%	4.2%	9.6%	11.4%	3.0%	11.6%	15.6%	4.0%
% of total recs	4.2%	6.3%	1.7%	4.4%	5.7%	1.3%	3.0%	3.6%	1.0%	11.6%	15.6%	4.0%
12. Project Management - Issues	3	5	0	0	1	0	0	0	0	3	6	0
Sub Total	8			1			0			9		
% of Lessons Learned Category by Rating	37.5%	62.5%	0.0%	0.0%	100.0%	0.0%	#DIV/0!	#DIV/0!	#DIV/0!	33.3%	66.7%	0.0%

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% of Respective Total Colour Rating per Year	5.0%	5.0%	0.0%	0.0%	1.2%	0.0%	0.0%	0.0%	0.0%	0.0%	1.6%	2.2%	0.0%
% of all recs for year	1.6%	2.6%	0.0%	0.0%	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%	1.1%	0.0%
% of total recs	0.6%	1.0%	0.0%	0.0%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%	1.1%	0.0%
Total	60	101	30	68	84	15	61	82	24	189	267	69	

Appendix 5: Project Type by recommendation severity for each year under review

Table 29: Projects Type by Severity

	Year 1			Year 2			Year 3			Total		
Project Type 1: Infrastructure												
Sub-Total (by no.)	42	80	18	9	15	4	16	27	6	67	122	28
Sub-total Infrastructure per Year	140			28			49			217		
% of Infrastructure Projects by Rating	30.0	57.1	12.9	32.1	53.6	14.3	32.7	55.1	12.2	30.9	56.2	12.9
Project Type 2: ICT												
Sub-Total (by no.)	11	12	2	49	62	11	45	55	18	105	129	31
Sub-total ICT per Year	25			122			118			265		
% of ICT Projects by Rating	44.0	48.0	8.0	40.2	50.8	9.0	38.1	46.6	15.3	39.6	48.7	11.7
Project Type 3: Services												
Sub-Total (by no.)	7	9	10	10	7	0	0	0	0	17	16	10
Sub-total Services per Year	26			17			0			43		
% of Services Projects by Rating	26.9	34.6	38.5	58.8	41.2	-	-	-	-	39.5	37.2	23.3
Total	60	101	30	68	84	15	61	82	24	189	267	69
Sub-total per Year	191			167			167			525		
% for Year All Gates	31.4	52.9	15.7	40.7	50.3	9.0	36.5	49.1	14.4	36.0	50.9	13.1