



UNOPS

Operational excellence for results that matter

Project Closure

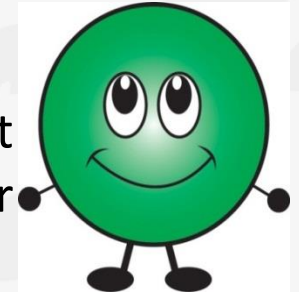
What: The Final Stage is the most challenging for a Project Manager as it is the delivery point for the services or products and close-out of the engagement.

Why: A well planned closure saves time, money and client dissatisfaction. A well executed but with a poor closure and unclear responsibilities will end up at cost to UNOPS reputation.

When: A closure plan is prepared as part of subsequent stages and is approved by the Project Board before implementing the Final Stage.

Who: The Project Manager / Team Manager is responsible for planning and executing an effective closure.

The **Engagement Authority** is ultimately responsible for the success of the project, ensuring that the planning is carried out, and the outputs are delivered.

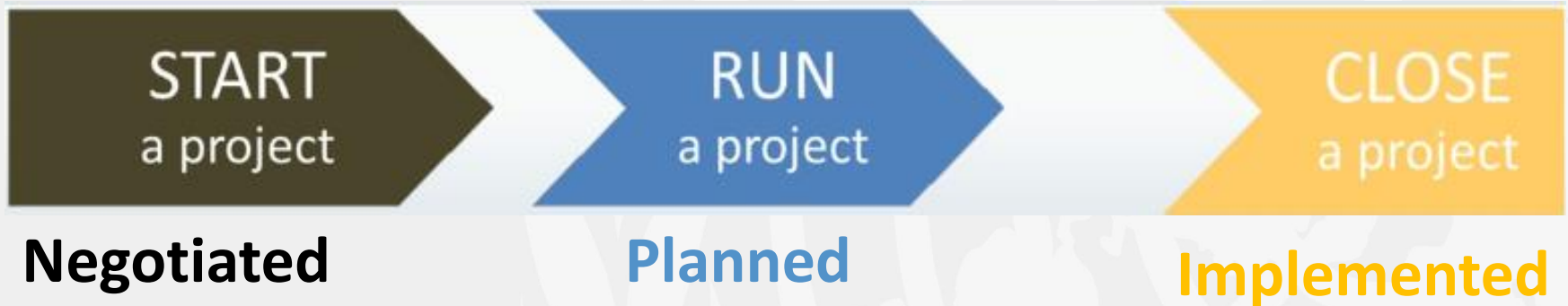


Engagement Authority



Project Manager

Closure negotiations with the client/funding source must be carried out during the start of a project and planned in advance:



If the right foundation is not in place closure can become a major liability for the organization.

- Closure cost
- Audit requirements
- Personnel drawdown
- Timing of asset disposal
- Financial close down
- Transfer of archives
- Reporting
- Release of resources

- Release of personnel
- Completion of Final narrative report
- Transfer of documents to OC/PCM/Cluster
- Issuance of interim Financial report to funding source/client
- Defects and Liability (infrastructure)

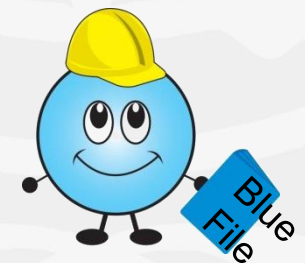
A closure plan is prepared as part of subsequent stages and is approved by the Project Board before implementing the Final Stage.



Project Manager

The more included in the legal agreement on closure during project initiation, the easier it is to ensure that product acceptance and closure activities go smoothly.

- **Client Acceptance:** Client acceptance is an important confirmation that a project or work package is completed and the agreed deliverables are delivered. *Obtaining this acceptance from the client for both operational and financial closure in the Final Stage of the project is a must.*
- **Electronic Blue File:** Ensure the EBF is up to date
- **Lessons learned:** Ensure the lessons learned during life cycle of project are documented and uploaded on EBF
- **Asset Disposal:** Asset disposal is a key element for close down of any engagement and it represents a serious risk to the organization if not handled correctly
- **Archive:** Documents archives are in good shape



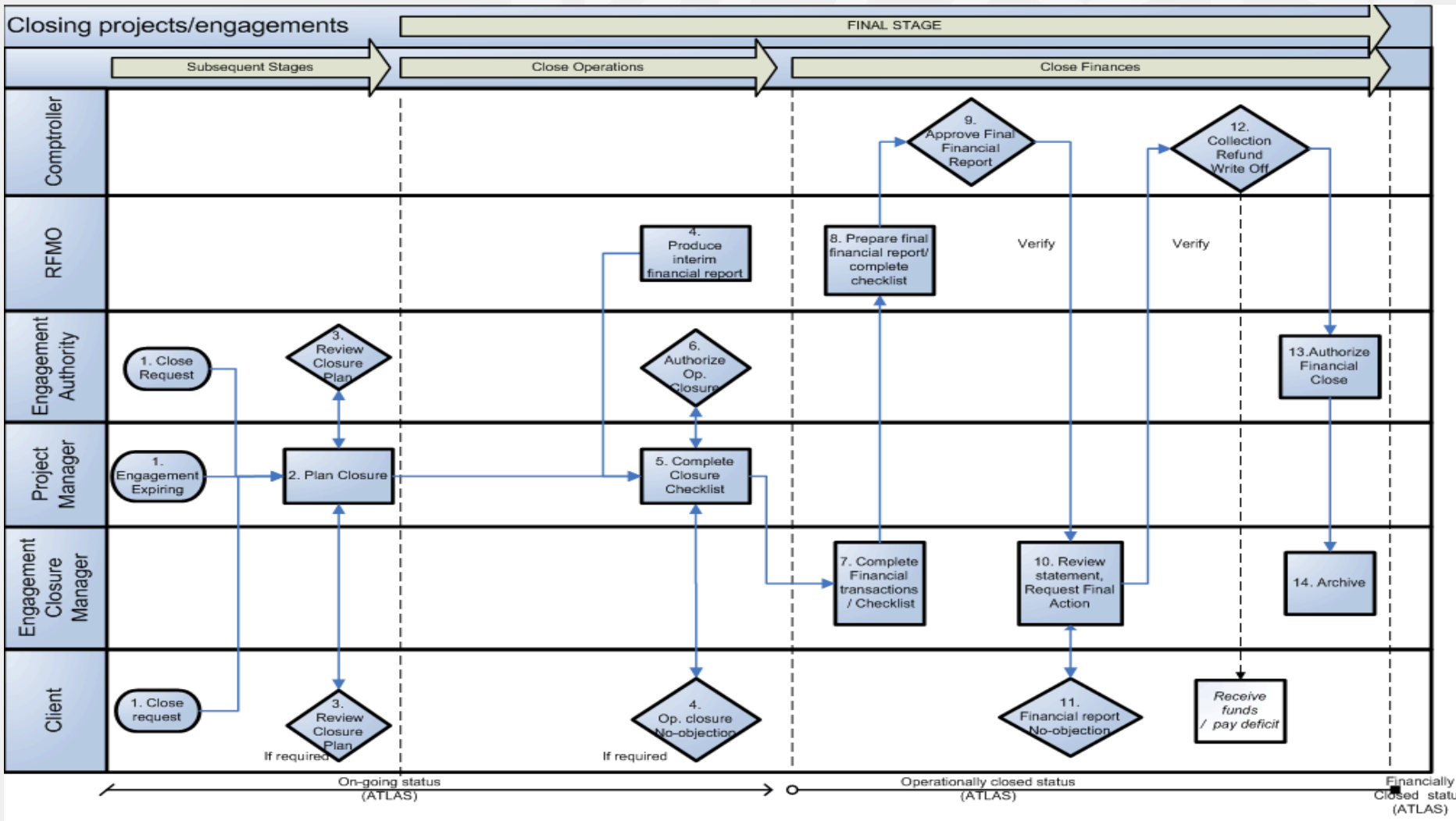
Closure Process



The Project closure is initiated by the PM/ECM and handed over to RFMO/IPAS Finance/FPG for Financial Closure

Operational Closure (PM/ECM)

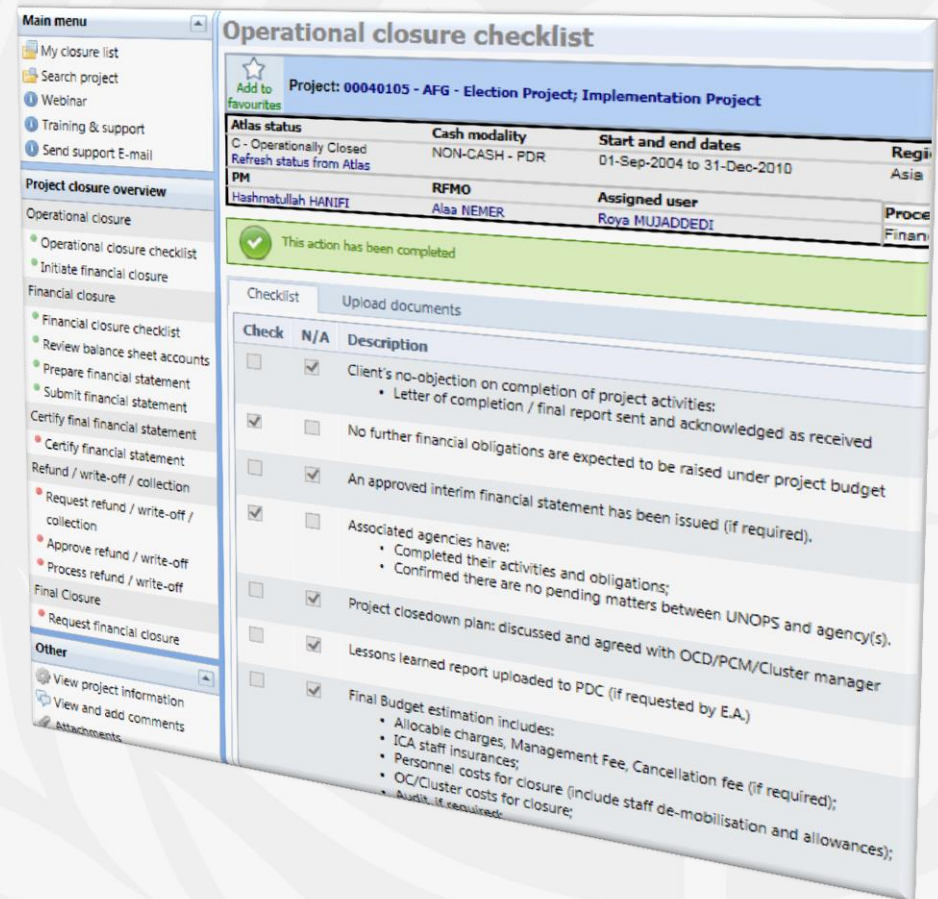
Financial Closure (RFMO/FPG)



PCT facilitates project closure - both Operational and Financial

The project closure process is initiated by the PM. In the tool, there are five steps:

1. Operational Closure
2. Financial Closure
 - Certify Final Financial Statement
 - Refund / write-off / collection
 - Final Closure



The screenshot displays the 'Operational closure checklist' for Project: 00040105 - AFG - Election Project; Implementation Project. The interface includes a 'Main menu' on the left with options like 'My closure list', 'Search project', 'Webinar', 'Training & support', and 'Send support E-mail'. The checklist table shows the following details:

| Atlas status | Cash modality | Start and end dates | Region |
|---|----------------|----------------------------|-----------|
| C - Operationally Closed Refresh status from Atlas | NON-CASH - PDR | 01-Sep-2004 to 31-Dec-2010 | Asia |
| PM | RFMO | Assigned user | Process |
| Hashmatullah HANIFI | Alaa NEMER | Roya MUJADEDI | Financial |

A green banner indicates 'This action has been completed'. Below the table is a checklist table with columns 'Check', 'N/A', and 'Description':

| Check | N/A | Description |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | Client's no-objection on completion of project activities: <ul style="list-style-type: none">• Letter of completion / final report sent and acknowledged as received |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | No further financial obligations are expected to be raised under project budget |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | An approved interim financial statement has been issued (if required). |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Associated agencies have: <ul style="list-style-type: none">• Completed their activities and obligations;• Confirmed there are no pending matters between UNOPS and agency(s). |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | Project closedown plan: discussed and agreed with OCD/PCM/Cluster manager |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | Lessons learned report uploaded to PDC (if requested by E.A.) |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | Final Budget estimation includes: <ul style="list-style-type: none">• Allocable charges, Management Fee, Cancellation fee (if required);• ICA staff insurances;• Personnel costs for closure (include staff de-mobilisation and allowances);• OC/Cluster costs for closure; (include staff de-mobilisation and allowances);• Audit, if required. |

PCT uses "Next action" to direct the user to the next step

1- Operational Closure (PM/ECM)

a) Operational Closure Checklist

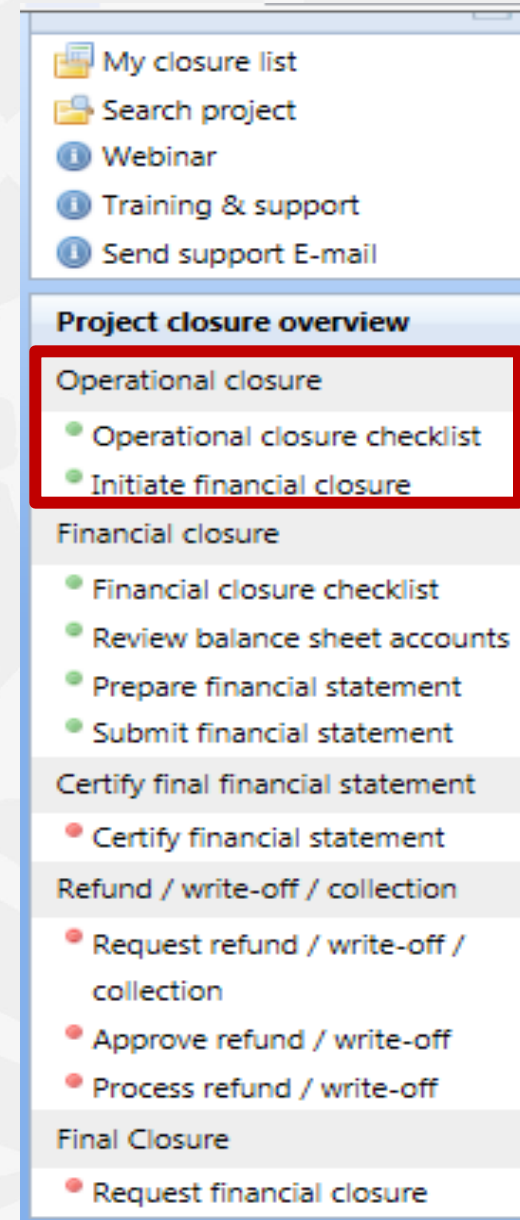
- Complete the operational closure checklist
- Upload the required documents
- Change status of project to “C” in ATLAS



b) Initiate Financial Closure

- Initiate financial closure and submit it to RFMO/IPAS
- Upon initiating financial closure, an email is sent to RFMO/IPAS to complete financial closure checklist.

Operationally Closed (C)

A screenshot of the ATLAS project closure overview interface. The interface is divided into several sections. The top section contains navigation links: "My closure list", "Search project", "Webinar", "Training & support", and "Send support E-mail". Below this is the "Project closure overview" section, which is highlighted with a red border. This section is further divided into "Operational closure", "Financial closure", "Certify final financial statement", "Refund / write-off / collection", and "Final Closure". The "Operational closure" section is highlighted with a red border and contains two items: "Operational closure checklist" and "Initiate financial closure". The "Financial closure" section contains four items: "Financial closure checklist", "Review balance sheet accounts", "Prepare financial statement", and "Submit financial statement". The "Certify final financial statement" section contains one item: "Certify financial statement". The "Refund / write-off / collection" section contains three items: "Request refund / write-off / collection", "Approve refund / write-off", and "Process refund / write-off". The "Final Closure" section contains one item: "Request financial closure".

| Project closure overview | |
|---|--|
| Operational closure | |
| • Operational closure checklist | |
| • Initiate financial closure | |
| Financial closure | |
| • Financial closure checklist | |
| • Review balance sheet accounts | |
| • Prepare financial statement | |
| • Submit financial statement | |
| Certify final financial statement | |
| • Certify financial statement | |
| Refund / write-off / collection | |
| • Request refund / write-off / collection | |
| • Approve refund / write-off | |
| • Process refund / write-off | |
| Final Closure | |
| • Request financial closure | |

2- Financial Closure (RFMO/FPG)

a) Financial Closure

- Financial closure checklist
- Review Balance sheet accounts
- Prepare Financial Statement
- Submit Financial Statement



b) Certify Final Financial Statement

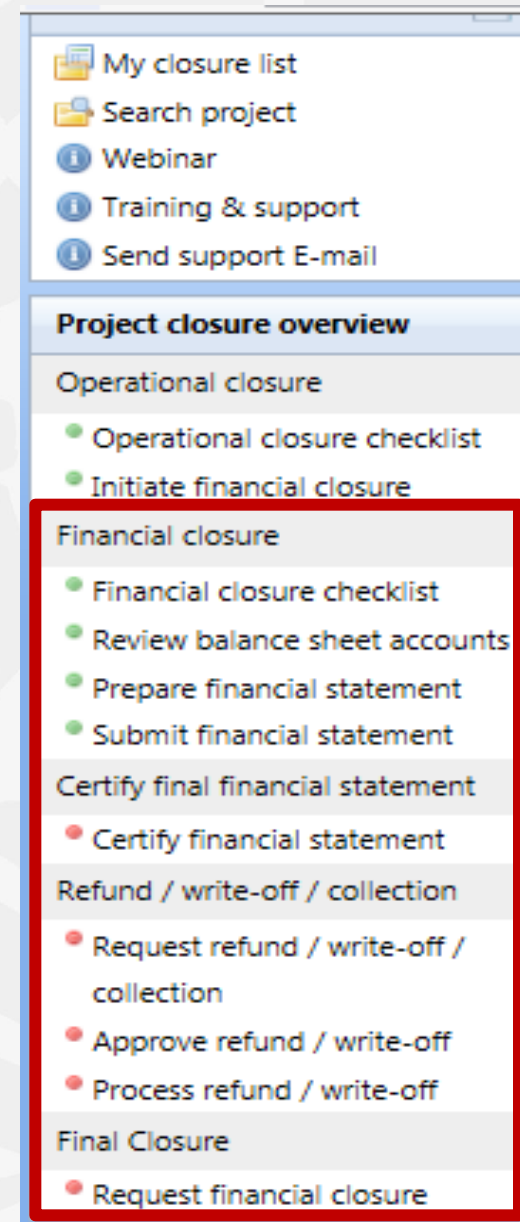
- Refund/write-off/Collection
- Approve refund/write-off
- Process/refund/write off

Financially Freeze (Z)

c) Final Closure

- Request Financial Closure

Financially Closed (F)



My closure list

- Search project
- Webinar
- Training & support
- Send support E-mail

Project closure overview

Operational closure

- Operational closure checklist
- Initiate financial closure

Financial closure

- Financial closure checklist
- Review balance sheet accounts
- Prepare financial statement
- Submit financial statement

Certify final financial statement

- Certify financial statement

Refund / write-off / collection

- Request refund / write-off / collection
- Approve refund / write-off
- Process refund / write-off

Final Closure

- Request financial closure

Supporting Guidelines on Knowledge System

- [Engagement Closure](#)
- [Plan Closure](#)
- [Closure Plan](#)
- [Final Stage: Operational Closure](#)
- [Final Stage: Financial Closure](#)
- [Project closure tool](#)
- [Closure Reports](#)
- [Engagement Closure Manager](#)

Thank you!

Questions and queries to projectmanagement@unops.org



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UNOPS Sustainable Project Management Practice Group

**Thank you for your participation and
enthusiasm during the course!**