

HOW DO YOU KNOW THE PROJECT IS ACHIEVING / HAS ACHIEVED ITS OBJECTIVES?

It is useful to integrate evaluation into the project (particularly with a large scale project). During the project it is good to get an:

- **Initial Response** - to ensure understanding of approach and potential issues to inform the next step
- **Application** - analysis of the project implementation to assess effectiveness of the analysis and the implementation process

Following completion of the project evaluation, it is helpful to analyse the impact and relative success of the project and identify further areas that may need to be addressed. The evaluations suggested after project completion include:

- **Short term results** - analysis of the initial impact and results of the project implementation. This is carried out 6 months after the completion of the project.
- **Long term Impact** - assess impact in the long term in terms of outcomes as well as outputs. This is carried out 12 months after the completion of the project.

Also, integrated in the last two evaluations, a 'lessons learnt' can be documented to outline what lessons have been learnt during the project which will support continuous improvement in the University

Evaluation level	Some Questions to Consider:
Initial Response	<ul style="list-style-type: none"> • Are you clear about the overall objective of the project? • Does the project's aim contribute to the overall goals of the University? • Have the critical issues essential to the success of the project been fully addressed? • Are the requirements of the stakeholders fully understood? • Have the equality, sustainability, Welsh language and risk considerations been fully addressed? • Do you feel that you fully understand the organisational analysis? • Do you feel that you fully understand the gap analysis? • Has the gap analysis identified clear gaps in terms of people, performance and process? • Are there any aspects that will impact on the project that you believe have not been identified to date and that you wish to be considered? • Do you feel that you are now clear about the stages of P3? • What have you found most useful / enjoyable about the project to date? • What have you found least useful / enjoyable about the project to date? • Have you found the networking and working with another team implementing the same system useful? (Only if working with another team) If so, please state what you have found useful? • What improvements do you think can be made to the current approach that would improve the outcome of the P3 project? • What suggestions do you have to make the project more effective?

Application	<ul style="list-style-type: none"> • Was the initial analysis (the environmental analysis and gap analysis) useful in terms of: being very clear about the outcomes of the project, identifying a broad range of issues that will impact on outcomes, recognising the factors that may otherwise have been overlooked? • What improvements can be made to the current approach that would improve the outcome of the P3 project? • If you used the P3 process again for a project what suggestions do you have to make the process more effective? • Have you found the networking and working with another team implementing the same system useful? (If working with another team) If so, please state what you have found useful? • What suggestions do you have for effectively adopting the use of P3? • Was the P3 approach useful in terms of: being very clear about the outcomes of the project, identifying a broad range of issues that will impact on the outcomes and recognising factors that may otherwise have been overlooked?
Short term results	<ul style="list-style-type: none"> • What have been the key outcomes of the project to date? • What progress has been made in terms of the gap analysis? • What aspects of the project are progressing well? • What aspects of the project are not progressing as well? • If there are aspect of the project that are not progressing well, what are the barriers to progression? Please outline what action should be undertaken to address those barriers? • What changes have been undertaken to the approach of the project since completing the action plan? • Have any unforeseen developments occurred? If so, what are they and how are they being addressed?
Long term Impact & Lessons Learnt	<ul style="list-style-type: none"> • What has been achieved against the gap analysis? • What have been the key outcomes of the project? (In terms of KPI's and progress against the action plan) • What progress has been made since the completion of the action plan? • In terms of progressing through the P3 stages to develop the action plan would you do anything differently now? • What aspects of the project have been most successful and why? • What aspects of the project have been least successful and why? • What has been the key learning from the project for you as a member of the team? • What have been the key lessons learnt from the team's perspective? • What key learning from the project do you want to share with the University?