

A unified view of benefits management/benefits realization management to be integrated into PMI standards

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Appendix 3 Government Body Literature Review

Source	What are the main terms used in relation to benefits realization management, and how are they defined?	Are there any other synonyms used in the document in relation to benefits realization management, (including value) and how are these terms defined / related?	How does the document conceptualise benefits at the project, programme and portfolio level - what differences are highlighted?	What are the key features & themes of benefits realization management identified? – Roles, Documents, Process etc
United Kingdom				
OGC (formerly CCTA, Now Axelos)				
<p>Axelos Common Glossary of Terms & Definitions, Version 1, 2012 (formerly the OGC Glossary of Terms – and so reflected in the publications below).</p>	<p>Benefit – “The measurable improvement resulting from an outcome perceived as an advantage by one or more stakeholders, and which contributes towards one or more organization objective(s)”</p> <p>Benefits Management – “The identification, definition, tracking, realization and optimization of benefits, usually within a programme which can incorporate benefits identified via an MoV study”</p> <p>Benefits Realisation “For projects, the practice of aligning the outcome associated with the project with the projected benefits claimed in the business case.</p> <p>Benefits Realisation Management – not formally defined.</p>	<p>Value – “The benefits delivered in proportion to the resources put into acquiring them.”</p> <p>value ratio – “The ratio between benefits, monetary or non-monetary, and expenditure of resources. A measure of value.”</p> <p>value on investment (voi) – “A measurement of the expected benefit of an investment. Value on investment considers both financial and intangible benefits.”</p> <p>value for money ratio - the ratio of benefits, monetary or non-monetary, to investment made or resources committed. A measure of value for money.</p> <p>Outcomes – note definition of a dis-benefit – “Outcomes perceived as negative by one or more stakeholders”</p> <p>Needs – “The benefits that are either essential or desired from the resources applied to a given project.”</p> <p>Return on investment (ROI) – “A measurement of the expected benefit of an investment. In the simplest sense, it is the net profit of an investment divided by the net worth of the assets invested. See also net present value; value on investment.”</p>	<p>Benefits are seen as resulting from both projects and programs, being managed at all 3 levels – see definitions in first and next column and below.</p> <p>Project management – “The planning, delegating, monitoring and control of all aspects of the project, and the motivation of those involved, to achieve the project objectives within the expected performance targets for time, cost, quality, scope, benefits and risks.”</p> <p>Programme management – “The coordinated organization, direction and implementation of a dossier of projects and transformation activities (i.e. the programme) to achieve outcomes and realize benefits of strategic importance.”</p> <p>Programme – “A temporary flexible organization structure created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits related to the organization’s strategic objectives. A programme is likely to have a life that spans several years.”</p> <p>Portfolio delivery cycle – “One of the two continuous cycles within the portfolio management model containing portfolio management practices related to delivering a portfolio, i.e. management control, benefits management, financial management, risk management, organizational governance, stakeholder engagement, and resource management.”</p>	<p>Benefits Distribution Matrix – “An illustration of the distribution of benefits against dis-benefits across the organization, i.e. the winners and losers in a change.”</p> <p>Benefits Register – “Summary document that contains key information from the benefit profiles.”</p> <p>Benefits review plan – “A plan that defines how and when a measurement of the achievement of the project’s benefits can be made. If the project is being managed within a programme, this information may be created and maintained at the programme level”</p> <p>Benefits Tolerance – “The permissible deviation in the expected benefit that is allowed before the deviation needs to be escalated to the next level of management. Benefits tolerance is documented in the business case.”</p> <p>Business change manager – “The role responsible for benefits management, from identification through to realization, and for ensuring that the implementation and embedding of the new capabilities are delivered by the projects. Typically allocated to more than one individual and also known as ‘change agent’.</p> <p>Clear line of sight – “A technique that seeks to ensure a transparent chain from strategic intent through to benefits realization.”</p> <p>Executive – “The single individual with overall responsibility for ensuring that a project meets its objectives and delivers the projected benefits. This individual should ensure that the project maintains its business focus, that it has clear authority and that the work, including risks, is actively managed. The executive is the chair of the project board. He or she represents the customer and is responsible for the business case.”</p> <p>Organization Portfolio Office – “A type of P3O model that is designed to centrally manage the investment process, strategic alignment, prioritization and selection, progress tracking and monitoring, optimization and benefits achieved by an organization’s projects and programmes on behalf of its senior management.”</p> <p>Portfolio Office – “An office which is established centrally to manage the investment process, strategic alignment, prioritization and selection, progress tracking and monitoring, optimization and benefits achieved by an organization’s projects and programmes on behalf of its senior management.”</p> <p>Senior Responsible Owner – “The single individual with overall responsibility for ensuring that a project or programme meets its objectives and delivers the projected benefits.”</p> <p>Project Executive – “The individual who is ultimately responsible for a project. Their role is to ensure that the project is focused throughout its lifecycle on achieving its objectives and delivering a product that will achieve the forecast benefits.”</p>
<p>OGC - Management of Portfolios (MoP™),</p>	<p>Benefit – “The measurable improvement resulting from an outcome perceived as an advantage by one or more stakeholders.”</p>	<p>Includes references to</p> <ul style="list-style-type: none"> MoV – use of value profiling in assessing strategic alignment 	<p>Benefits result from projects and programs.</p> <p>At a portfolio-level, Benefits</p>	<p>Portfolio-level Benefits Management Framework (similar to programme-level Benefits Management Strategy) encompasses six main elements:</p> <ol style="list-style-type: none"> 1. Benefits eligibility rules including a consistent approach

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<p>London: TSO, 2011.</p> <p>Guidance on benefits management at portfolio-level – in particular Section 7.3 Benefits Management.</p>	<p>Benefits Management – Not formally defined – although it is covered – see penultimate and final columns and note 6 elements of portfolio-level benefits management.</p> <p>Benefits Realization – Not formally defined</p> <p>Benefits Realization Management – Not formally defined</p>	<ul style="list-style-type: none"> • Value as a synonym for benefit • Value management e.g. refers to P3O and the role of the Portfolio Office including: “<i>Adopt value management - active management of the portfolio to optimize value, realize benefits and feed back learning into the investment selection and portfolio prioritization process.</i>” 	<p>Management encompasses:</p> <p>Portfolio definition cycle – “<i>The overriding benefit of the portfolio definition cycle is its focus on providing clarity on the high level scope, schedule, dependencies, risks, costs (and affordability) and benefits of the potential change initiatives - which in turn enables the portfolio governance body to make informed decisions on the composition of the portfolio to optimise strategic contribution</i>” – hence focus on: a consistent approach to benefits categorisation and quantification; and reliable forecasts via reference class forecasting/optimism bias adjustments and independent validation – as a basis for reliable investment appraisal and portfolio prioritisation.</p> <p>Portfolio delivery cycle – benefits management is one of the seven portfolio delivery cycle practices identified. The six main elements of the Portfolio-level Benefits Management Framework are shown in the next column.</p>	<p>to benefits categorisation;</p> <ol style="list-style-type: none"> 2. A Portfolio-level Benefits Realisation Plan; 3. Inclusion of re-appraisal of the benefits case at stage/phase gates and portfolio-level reviews; 4. Effective arrangements to manage benefits post project/programme closure; 5. Clear arrangements for benefits tracking and reporting at a portfolio level including via the portfolio dashboard; and 6. Regular and robust post implementation reviews and feeding lessons learned back into forecasting and the benefits management processes. <p>MoP emphasises the role of benefits in strategic alignment – “<i>aligning change initiatives to strategic objectives can best be achieved via benefits i.e. by expressing the benefits anticipated from change initiatives in terms consistent with the organization’s strategic objectives and targets</i>”</p> <p>Roles</p> <ul style="list-style-type: none"> • Portfolio Direction Group or Investment Committee – Agree the Portfolio Management Framework and processes in the portfolio definition cycle; “<i>Undertake regular portfolio-level reviews to assess progress and confirm that the portfolio remains on course to deliver the desired strategic benefits and outcomes</i>” • Portfolio Progress group or Change Delivery Committee – “<i>responsible for monitoring portfolio progress and resolving issues that may compromise delivery and benefits realization</i>”; “<i>Monitor and approve changes to the benefits forecast</i>” • Portfolio Benefits Manager – “<i>The Portfolio Benefits Manager ensures that a consistent ‘fit for purpose’ approach to benefits management is applied across the portfolio and that benefits realization is optimized from the organization’s investment in change.</i>” <p>Portfolio-level documentation</p> <ul style="list-style-type: none"> • Benefits Management Framework: “<i>To provide a framework within which consistent approaches to benefits management can be applied across the portfolio.</i>” • Benefits Realisation Plan: “<i>To summarise the benefits forecast to be realized in the year ahead and so provide a clear view of the planned returns from the organization’s accumulated investment in change.</i>” and “<i>To provide a baseline against which to assess the benefits actually realized.</i>” • Benefits dashboard report: shows – “<i>Latest benefits forecast and realization to date compared with plan.</i>”
<p>OGC - Managing Successful Programmes (MSP®), 2011,</p>	<p>Benefit – “<i>The measurable improvement resulting from an outcome perceived as an advantage by one or more stakeholders, and which contributes towards one or more organizational objective(s).</i>”</p>	<p>Value – “<i>The three E’s can be a starting point when defining and organizing benefits and could lead to further sub-categorization:</i> <i>Economic benefit: A financial improvement,</i></p>	<p>MSP defines a programme as – “<i>A temporary, flexible organization structure created to coordinate, direct and oversee the implementation of a set of related projects and activities in</i></p>	<p>At a programme level, benefits management is one of the 9 governance themes identified by MSP.</p> <p>Documents</p> <ul style="list-style-type: none"> • Benefit profile – “<i>used to define each benefit (and dis-</i>

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<p>London: TSO</p> <p>Guidance on benefits management at program-level – in particular Section 7 Benefits management & 18 Realizing the Benefits</p>	<p>MSP further suggests benefits can be categorised as cashable and non-cashable.</p> <p>Benefits Management – “The identification, definition, tracking, realization and optimization of benefits within an beyond a programme.”</p> <p>MSP states, “best practice is to express benefits in financial terms wherever possible”.</p> <p>Benefits realisation – “Realizing the benefits is the fundamental focus of benefits management. This stage is particularly concerned with implementing the benefits realization plan and the benefit profiles.” <i>Note also reference in final column to the 3 stages of benefits realisation.</i></p> <p>Benefits Realization Management – Not formally defined</p>	<p><i>releasing cash, increased income or the better use of funds</i></p> <p><i>Effectiveness benefit: Doing things better or to a higher standard</i></p> <p><i>Efficiency benefit: Doing more for the same or the same with less”</i></p> <p>Outcome – “The result of change, normally affecting real-world behaviour or circumstances. Outcomes are desired when a change is conceived. Outcomes are achieved as a result of the activities undertaken to effect the change; they are the manifestation of part or all of the new state conceived in the blueprint.”</p>	<p>order to deliver outcomes and benefits related to the organization’s strategic objectives.”</p> <p>and Programme management as – “The coordinated organization, direction and implementation of a dossier of projects and transformation activities (i.e. the programme) to achieve outcomes and realize benefits of strategic importance.”</p> <p>And projects are - ‘A temporary organization that is created for the purpose of delivering one or more business outputs according to a specified Business Case”</p> <p>So the conceptual framework envisaged by MSP is that projects deliver outputs that create capabilities, which are then transitioned (by the programme) into business as usual, so enabling outcomes, which realize benefits, which help achieve corporate objectives (p78). The portfolio is “the totality of an organization’s investment (or segment thereof) in the changes required to achieve its strategic objectives.”</p>	<p><i>benefit) and provide a detailed understanding of what will be involved and how the benefit will be realized”</i></p> <ul style="list-style-type: none"> • Benefits register – “Summary document that contains key information from the benefits profiles” • Benefit management strategy – “defines the approach to realizing benefits and the framework within which benefits realization will be achieved” • Benefits map – “illustrates the sequential relationship between benefits” headings (left to right): Project Output, Capability, Outcome, Benefit, Corporate Objectives. • Benefits realization plan – “used to track realization of benefits across the programme and set review controls” <p>Roles</p> <ul style="list-style-type: none"> • Senior Responsible Owner – “The single individual with overall responsibility for ensuring that a project or programme meets its objectives and delivers the projected benefits.” • Programme Manager – “develops the benefits management strategy, benefits realization plan, ensures capability delivery is aligned to maximise the realization of benefits, and initiates benefits reviews” • Business change Manager – “The role responsible for benefits management, from identification through to realization, and for ensuring that the implementation and embedding of the new capabilities are delivered by the projects. Typically allocated to more than one individual and also known as ‘Change Agent’. Note it is the BCM who is responsible for benefits realization after programme closure. • Programme Office – monitors and reports on benefits realization. <p>Benefits Management Cycle:</p> <ul style="list-style-type: none"> • Identify benefits • Plan benefits realization • Deliver benefits realization • Benefits reviews <p>MSP identifies three stages to benefits realization (as part of the ‘Transformational Flow’): pre-transition, transition and post-transition.</p> <p>“One way to make this ‘ownership’ meaningful is to link benefits realisation to personal performance targets”.</p>
<p>Business Benefits through Programme and Project Management [London: TSO, 2006]</p>	<p>Short book explaining how PRINCE2 and MSP support business benefits realisation (note aligned to previous versions of MSP & PRINCE2).</p> <p>Benefit(s) – “MSP -The quantifiable and measurable improvement resulting from an outcome which is perceived as positive by a stakeholder and which will normally have a tangible value expressed in monetary or</p>	<p>Value management - “A management technique to define the perceived and actual value to the organisation, and then assessing progress and achievements based on this value.”</p>	<p>“Managing the portfolio’ and ‘Managing benefits’ are distinct processes, but they need to work closely together to harmonise the programme objectives with project delivery and benefit realisation.”</p>	<p>“Benefit Profile(MSP) – The complete description of a benefit or dis-benefit”</p> <p>“Benefits Management Strategy (MSP) How the programme will handle benefits management.”</p> <p>Business Change Manager (MSP)</p>

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	<p><i>resource terms. Benefits are expected when a change is conceived. Benefits are realised as a result of activities undertaken to effect the change.</i></p> <p><i>“Benefits management MSP - a continuous management process running throughout the programme. It provides the programme with a target and a means of monitoring achievement against that target on a regular basis.”</i></p> <p><i>“Benefits Realisation PRINCE2 – The practice of ensuring that the outcome of a project produces the projected benefits claimed in the business case.”</i></p>			
<p>Managing Successful Projects with PRINCE2: 2009 Edition London, TSO.</p>	<p>Benefit - the measurable improvement resulting from an outcome perceived as an advantage by one or more stakeholders (P21 and 303)</p> <p>Benefits Realisation - not defined, or the phrase used commonly in the document. Does talk about realising benefits.</p> <p>Benefits management - not used</p> <p>Benefits Realisation Management - not used</p>	<p>Benefits are related to 'why are we doing this?', ensuring what is delivered is consistent with the desired return.(P5)</p> <p>Benefits are related to outputs and outcomes (P21/22).</p> <p>Value is only referred to in terms of value for money.</p> <p>Definitions of benefits-related terms are - Benefits Review Plan - defines how and when measurement of achievement of benefits can be made. Seen as possibly a programme function if there is a programme management level.</p> <p>-Benefits tolerance - deviation allowed before escalation. (P304/305)</p>	<p>Cross reference is made to MSP, and the responsibility for benefits is identified with various roles at the programme level (P218) The comparison of project and programmes identifies that benefits are usually realized after project closure, and are realized during the programme and afterwards.</p>	<p>The Business Owner is responsible for specifying the benefits on which the business case is approved (P28).</p> <p>The Benefits Review Plan is the key document for benefits, from project initiation stage onwards (P235-237)</p>
<p>OGC - Business Benefits through Project Management [London: TSO, 2002]</p> <p>Short book explaining how PRINCE2 supports business benefits realisation.</p>	<p>Benefits – “The positive outcomes, quantified or unquantified, that a project is being undertaken to deliver, and that justify the investment.”</p> <p>Benefits realization – “The practice of ensuring that the outcome of a project produces the projected benefits claimed in the Business Case.”</p> <p>Benefits Management – Not formally defined</p> <p>Benefits Realisation Management – Not formally defined</p>	<p>None noted</p>	<p>Does not distinguish – see definition of the role of the Executive.</p>	<p>Executive = “The single individual with overall responsibility for ensuring that a project or programme meets its objectives and delivers the projected benefits.”</p>
<p>Portfolio, Programme and Project Offices, London: TSO, 2008</p> <p>Includes guidance on benefits roles</p>	<p>Benefit – “The measurable improvement resulting from an outcome perceived as an advantage by one or more stakeholders.”</p> <p>Benefits Management – Not formally defined</p> <p>Benefits realisation – Not formally defined</p> <p>Benefits Realization Management – Not formally defined</p>	<p>None noted.</p>	<p>Portfolio Benefits Management activities by a permanent Portfolio Office</p> <p>“On behalf of relevant governance boards:</p> <ul style="list-style-type: none"> Assess benefits planning and realization across a number of programmes or projects within the portfolio to identify gaps, overlaps 	<p>Senior Responsible Owner - “The single individual with overall responsibility for ensuring that a project or programme meets its objectives and delivers the projected benefits.”</p> <p>P3O Benefits role – “The role provides a benefits-realization support service to programme managers, business managers and business change managers.” Specific responsibilities are defined as:</p> <ul style="list-style-type: none"> “On behalf of the SRO, programme manager and

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<p>within Portfolio, Program and Project Offices.</p>			<p><i>and conflicts and to eliminate double counting in the benefits plan of individual programmes and projects</i></p> <ul style="list-style-type: none"> • <i>Review post-programme/project benefits against strategic investment decisions</i> • <i>Establish and implement benefits-variance escalation process.”</i> <p><u>COE activities (permanent office)</u></p> <ul style="list-style-type: none"> • <i>“Develop standards for benefits management, including processes, templates and tools”</i> <p><u>Programme or Project activities (temporary office)</u></p> <ul style="list-style-type: none"> • <i>“Facilitate agreement of the Benefits Management Strategy between the SRO, Programme Manager and business areas</i> • <i>Facilitate the agreement of the Benefits Profiles between the SRO, Programme Manager and Business Change Managers</i> • <i>Facilitate agreement of the Benefits Realization Plan between the SRO, Programme Manager and business-area business change managers</i> • <i>Track benefits realization on behalf of the business, collating benefits data for reporting purposes.”</i> 	<p><i>business change manager, lead benefits and dis-benefits identification activities.</i></p> <ul style="list-style-type: none"> • <i>Develop and maintain an Outcome Relationship Model/Programme Benefits Map.</i> • <i>Facilitate agreement of the Benefits Management Strategy between the SRO, programme manager and business change managers.</i> • <i>Facilitate the agreement of the Benefits Profiles between the SRO, programme manager and business change managers.</i> • <i>Facilitate agreement of the Benefits Realization Plan between the SRO, programme manager and business change managers.</i> • <i>Establish the infrastructure required to implement the Benefits Management Strategy.</i> • <i>Track and report on the realization of benefits by the business.</i> • <i>Work with the business managers or business change managers to identify additional opportunities for benefits realization.</i> • <i>Work with the business managers or Business Change Managers to minimize any dis-benefits.</i> • <i>Assess change the impact of change requests for their potential effect on benefits realization.</i> • <i>Assist the SRO in leading benefits reviews.</i> • <i>Regularly review and improve the effectiveness of benefits management arrangements.</i> • <i>Assess benefits planning and realization across a number of programmes or projects to identify gaps, overlaps and conflicts and eliminate double counting in the benefits plans of individual programmes and projects.</i> • <i>Provide scrutiny of a Business Case from a business perspective.”</i> <p>Benefits Management Strategy Benefits Realization Plan Benefits Map Benefits Profiles Outcome Relationship Model Benefits database/spreadsheet Radar (spider) diagrams for reporting benefits</p>
<p>P3M3® Maturity Assessment</p> <p>Includes benefits management maturity assessments at project, program and portfolio levels.</p> <p>The extracts included in</p>	<p>No Definitions noted – see Common Glossary terms above.</p>	<p>None noted.</p>	<p>The P3M3 descriptions of benefits management at levels 1 to 5 at the project, programme and portfolio levels are shown at the end of this table – Attachment 1.</p>	<p>The P3M3 descriptions of benefits management at levels 1 to 5 at the project, programme and portfolio levels are shown at the end of this table – Attachment 1.</p>

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<p>Managing Benefits 1st edition were from the OGC version and are shown in attachment 1 below.</p>				
<p>Gateway review guidance</p> <p>Guidance includes coverage of benefits at each gate review including Gate 5 – Operations Review and Benefits Realisation. I have confirmed that this guidance is still current (although an update is due) – also see most recent guidance on benefits to assessors shown under Cabinet Office guidance below.</p>	<p>No Definitions noted – see Common Glossary terms above.</p> <p>Summary description of benefits coverage at each gateway review is shown in Attachment 2 below.</p>	<p>None noted.</p>	<p>Not addressed.</p>	<p>Summary description of benefits coverage at each gateway review is shown in Attachment 2 below.</p>
<p>Management of Value, London: TSO, 2010.</p> <p>Focuses primarily on 'value' from the perspective of the Value Management discipline (based on the techniques of value analysis and value engineering used in construction and manufacturing), but also includes references to benefits and</p>	<p>Benefit – “A measurable improvement resulting from an outcome perceived as an advantage by a stakeholder.”</p> <p>Benefits Management – “The identification, definition, tracking, realization and optimization of benefits, usually within a programme which can incorporate benefits identified via an MoV study.”</p> <p>Benefits Realization – “For projects, the practice of aligning the outcome associated with the project with the projected benefits claimed in the business case”</p> <p>Benefits Realization Management – Not formally defined</p>	<p>Value – “the benefits delivered in proportion to the resources put into acquiring them.”</p> <p>Value Satisfaction of needs (benefits) Use of resources (expenditure)</p> <p>Value for money ratio – “the ratio of benefits, monetary and non-monetary, to investment made or resources committed. A measure of value for money”</p> <p>Management of value & value management – “A systematic method to define what value means for organizations, and to communicate it clearly to maximise value across portfolios, programmes, projects and operations.”</p> <p>Needs – “The benefits that are either essential or desired from the resources applied to a given project.” also</p> <p>Requirements – “A description of the user’s needs”. So it appears that requirements</p>	<p>“In the context of MoV, portfolios reflect the organization’s strategic objectives and set the agenda for the programmes that deliver the objectives, which, in turn, define the projects that deliver the required outcomes. At project level, MoV takes its direction from programme management, who set the agenda for delivering benefits for the organization.”</p> <p>“Some projects may employ a process known as benefits management. This is described in detail in the MSP guide and provides a rigorous process for identifying, modelling, mapping and monitoring the delivery of the benefits expected from a programme or project. It does not, however, provide a ready means of maximising benefits.”</p>	<p>Techniques included – Function analysis, value analysis and value engineering. Also cost-benefit analysis. Also see IVM entry under professional body literature search.</p> <p>Benefits Distribution Matrix “An illustration of the distribution of benefits against dis-benefits across the organization i.e. the winners and losers in a change.”</p> <p>Change manager – “A person who may operate at any level to support benefits realization, focusing on the realization of a particular benefit.”</p>

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cost-benefit analysis.		&needs are seen as synonyms for benefits here.		
OGC (2005) Managing Benefits: An Overview, v1.0 Short 'White Paper' summary of benefits management based on MSP with case studies.	<p>Benefits – “measurable improvements”</p> <p>Benefits Management – “aims to make sure that desired business change or policy outcomes have been clearly defined, are measurable, and provide a compelling case for investment – and ultimately to ensure that the change or policy outcomes are actually achieved.”</p> <p>Benefits Realization – Not formally defined</p> <p>Benefits Realization Management – Not formally defined</p>	<p>Value – “any programme of change requires a constant focus on the intended benefits...if it is to deliver value ... Delivering value begins with defining the expected high-level outcomes before a programme is approved”</p> <p>Outcomes – “are the key to unlocking benefits because they help formulate the answers”</p>	Focus of this guide was on programme management – although it does say, “Effective management of the benefits across several programmes or projects allows management to make strategic adjustments in resources to ensure strategic objectives are being achieved, even when surrounded by change. This control is typically achieved using Portfolio Management...It can also provide an opportunity to re-deploy resources freed up through the efficiencies being delivered, to derive new benefits in flight and to minimise unwanted side effects (dis-benefits)...The identification, tracking and realisation of benefits continues throughout the programme and will probably continue after it has formally closed, when managers with responsibility for operations or service delivery increasingly take on the task of ensuring that the planned benefits are being monitored and optimised.”	<p>Roles The Benefit Owner – “the individual responsible for the realization of a benefit and who agrees the Benefit Profile prepared by the Business Change Manager.” SRO – ‘owns’ the Benefits Management Strategy & Benefits Realisation Plan. “The SRO must assign responsibility to named individuals in the business area with a clear statement of the benefits they are to deliver. These Business Change Managers are responsible for making sure benefits happen and so must have the required accountability, responsibility and control functions. Their role may extend beyond programme closure and must allow for succession planning and transition”</p> <p>Documentation Benefits Management Strategy High-Level Benefits Map – “showing the relationship between end benefits and a series of sequenced intermediate benefits and the enabling benefits that must be achieved first.” Detailed Benefit Profiles – “The purpose of a profile is to describe all aspects of the benefit including ownership and measurement.” Template included. Benefits Realisation Plan Benefits Management Action Plan – “lists the review points, timelines, responsibilities, interdependencies and resource required to achieve benefits in the operational sphere.”</p> <p>Process Benefits identification Optimising the mix of benefits Realising and tracking benefits Reviewing and maximising benefits</p>
OGC Official Product – Bradley, G. (2010) Fundamentals of Benefits Realisation, London: TSO. Linked to MSP. Also includes material from Gerald Bradley's other books – an example of the lines between guidance from government and consultants being blurred.	<p>Benefits management – “the identification, definition, tracking, realization and optimization of benefits, usually within a programme.”</p> <p>Benefits realization management – “the process of organizing and managing, so that potential benefits, arising from investment in change, are actually achieved.”</p> <p>Note: The book argues that the benefits management was in common use “until 2003 when it changed to 'benefit realization management””</p> <p>Consequential benefit – “A benefit arising as a consequence of having achieved a programme objective.”</p> <p>End benefit – “One of a set of benefits which collectively are equivalent to a bounding objective”</p>	<p>Goal – “A general term for the purpose of change, which may be any combination of vision, objectives and benefits.”</p>	<p>Benefits realization management – “is a continuous process running through the whole change lifecycle and should be the central theme of any change initiative, whether applied to the whole portfolio, a programme or a project.”</p> <p>And BRM, “is an extremely powerful process for scoping change at all levels”</p>	<p>Documents Benefits dependency map – “a benefits map with the addition of dependencies – enablers and business changes”. Headings (from left to right: Enabler, Business change, Intermediate benefit, End benefit, and bounding objectives). Benefits distribution matrix – “illustration of the distribution of benefits against disbenefits across the organization ie. the winners and losers in a change” Benefit profile – “the template which contains the comprehensive description of a single benefit, including all its attributes and dependencies.” Benefits realization plan – “a complete view of all the benefit profiles in the form of a schedule.” Benefits map – “A network of benefits, usually linked to one or more of the bounding investment objectives, which maps all the cause-and-effect relationships.”</p> <p>Roles Senior Responsible Owner – “The individual responsible for ensuring that a project or programme of change meets its objectives and delivers the projected benefits.”</p>

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	<p>Intermediate benefits – “Benefits which will occur between the implementation of early changes and the realization of the end benefits.”</p> <p>Benefits – Not formally defined Benefits Realization – Not formally defined</p>			<p>Note – he also sees the Programme manager as, “acting on behalf of the SRO to ensure that the...the planned benefits are actually realized. Specific responsibilities include: The realization of the benefits.”</p> <p>Benefit facilitator – “a centre of expertise for BRM to support programmes and projects with benefits realization yet challenges benefit claims and business cases. The role should be a permanent role within an organization, sitting outside individual programmes and best located in the portfolio office.”</p> <p>Benefit owner – “A person responsible for the realization of a benefit.”</p>
<p>DVLA Change Programme – Benefits Management (2005) https://www.whattheyknow.com/request/147491/response/367458/attach/10/Annex%2019%20CP0019%20DVLA%20Change%20Program%20Benefits%20Management1.pdf</p>	<p>Benefits Management Case study published by the OGC.</p> <p>“DVLA’s <i>Benefits Management</i> approach covers the identification, measuring and tracking of benefits through the project lifecycle and then regular evaluation after go-live...Benefits Management is not about form-filling, it’s a mindset that drives benefits accountability and delivery.”</p> <p>Benefits - Not formally defined Benefits Realization – Not formally defined Benefits Realization Management – Not formally defined</p>	<p>None noted</p>	<p>Not addressed</p>	<p>“The end accountability for delivery of benefits remains with the business”</p> <p>“Programme Management Office was given the responsibility for the Benefits Management process”</p> <p>Benefits Manager Benefits Analyst</p> <p>Benefits Delivery Plan</p>
<p>UK – HM Treasury</p>				
<p>HM Treasury, The Green Book – Appraisal and Evaluation in Central Government</p>	<p>“Benefits realisation management is the identification of potential benefits, their planning, modelling and tracking, the assignment of responsibilities and authorities and their actual realisation.”</p> <p>4 categories of benefit are identified:</p> <ul style="list-style-type: none"> • Financial - Quantitative; • Non-financial - Quantitative; • Non-financial - Qualitative; • Outcomes – Quantitative and Qualitative <p>Cost-benefit analysis - “quantifies in monetary terms as many of the costs and benefits of a proposal as feasible, including items for which the market does not provide a satisfactory measure of economic value”</p>	<p>Outcomes – “the eventual benefits to society that proposals are intended to achieve”</p> <p>Value: benefits – costs (in present value terms)</p>	<p>Not addressed</p>	<p>“Binding guidance” for central government departments and agencies. Issued in 2003 with a, “stronger emphasis on the identification, management and realisation of benefits”. Includes guidance on:</p> <ul style="list-style-type: none"> • Cost-benefit analysis including adjusting for optimism bias (although no benefits adjustments are included) – with the preferred appraisal technique being NPV; • Econometric techniques to value benefits in monetary terms in the absence of market prices e.g. willingness to pay (WTP) or accept (WTA) via revealed preference or stated preference (via contingent valuation and choice modelling techniques); • Use of multi-criteria analysis to take unvalued benefits into consideration • Tracking projects/programs including: <ul style="list-style-type: none"> ○ Projects must “have defined target benefits and outputs” ○ Ownership of the delivery of benefits remains with the programme owner ○ Benefits should be measured, reported and communicated

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HM Treasury Guide: Assessing Business Cases 'A Short Plain English Guide' (from the HMT Green Book webpage)	Not applicable	None noted	Not addressed	<ul style="list-style-type: none"> ○ Forecast benefits are regularly reviewed. ● Conducting post-implementation evaluation. <p>The 5 case Business Case should include the following in relation to benefits:</p> <ul style="list-style-type: none"> ● Strategic Case – should include the main benefits ● Economic Case – the cost-benefit analysis based on NPV ● Management Case - includes: “<i>the detailed plans for delivery and arrangements for the realisation of benefits, management of risk; and post evaluation are recorded.</i>” – and should include a benefits realisation plan and benefits register.
Public Sector Business Cases - Using the Five Case Model. Green Book Supplementary Guidance on delivering public value from spending proposals (2013) This guide includes 253 references to benefits and benefits management.	<p>Note the 'Better Business Case' initiative – supported/promoted by English, Welsh and New Zealand Governments and exam certification scheme from APMG – see refs to equivalent guidance below in Wales and New Zealand.</p> <p>Benefits are categorised as follows:</p> <ul style="list-style-type: none"> ● <i>cash releasing benefits (CRB);</i> ● <i>financial but non-cash releasing benefits (non CRB);</i> ● <i>quantifiable (or quantitative) (QB);</i> ● <i>non quantifiable (or qualitative) benefits.</i> <p>Glossary is included by no benefits terms are included.</p>	None noted	Not addressed – note in final column – assumption is that benefits arise from projects and programmes – “ <i>Policies, strategies, programmes and projects will only achieve their spending objectives and deliver benefits...</i> ”	<p>Includes guidance on cost-benefit analysis, valuing benefits, weighting and scoring non-monetarised benefits, addressing optimism bias and coverage of benefits in each iteration of the business case (Strategic Outline Case [SOC], Outline Business Case [OBC] and Full Business Case [FBC]) etc.</p> <p>The 5 cases included in the business case include:</p> <p>The Management Case – “<i>This section of the business case requires the spending authority to demonstrate that the spending proposal is being implemented in accordance with a recognised Programme and Project Management (PPM) methodology and that there are robust arrangements in place for change management and contract management, the delivery of benefits and the management and mitigation of risk.</i>”</p> <p>Benefits register - This register should also indicate how those benefits are to be realised.</p> <p>“<i>The benefits realisation strategy should set out arrangements for the identification of potential benefits, their planning, modelling and tracking. It should also include a framework that assigns responsibilities for the actual realisation of those benefits throughout the key phases of the project.</i>”</p> <p>Benefits realisation plan</p> <p>“<i>The ultimate responsibility for the delivery of benefits rests with the SRO for the project.</i>”</p> <p>“<i>Ownership of the delivery of benefits remains with the programme manager</i>”</p>
HM Treasury (2003) <i>Measuring the Expected Benefits of e-Government</i> , August, V1.4. Available at:	No definition of benefits related terms	Value – see final column	Not addressed	<p>Another publication examining benefits from e-gov which was a major inter-jurisdictional theme in the period 2002-2006 – see other sources listed below. Includes a 'Checklist of Potential Benefits to Government and Society' and a framework for Customer Benefits:</p> <ul style="list-style-type: none"> ● Monetary [measured by market rates]

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http://ctpr.org/wp-content/uploads/2011/03/HMTGuidelinesVersion1_4.pdf				<ul style="list-style-type: none"> • Non Monetary - Time-based [measured by assigned monetary value of time saved] • Non Monetary - Value-based [measured by willingness to accept/pay and conjoint analysis]
Cabinet Office				
Cabinet Office Major Projects Authority – Assurance of benefits realisation in Major Projects (2015)	<p>Latest guidance on best practice on benefits management in projects, for every stage of a project’s lifecycle – the guidance applies to those undertaking assurance reviews such as gateway reviews (see gateway review benefits guidance above) and includes key questions and ‘areas to probe’ at each review from Project Validation Review through to Gate 5 ‘Operation Review and Benefits Realisation’ and Post Assessment Review.</p> <p>No glossary of terms so:</p> <p>Benefits – Not formally defined Benefits Management – Not formally defined Benefits Realization – Not formally defined Benefits Realization Management – Not formally defined</p> <p>Aside from - “Best practice <i>benefits management</i> process spans five different inter-related stages...3: identification, valuation, planning, realisation and review” (“Adapted from APMG’s suggested approach in “Managing Benefits” by Steve Jenner, 2012.”)</p>	None noted.	<p>Includes the following – “<i>Within traditional project management practice, projects deliver outputs/products while programmes combine the outputs / products delivered by these projects to deliver a desired outcome in BaU (which then enables the delivery of benefits)</i>”</p> <p>At a portfolio-level, “At a high level the MPA requests that project benefits be categorised at the level of benefits recipient: government, private-sector partner or UK public.” These are then split into financial (cash releasing and non-cash releasing) and non-financial sub-categories. This framework – “<i>should be used where possible, but this gives a minimal standard applicable across the entirety of the Government’s portfolio.</i>”</p>	<p>Business Case – for quantification and valuation Benefits Management Strategy Benefits Plan Benefits Realisation Plan Departmental Benefits Management Frameworks Benefits Map – suggests the following headings (left to right): ‘Project output’, ‘Enabling Changes’, ‘Intermediate benefits’, ‘End benefits’, ‘Strategic objective’. Benefits dependency map Benefits register</p> <p>Benefits owners</p>
Government Major Projects Portfolio - SRO Appointment letters (2015) – signed by MPA Chief Executive, Departmental Permanent Secretary, and the SRO New formal appointment letters for SROs of projects/programmes included in the Major Projects Portfolio including specific responsibility for	Terms not formally defined.	None noted	Not applicable	<p>Appointment letter for SROs spells out their responsibility for benefits realization including:</p> <p>“Proposed changes to the project scope which impact on this intent or benefits realisation must be authorised by the Programme Board and Ministers and may be subject to further levels of approval.”</p> <p>SROs are personally responsible for:</p> <ul style="list-style-type: none"> • “Deliver the agreed outcomes and benefits; • Build strong and effective relationships with key stakeholders, justifying their trust and retaining their confidence, and obtain their commitment to benefits realisation.” <p>“Ensure that the project meets its objectives and delivers the projected benefits:</p> <ul style="list-style-type: none"> • Gain agreement to the project objectives and benefits amongst stakeholders, including Ministers where appropriate; • Ensure the strategic fit of the project objectives and

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benefits realisation.				<p><i>benefits;</i></p> <ul style="list-style-type: none"> • <i>Agree a clear and simple approach to performance management and monitor delivery of the objectives and benefits, taking appropriate action where necessary to ensure their successful delivery.”</i> <p>“<i>Manage formal project closure....</i></p> <ul style="list-style-type: none"> • <i>Ensure a plan for both long term benefits realisation and on-going sustainability is agreed with key stakeholders as part of the process of moving the project to “business as usual”.</i>”
Cabinet Office, Office of the Third Sector (2009) <i>A guide to Social Return on Investment</i> . Available at: http://socialvalueuk.org/what-is-sroi/the-sroi-guide	Glossary does not include any benefits-related terms.	None noted	Not addressed	SROI was developed from social accounting and cost-benefit analysis – expands on the Green Book in including social and environmental costs and benefits in the cost-benefit appraisal and post initiative evaluation. The main similarity between SROI and the Green Book is that they both use money as a proxy for costs and benefits arising from an investment, activity or policy.
Kelly, G., Mulgan, G. and Muers, S. (2002) <i>Creating Public Value An analytical framework for public service reform</i> , Strategy Unit, Cabinet Office.	Note links to Mark Moore’s work in the US on ‘public value’ and other publications such as the OECD project funded by Foley shown below. Benefits – Not formally defined Benefits Management – Not formally defined Benefits Realization – Not formally defined Benefits Realization Management – Not formally defined	Public value i.e. outcomes, services and trust. “ <i>Public value refers to the value created by government through services, laws, regulation and other actions. The value added by government is the difference between these benefits and the resources and powers which citizens decide to give to their government.</i> ”	Not addressed	Nothing noted.
National Audit Office				
Delivering Major Projects (2015) Briefing for the PAC. i.e. a relatively recent indication as to whether any of the above guidance has actually made a positive difference.	No definition of terms.	Not noted.	Note conclusions reached in next column re effectiveness of benefits management at initiative level and non-inclusion of benefits data at a portfolio-level.	<p>Findings include: “<i>Measuring costs and benefits – departments often could not track costs and benefits or measure the impact of their projects...There are two dimensions to measuring success in a project: whether the project was delivered on time, to budget and to scope; and whether the project achieved its objectives, usually expressed as benefits. Departments do not report against these measures consistently. Where departments measure performance, they generally emphasise how efficiently they delivered the output to time and cost and even then this is problematic as performance is often measured against early estimates, which are not robust and based on an incomplete understanding of the scope of the project. Departments often overlook whether the project has realised the intended benefits.</i>”</p> <p>Departmental data on benefits realisation is poor</p> <p><i>2.17 If projects do not deliver their intended benefits they are</i></p>

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				<p><i>unlikely to have provided value for money. The Authority collects information but does not report on projects' progress towards achieving intended benefits as these data are not included in the scope of the Cabinet Office's transparency policy.</i></p> <p><i>2.18 Departments are responsible for monitoring whether projects realise their intended benefits once they are completed. We have reported in the past that they often do not do this. One issue is that of accountability as often those responsible for delivering a project are not those who will be monitoring the project once it is complete, or accountable for the end-user benefits, which can span decades into the future."</i></p> <p><i>The MPA, "has recognised that assessing whether projects have realised their benefits is an area of weakness in project delivery."</i></p>
<p>NAO (2006) Delivering Successful IT-enabled business change.</p>	<p>Benefits – Not formally defined Benefits Management – Not formally defined Benefits Realization Management – Not formally defined</p> <p>Benefits realisation – <i>"Realising the benefits projected in the business case – usually new, more effective or more efficient services – and achieving return on investment."</i></p> <p><i>"Benefits realisation is an ongoing process that begins at the earliest stage of any change programme. Organisations must understand what they are trying to achieve and the costs and benefits of achieving it, and put in place measures to determine that the benefits have been realised. Otherwise, there is no obvious driver to push and promote the purpose of the planned business change."</i></p>	<p>None noted</p>	<p>Not addressed</p>	<p>Includes lessons learned and case studies of success in relation to benefits realisation. 3 key and recurring themes in successful programmes and projects were noted including: <i>"understanding of the importance of determining at the outset what benefits they were aiming to achieve and, importantly, how programmes and projects could be actively managed to ensure these benefits were optimised."</i></p> <p><i>"Successful change programmes:</i></p> <ul style="list-style-type: none"> • <i>sold the benefits to users;</i> • <i>won the support of wider stakeholders; and</i> • <i>continued to optimise the benefits after completion of the programme or project."</i> <p>But... <i>"only five per cent of all Gateway Reviews are Gate 5 Benefits Evaluation Reviews, a percentage that has increased little since 2002-2004"</i></p> <p>SRO – <i>"Every major IT change programme or project should have a Senior Responsible Owner (usually a Senior Civil Servant) to take overall responsibility for making sure that the programme or project meets its objectives and delivers the projected benefits. Key tasks include developing the business case, monitoring and liaising with senior management on progress and risks to delivery."</i></p> <p>But... <i>"While our case studies demonstrate clearly the benefits of strong leadership and direction exercised by experienced and skilled individuals, the results of our survey of Senior Responsible Owners across government show that half are in their first "SRO" role and around half spend less than 20 per cent of their time on the role."</i></p>
<p>NAO (2009) Helping Government Learn - Includes</p>	<p>Benefits – Not formally defined Benefits Management – Not formally defined Benefits Realization Management – Not formally defined</p>	<p>None noted</p>	<p>Not addressed</p>	<p>Report notes, <i>"Gateway Reviews are considered by departments to be effective in providing external challenge and input to project and programme delivery efforts. However, the process is inconsistently applied across</i></p>

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lessons learned regarding benefits realisation.	Benefits realisation – Not formally defined			<i>departments. Gate 5, for example, which assesses whether the benefits of a programme or project are being fully realised, are only applied by 20 per cent of departments. Without examining the realisation of benefits, the likelihood is that lessons are not being properly identified and, therefore, not shared. OGC is also aware that Government departments are not systematic enough in completing post-implementation reviews on projects or programmes that have gone particularly well, or badly. “</i>
Welsh Government				
Delivering Public Value From Spending Proposals - Green Book Guidance On Public Sector Business Cases Using The Five Case Model, Oct 2012	Similar guidance to that issued by HM Treasury and by the NZ Treasury – part of the BBC initiative led by the UK Treasury, Welsh and NZ governments. See detailed entry above under UK HM Treasury – this is essentially the same guidance re-badged as Welsh Govt guidance.	None noted	Not addressed	See comments above under entry for very similar guidance from HM Treasury.
Northern Ireland				
Department of Finance & Personnel - https://www.dfpni.gov.uk/articles/programme-and-project-benefits-management#c-2 Guidance on business cases, cost-benefit appraisal and programme and project benefits management – broadly based on MSP and PRINCE2 and also reference APM.	<p>“A <i>benefit</i> can be defined as the positive consequences of change. More formally, the former Office of Government Commerce defined a benefit as: “A quantifiable and measurable improvement resulting from an outcome which is perceived as positive by a stakeholder and which will normally have a tangible value expressed in monetary or resource terms. Benefits are realised as a result of activities undertaken to affect change.”</p> <p>“<i>Benefits management</i> involves identifying, planning, measuring and tracking benefits from the start of the programme or project investment until realisation of the last projected benefit. It aims to make sure that the desired benefits are specific, measurable, agreed, realistic and time bounded. The term <i>benefits management</i> is often used interchangeably with the term <i>benefits realisation</i>.”</p>	None noted	<p>“Benefits management should be undertaken by both programmes and projects. The actual process is largely the same for both, but often the context for meaningful benefit realisation as part of a large change initiative will be at the programme level. The programme provides a framework within which its projects can be managed and aligned so that benefits realisation can be planned and realised at the optimum level. In keeping with the general approach to best practice, the level of detail and time and effort expended should be commensurate with the overall cost and importance of the enterprise. Additional work is often required at the outset, but this should mean that the longer term consequences of unresolved issues and deferred decisions can be kept to a minimum.”</p>	<p>4 stages of benefits management:</p> <ol style="list-style-type: none"> 1. Identifying and structuring benefits 2. planning benefits realisation 3. realising and tracking benefits 4. evaluation of benefits <p>Benefits Maps – with headings for enablers, intermediate and end benefits.</p> <p>“The <i>Senior Responsible Owner</i> for the change programme or project is ultimately responsible for the management and delivery of business benefits.”</p> <p>Also refers to MSP approach re BCMS etc.</p>
Europe				
Germany Wibe framework http://wibe-tco.com - claims to be “the recommended official framework for	A multi-criteria framework for investment appraisal/economic efficiency assessment of ICT projects that encompasses assessment of monetary (quantitative) and non-monetary (qualitative) impacts as follows: <ul style="list-style-type: none"> • Monetary economic efficiency [WiBe KN] – development and operating costs and 	None noted	Not addressed	Note webpage refers to, “Future benefits don’t come easy (if at all), that’s where <i>benefits realisation management</i> comes into focus: It is the definition, planning, structuring and actual realisation of the benefits of an ICT improvement project or a business change project. Thus it’s a very good idea to accompany an economic efficiency assessment like WiBe with a specific benefits realisation planning.”

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<p><i>the German Public Administration</i>” and to be widely used at federal, state and municipal levels in Germany.</p> <p>Brief review only</p>	<p>benefits expressed in NPV terms.</p> <ul style="list-style-type: none"> Extended economic efficiency – non-monetary factors including: <ul style="list-style-type: none"> Urgency of the measure (e.g. replacement of the existing system) – [WiBe D]. Assessed using 11 weighted criteria, including the stability and flexibility of the current system and compliance with the law. Qualitative strategic importance (the benefits to be realized by the proposed new system) – [WiBe Q]. Assessed using 13 weighted criteria, including impacts on strategy, task fulfilment, staff and job performance. Economic efficiency from an external point of view focusing on the benefits to other institutions, companies and to the user/citizen – [WiBe E]. Assessed using 11 weighted criteria, including user friendliness and any direct economic gain to the user. <p>See definition of BRM in final column.</p>			
Canada				
<p>Outcome Management as promoted by the Treasury Board Secretariat - http://www.tbs-sct.gc.ca/hgw-cgf/oversight-surveillance/itp-m-itgp/pm-gp/index-eng.asp</p>	<p>Benefit: “Direct and indirect positive consequences resulting from an action. Includes both financial and non-financial information.”</p> <p>Benefits Management – Not formally defined Benefits Realization – Not formally defined Benefits Realization Management – Not formally defined</p>	<p>Outcome Management– “is a strategic approach to ensure that initiatives are designed around departmental and government outcomes and that the intended outcomes are achieved. As Project Management deals with the processes necessary to deliver a capability and/or product within a pre-established time frame and budget, Outcome Management focuses on the processes needed to realize the benefits of each initiative.”</p> <p>Uses “benefits harvesting” as a synonym for benefits realization.</p> <p>Result: “The outcome or impact of an intervention or change. Results can be intended or unintended, as well as positive and/or negative.”</p> <p>Value – see definition of portfolio in next column.</p>	<p>Investment program – “A group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually. Investment programs may include elements of related work outside the scope of the discrete projects in the program.”</p> <p>Project – “An activity or series of activities that has a beginning and an end. A project is required to produce defined outputs and realize specific outcomes in support of a public policy objective, within a clear schedule and resource plan.”</p> <p>Project management – “The systematic planning, organizing and control of allocated resources to accomplish identified project objectives and outcomes.”</p> <p>Portfolio: “A collection of initiatives, programs, or projects.”</p> <p>Program: “A set of initiatives with a broad mandate to deliver value.”</p>	<p>Outcome management extends traditional cost-benefit analysis by identifying hard and soft/intangible benefits and including methods to manage benefits realization.</p>
<p>Also – note the following</p>	<p>Key methods –</p>	<p>Outcome/Results – “What is an Outcome? An outcome (benefit) is the desired</p>	<p>‘Sound project management can only enable a business owner (program) to</p>	<p>Outcome Management Process</p>

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<p>presentation to the OECD E-government meeting 6.2.2006: 'Benefits Realisation: Government of Canada Experience' – also see entry below for the OCED where the conclusions of the Paris meeting are shown.</p>	<ul style="list-style-type: none"> 'Enhanced Management Framework' developed by TBS in 1996 and includes cost-benefit analysis of proposals and gating progress reporting; and 'Outcome Management' – which applies beyond ICT projects. <p>Benefits – Not formally defined Benefits Management - Not formally defined Benefits Realization – “the pre-planning for, and ongoing management of benefits promised to be enabled by the successful implementation of an IT/IM or e-government project” Benefits Realization Management – Not formally defined</p>	<p>result of an initiative undertaken to meet a need or solve a problem. Outcomes are final results supported by intermediate outcomes (benefits milestones)”</p> <p>Value – see OM documentation referred to in final column.</p> <p>Enhanced Management Framework (EMF) – “an integrated management model that includes processes and key practices designed to ensure that government information technology projects fully meet the needs of the business functions they are intended to support, deliver all expected benefits and are completed on time, on budget and on scope.”</p> <p>Outcome Management – “a set of methods, processes, tools and techniques for planning, selecting, managing and realizing results and benefits.”</p> <p>Note OM focuses the outcomes/results of an initiative or program - on “What problem are we trying to solve?” and “Start with the end in mind”.</p>	<p>realize intended benefits.”</p> <p>“Accountability for the realization of intended benefits must rest with the business function, not with the IT project”</p> <p>Outcome Management can be used at project, program and portfolio level.</p> <p>Portfolio perspective – includes portfolio selection and success = “maximised business value of portfolio”</p>	<p>“Stage 0: Launch Outcome Management – this stage confirms that the organisation is ready to undertake the Outcome Management exercise.</p> <p>Stage 1: Develop Outcome Realization Model – this activity identifies the desired outcomes and establishes the logic of how the outcomes will be realised.</p> <p>Stage 2: Develop Outcome Realization Plan – this stage develops a framework for ensuring that outcomes expected from a project are monitored and reported. It also ensures that the required change is managed successfully.</p> <p>Stage 3: Monitor Delivery of Outcomes – this stage establishes the methods and activities required to monitor the progress of the project and re-affirm the logic of how outcomes will be realised.</p> <p>Stage 4: Realize and Optimize Outcomes – this final stage establishes the governance structure, identifying the roles, responsibilities and accountabilities towards realising outcomes. It focuses on achieving or harvesting outcomes, and looking for ways to meet or exceed anticipated targets.”</p> <p>Encompasses cost benefit analysis as well as recognition of 'hard' and 'soft' benefits.</p> <p>Documents of Outcome Management include: Outcomes maps, outcome registers, value cases, value assessments, and value graph.</p>
<p>United States of America</p>				
<p>Program Management Improvement and Accountability Act of 2015 (PMIAA) – builds on the Federal Information Technology Acquisition Reform Act (FITARA) 2014.</p> <p>Also in relation to Defence – the Senate version of the fiscal 2016 National Defence Authorization Act requires program management</p>	<p>Requires:</p> <ul style="list-style-type: none"> Adoption of government-wide standards for program and project management (Note in this regard the PMI White Paper - Using PMI Standards Framework to Improve U.S. Federal Government Capital Investment outcomes (March 2015)) https://www.pmi.org/-/media/PDF/learning/using-pmi-standards-framework-capital-investment.ashx) Establishment of a federal program mgt job series along with improved training and accreditation; and A Program Management Policy Council with oversight of high risk programs. <p>But no references to benefits/benefits realization/benefits management have been found.</p>	<p>None noted</p>	<p>Not addressed</p>	<p>Not addressed</p>

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improvements inc developing dept-wide standards for program and project management.				
Circular No. A-94 Revised The White House https://www.whitehouse.gov/omb/circulars_a094/ . This was issued in 1992 but appears still to be current – it is on the White Office website.	Provides, “ <i>general guidance for conducting benefit-cost and cost-effectiveness analyses.</i> ” i.e. appears similar to HMT Green Book i.e. focus on using cost-benefit analysis to inform investment appraisal and decision-making – including guidance on social costs and benefits; valuing benefits using willingness to pay techniques in the absence of market prices; choice of discount rate to determine NPV etc.	None noted – aside from value which is used in the sense of assigning a monetary value to costs and benefits.	Not addressed	Benefits management not addressed.
Government Performance and Results Modernization Act of 2010	No reference to benefits.	None noted	Not addressed	No specific mention of benefits or benefits management was noted – but such legislation prescribes a performance management regime encompassing: setting goals; measuring results; and reporting progress. So may be considered as consistent with a planned approach to benefits realisation from projects and programs.
Government Performance and Results Act of 1993	No reference to benefits – aside from cost-benefit appraisals.	None noted	Not addressed	No specific mention of benefits or benefits management was noted aside from 3 references to cost-benefit analysis – but such legislation prescribes a performance management regime encompassing: setting goals; measuring results; and reporting progress. So may be considered as consistent with a planned approach to benefits realisation from projects and programs.
Office of Management and Budget (OMB) 2014, Circular No. A-11: Preparation, submission, and execution of the budget.	Appdx J Costs and Benefits . This section emphasizes that the asset should be justified primarily by benefit-cost analysis. It also refers to Circular A-94 – see above.	None noted	Not addressed	No specific mention of benefits or benefits management was noted aside from references to cost-benefit analysis.
Government Accountability Office (GAO) (2011). Information technology: Critical success factors underlying successful major acquisitions.	No reference to benefits.	Value – references to the Clinger-Cohen Act 1996, “ <i>the act requires agency heads to implement a process to maximize the value of the agency’s IT investments</i> ”	Not addressed	“ <i>Federal IT projects too frequently incur cost overruns and schedule slippages while contributing little to mission-related outcomes. Given the size of these investments and the criticality of many of these systems to the health, economy, and security of the nation, it is important that federal agencies successfully acquire these systems—that is, ensure that the systems are acquired on time and within budget and that they deliver the expected benefits and functionality.</i> ”
National Electronic	White paper examining trends in approaches adopted to justifying e-gov projects. The paper	None noted	Not addressed	Approaches adopted included: <ul style="list-style-type: none"> • “<i>Arizona and Iowa, use a mathematical formula to</i>

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<p>Commerce Coordinating Council (2002) ROI Lessons Learned for E-Commerce or E-Government Projects, Exposure Draft, December 5, 2002.</p>	<p>notes that customer benefits fall in terms of three categories:</p> <ul style="list-style-type: none"> • “customer convenience (availability of 24/7/365 access); • improved customer service (customers can perform simple transactions on their own through self-service options and free up staff time for value-added service to customers); and • increased access to more and better information” <p>Lessons learned – success depends on:</p> <ul style="list-style-type: none"> • “Significant User Involvement in Project Planning and Implementation • Top Management Sponsorship to Business Process Change • Use of Economic Business Cases • Education and training • Robust and continuous change management” 			<p>calculate ROI, while other states, including Iowa, assign a point value for a project’s percentage ROI.</p> <ul style="list-style-type: none"> • Tennessee develops a cost/benefit analysis of only “hard dollar” values such as increased agency revenue and/or decreased costs. Tennessee’s model subtracts a project’s cumulative costs from its cumulative benefits to determine overall value. • Utah has implemented an online planning tool to assist agencies in calculating ROI • Pennsylvania outsources ROI or Total Cost of Ownership (TCO) analysis for certain high-profile projects. • New Mexico provides for a periodic review of intangible benefits to see if a once intangible benefit has become tangible and hence, more quantifiable. • New Mexico and Tennessee also categorize benefits according to whether they enhance services or revenues or whether they are quantifiable or non-quantifiable.”
<p>Intergovernmental Advisory Board, Federation of Government Information Processing Councils (May 2003) ‘High Payoff in Electronic Government Measuring the Return on E-Government Investments’</p>	<p>Another study of the benefits of e-government. Concludes that such benefits can be represented in 5 categories:</p> <ol style="list-style-type: none"> 1. Financial: reduced costs of government operations/enhanced revenue collection 2. Economic development 3. Reduced redundancy: Consolidating and integrating government systems 4. Fostering democratic principles 5. Improved service to citizens and other constituencies. <p>Benefits- Not formally defined Benefits Management - Not formally defined Benefits Realization- Not formally defined Benefits Realization Management – Not formally defined</p>	<p>Value – “We found payoff defined in many non-financial ways. Public service functions can have immense value in terms of delivering services to citizens, law enforcement, public safety and health. That value may or may not be reflected in financial results.”</p>	<p>Not addressed</p>	<p>Nothing noted.</p>
<p>CIO Council (2002) Value Measuring Methodology – How-To-Guide. Approved by the CIO Council Best Practices Committee https://cio.gov/wp-</p>	<p>Benefit – “A term used to indicate an advantage, profit, or gain attained by an individual or organization (Source: GAO)”</p> <p>Benefits realization – Not formally defined Benefits Management – Not formally defined Benefits Realisation Management – Not formally defined</p>	<p>Value – see final column</p>	<p>Not addressed</p>	<p>A methodology to be applied to investment appraisal of ICT initiatives. The following summary is from Managing Benefits: “Booz Allen Hamilton, in association with Harvard University’s Kennedy School of Government, undertook a study sponsored by the Social Security Administration and the General Services Administration. The objective was to identify a methodology for measuring the value of e-government initiatives unaccounted for by traditional cost-benefit and return-on-investment methodologies. The findings, which were published in 2002, concluded, “The full value of an e-service must be measured from multiple perspectives ... it cannot be captured in a single internal</p>

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<p>content/uploads/downloads/2012/11/ValueMeasuring_Methodology_HowToGuide_Oct_2002.pdf</p> <p>Of historical interest but not current. It was primarily focused on capturing the full benefits from ICT i.e. a useful insight into ways in which assessments of social value can be combined with more traditional cost-benefit analysis. Links to the DVAM Australia and the more recent SROI in the UK.</p>				<p><i>financial metric (i.e. ROI).“The Federal Government developed the approach further and published revised guidelines, incorporating the lessons learned from applying the approach in practice, in a ‘Highlights’ document and ‘How-To Guide’. The resulting Value Measuring Methodology (VMM) is based on consideration of five value factors, encompassing both tangible and intangible benefits, cost and risk. The five value factors are:</i></p> <ol style="list-style-type: none"> 1. <i><u>Direct User (Customer) value</u> – benefits directly realized by users or multiple user groups: for example, time saved, more convenient service delivery/access etc.</i> 2. <i><u>Social (non-direct user/public) value</u>– benefits related not to direct users but to society as a whole: for example, improved trust in government, participation, and inclusiveness. Measures for aspects of social value were identified and prioritized based on consultation with representative groups.</i> 3. <i><u>Government operational/foundational value</u> – improvements realized in current government operations and processes, or those that lay the groundwork for future change initiatives: for example, enterprise architecture and improved infrastructure.</i> 4. <i><u>Government financial value</u> – financial benefits that have a direct impact on organizational (government service provider) and other federal government budgets via increased revenue, reduced costs or costs avoided.</i> 5. <i><u>Strategic/political value</u> –benefits that move an organization, and government as a whole, closer to achieving its strategic goals and mission.</i> <p><i>The value factors were prioritized by allocating weightings, reflecting senior management’s priorities and the relative importance of each factor to the organization. In each case, sub-criteria and quantifiable performance measures were identified and prioritized. Normalized scales were used, allowing objective and subjective measures of value to be combined into a single decision metric. It should also be noted that a ‘bang for your buck’ assessment was accommodated by dividing the resulting value score by the cost, so enabling the value for money of different options to be appraised.”</i></p>
<p>Australian Federal Government</p>				

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<p>Assurance Review Process – lessons learned: Benefits Realisation Management, July 2012 http://www.finance.gov.au/publications/gateway-publications/docs/Benefits_Lessons_Learned_flyer.pdf - lessons learned report arising from the Australian Govt's Assurance Review Process.</p> <ul style="list-style-type: none"> Benefits Management Strategy template – from www.finance.gov.au/publications/gateway-publications/docs/Benefits_Management_Strategy_Template.doc 	<p>“Benefits – the measurable improvement resulting from an outcome which is perceived as an advantage by one or more stakeholders, which contributes towards one or more organisational objectives.” From MSP</p> <p>“Expected benefits should be linked to the strategic objectives of the agency”</p> <p>“Benefits management provides agencies with a way to track and maximise the achievement of benefits from the investment.”</p> <p>“The Government seeks to achieve benefits for the Australian community primarily through programs delivered by agencies. The improvements that these programs introduce can be quantified as benefits. Benefits can be thought of as falling into one of three broad categories:</p> <ul style="list-style-type: none"> Improved delivery and effectiveness of government services (e.g. via policy design); Reduced cost – those benefits that reduce cost or avoid additional cost into the future (e.g. through efficient program design and agency productivity and efficiency); and Increased revenue – those benefits that bring in revenue to an agency by collecting a levy or a tax.” <p>Also refers to: Expected benefits Interim benefits</p> <p>Benefits realisation – “the process of realising benefits, which includes actively measuring, tracking and recording benefits during the period of benefits realisation”</p> <p>Benefits Realisation Management – defined as the processes of: “EXECUTING THE BENEFIT REALISATION PLAN & REVIEWING AND EVALUATING BENEFIT REALISATION”</p>	<p>Harvesting benefits – “management of benefits will be transferred into the agency for long term harvesting, bearing in mind that key benefits are often not realised at the time a program is closed.”</p>	<p>No distinction between projects and programs – see quotes in next column. Portfolios not addressed.</p> <p>Projects and programs deliver outputs – but benefits realisation depends on use of the output and change management processes are required to implement the new ways of working.</p> <p>“A Benefit Map illustrates the relationship between outputs produced from programs, the business changes required to take on the new capability and the achieved outcomes, the intermediate and end benefits anticipated to be realised and lastly, the agency strategic objectives achieved.”</p>	<p>Lessons learned – benefits realisation is maximised where:</p> <ul style="list-style-type: none"> “Benefits are managed strategically and dynamically throughout the program and beyond; Benefits are used in the decision making process allowing the prioritisation of investment decisions, and indicating when a program may be off track; Benefits are a key focus of the Business Case; The New Policy Proposal (NPP) and supporting Implementation Plan sets out the benefits expected from the program; Benefits are measured routinely and are part of normal planning and reporting functions—not regarded as an optional and stand alone exercise; and Benefits are agreed and championed by all stakeholders.” <p>Documents referred to:</p> <ul style="list-style-type: none"> Benefits Management Strategy– template is also provided Benefits Map – uses the following format: (left to right) – Project/Program Output – Business Change – Outcome – Intermediate Benefit – End Benefit – Strategic Objective Benefits profile Benefits Realisation Plan – each benefit should have an ‘owner’ <p>Processes</p> <p>PLANNING THE BENEFITS</p> <p>IDENTIFYING AND MAPPING THE BENEFITS SETTING BENEFIT PRIORITIES BENEFIT PROFILES BENEFIT REALISATION PLAN</p> <p>REALISING THE BENEFITS</p> <p>EXECUTING THE BENEFIT REALISATION PLAN REVIEWING AND EVALUATING BENEFIT REALISATION</p> <p>Also refers to the OGC MSP pre-transition, transition, post-transition model for benefits realisation.</p> <p>Roles identified in the linked Benefits Management Strategy template:</p> <p>SRO– “The Senior Responsible Owner. This is the single individual who has the responsibility for ensuring that the XXX Project/Program meets its objectives and delivers the projected benefits. This is the chair of the BoM.”</p> <p>“Benefits Manager– This is the individual that is responsible within the XXX Project/Program Office for providing the centre of expertise in implementing this</p>

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				<p>strategy, managing the benefit planning information, and ensuring that benefit realisation plan is implemented.</p> <p>Benefit Owners – These are the individuals in the (Agency) who have a direct interest in the benefit being delivered. A good rule of thumb is that these are the individuals who head up the areas whose KPIs will be affected if the benefits are not realised.</p> <p>Business Change Managers – “These are the individuals who are responsible to the Project/Program for managing the required changes in the operational areas, (i.e. after taking on the capabilities being delivered by the Project/Program’s). Also sometimes referred to as Change Agents.”</p> <p>Project/Program Office – “the individuals in the XXX Project/Program Office. Its function is to serve as the information hub for the Project/Program and support the Project/Program Board, Project/Program Manager and Business Change Managers in managing and controlling the delivery of capability and benefits.”</p>
<p>ICT Business Case Guide</p> <p>www.finance.gov.au/sites/default/files/ICT_Business_Case_Guide.doc</p> <p>Brief review only</p>	<p>Guide to Business Case development for ICT projects. States the purpose of the business case includes determining whether:</p> <ul style="list-style-type: none"> “the investment has value, importance and relevance”; and “the organisation has the capability to deliver the benefits” 	<p>Value – see previous and last column &</p> <p>Value “The incidence value is the average value of savings or revenue generated per unit of volume. Where there is no incidence value, it is the total estimated saving or revenue generated.”</p>	<p>None noted.</p>	<p>Includes the following benefits categorisation for ICT projects:</p> <ul style="list-style-type: none"> “End Users – Refers to any external financial impacts on users, other entities and other indirectly affected entities in terms of increased cost savings or increased revenue. Entity Costs and Benefits – Refers to the internal financial impacts on the entity in terms of capital and operating expenditure, savings and costs over a project whole-of-life basis. Qualitative – Refers to non-financial benefits that can be measured including strategic and policy results, governance value and social/service delivery value.”
<p>Finance Circular 2006/01 - Archived guidance on cost-benefit analysis and alternative evaluation methodologies. http://www.finance.gov.au/archive/publications/finance-circulars/2006/01/ Includes Introduction Guide and Handbook to Cost-benefit analysis Brief</p>	<p>No glossary included & no definition of terms noted.</p> <p>Focus is on - Cost-benefit analysis (CBA) “is a method of quantitative economic analysis that is widely used to evaluate existing and proposed projects, programmes and policies, and which can inform decision-making.” Also includes guidance on cost-effectiveness analysis.</p>	<p>Value – in the sense of the monetary value of the costs and benefits identified.</p>	<p>None noted.</p>	<p>Categorises benefits as shown above:</p>

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review only				
<p>NOIE (2003) E-Government Benefits Study, April 2003. Joint study by AGIMO and DMR consulting (Fujitsu)</p> <p>http://www.financ e.gov.au/agimo-archive/__data/as sets/file/0012/16032/benefits.pdf</p>	<p>Glossary does not include any benefits-related terms.</p>	<p>Value – see final column</p>	<p>None noted.</p>	<p>“fully identifying and assessing the primary sources of value of government online programs, including their social value, will require significant effort.” Led on to the Demand & Value Assessment Methodology outlined below.</p> <p>4 Benefits categories were identified:</p> <ul style="list-style-type: none"> • Agency Value/benefits - cost reductions; increased revenues; improved price to output performance (efficiency); improved effectiveness (changing the demand profile for outputs); and improved service or cycle times. • Consumer Financial Value/benefits are - time savings for users; cost savings delivered to citizens; cost savings delivered to businesses; cost savings delivered to intermediaries; revenue generation opportunities for intermediaries, citizens or business; and financial benefits obtained from leveraging improvements in government service levels, integration and effectiveness. • Social Economic Value/social benefits - consist of contributions made by government online services to the quality of life of citizens, businesses and intermediaries that are not easily measured in financial terms; triggers to take action which would not otherwise be made as a result of information that is easier to find and use; information to help in decision making by people, community groups or businesses; and integration of public sector and private sector delivery to increase new business or work opportunities • Governance worth - Contribution to broader government objectives - greater take-up of information and communications technology in the information economy including macro-level improvements in economic, social and technological development; improvements in information availability and more open government; and improvements that support a more democratic government.”
<p>Demand & Value Assessment Methodology, May 2004</p> <p>http://www.financ e.gov.au/agimo-archive/__data/as sets/pdf_file/0004/</p>	<p>Benefit – “An outcome whose nature and value (expressed in various ways) is considered advantageous to an organisation. A program should aim to deliver a number of business benefits. These collectively will add enduring value to the organisation.”</p>	<p>Value - It distinguished between benefits (which it defined as “an outcome whose nature and value ... are considered advantageous to an organisation”) and value (which was seen as “the broader, collective term for the longer term contribution to the business goals and strategies”). So from the perspective of this approach, value = the sum of the 5 benefits</p>	<p>Not addressed – aside from note specific reference to programs in the definition of a benefit and a program is defined as:</p> <p>Program– “A structured grouping of interrelated government online or e-government projects that together, are designed to deliver clearly defined</p>	<p>The Demand and Value Assessment Methodology (D&VAM) was developed for the Australian Government Information Management Office. The Value assessment encompasses five forms of value:</p> <ol style="list-style-type: none"> 1. Agency benefits/value – operating-cost reductions, increased revenue, improved efficiency and productivity savings, improved effectiveness, and improved service or cycle times.

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<p>52438/DAM__and__VAM_Manual.pdf</p> <p>Of historical interest as it derived from DMR (Fujitsu)/J Thorp's work (see practitioner survey), but not current - replaced by the 'ICT Business Case Guide and Tools' – see above.</p>		<p>shown in the final column.</p> <p>Value is formally defined as, "Value is anything that helps an organisation or individual do what they want to do i.e. anything that contributes to the business goals and strategies."</p>	<p>business outcomes / benefits."</p>	<ol style="list-style-type: none"> 2. <u>Strategic value</u> – how well the initiative was aligned with the most important outcomes (and political objectives) for the organization. 3. <u>Consumer financial benefits</u> – time and cost savings, faster payments and revenue generation opportunities for users of a service. 4. <u>Social benefits</u> – including improved quality of life, improved decision-making and more integrated delivery, so increasing business opportunities. 5. <u>Governance value</u> – contribution to broader whole-of-government objectives, including more open and inclusive government (citizen participation), accountability and improved information availability (transparency)."
<p>Queensland</p> <p>Project assurance Framework - Cost Benefit Analysis July 2015</p> <p>https://www.treasury.qld.gov.au/publications-resources/project-assessment-framework/paf-cost-benefit-analysis.pdf</p> <p>Brief review only</p>	<p>Guidance on cost-benefit analysis for investment appraisal purposes. Also includes cost-effectiveness analysis and summary guidance on including financial, social and environmental costs and benefits. i.e. "Cost-benefit analysis is a method used to make decisions about alternative courses of action based on the net welfare gain to the community as measured by criteria such as net present economic value (NPEV) and benefit cost ratio (BCR). Benefits and costs are 'social' in that they are measured irrespective of how they are distributed and they are not limited to actual market transactions. Cost-benefit analysis is particularly relevant to public sector decision making where the costs and benefits of a project are often not reflected in market transactions."</p> <p>No formal definitions noted.</p>	<p>Value – i.e. the monetary value assigned to a cost or benefit.</p>	<p>Not addressed.</p>	<p>Guidance on including financial, social and environmental costs and benefits.</p> <p>Also includes guidance on valuing (i.e. assigning a \$ value to) non-monetary benefits e.g. using techniques such as contingent valuation, willingness to pay etc.</p> <p>Also guidance on presenting qualitative and quantitative benefits.</p>

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<p>Project Assurance Framework - Benefits Realisation, July 2015</p> <p>https://www.treasury.qld.gov.au/publications-resources/project-assessment-framework/paf-benefits-realisation.pdf</p>	<p>Note guidance is on conducting <u>assessment reviews</u> of benefits realisation i.e. equivalent to the OGC Gateway 5.</p> <p><i>“This document provides guidance regarding the range of issues to consider in assessing the benefits realised at the operational stage of a project. The purpose of the Benefits realisation post-project stage is to confirm that the benefits established and defined in the business case are being achieved and that the operational service or asset is running smoothly. This stage assesses the contribution of business change resulting from the project investment in achieving the outcome sought by the agency and the Queensland Government. It is also used to determine lessons learned so that improvements can be made not just for the current project but for future projects.”</i></p> <p>Benefit - Not formally defined Benefits Management – Not formally defined Benefits Realization – Not formally defined Benefits Realization Management – Not formally defined</p>	<p>None noted</p>	<p>Not addressed</p>	<p>Process includes assessing – <i>“a succession plan to handover any benefits management plans, supporting benefit profiles and reporting responsibilities to the appropriate business owner”</i></p> <p>Benefits Management Plan – <i>“providing an overview and summation of the profiled benefits and how they would be measured and supported. Over the lifecycle of the project, this benefits management plan should have been refined and refreshed to reflect continuing change management activities”</i></p> <p>Benefit profiles – <i>“Supporting the benefits management plan are benefit profiles outlining all aspects of the benefit, including responsibility and measurement.”</i></p>
<p>New South Wales</p> <p>Treasury (2008) Guidelines for Capital Business Cases Policy & Guidelines Paper</p>	<p><i>“Agencies must document the proposed benefits realisation strategy for implementing the project or program.”</i></p> <p>No definition of terms noted aside from:</p> <p><i>“Benefits realisation is an established practice of ensuring that projects or programs produce the anticipated benefits claimed in the project’s economic appraisal (section 4.3). It is also a method to address the changes that are necessary to realise benefits. The type and extent of benefits evaluated will be proportionate to the value and risk of the project. Benefits realisation is relevant to all categories of proposals. Benefits realisation can manifest in a number of methodologies ranging from a post occupancy evaluation through to a benefits realisation plan or register. The methodology adopted by agencies must be fit for purpose. The timing attached to evaluating the realisation of the benefits will depend on the expected timing attributable to the practical realisation of these benefits (either at occupation or when service delivery performance targets are expected to be achieved). Where anticipated benefits include longer term savings for government or other benefits achieved through prevention and early intervention strategies, the benefits realisation strategy should include measures to</i></p>	<p>None noted</p>	<p>Not addressed</p>	<p>See BRM guidance below.</p>

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	<p><i>evaluate the effectiveness of these strategies, and realise these savings. Within the established governance arrangements, it is the responsibility of senior management to ensure the benefits can be measured and are capable of being delivered within specified timeframes. Agencies should establish regular reporting of the progress and achievement of the objectives and or benefits as part of the reporting to the project governance committee.”</i></p>			
<p>New South Wales</p> <p>Benefits Realisation Management Framework</p> <p>https://www.finance.nsw.gov.au/publication-and-resources/benefits-realisation-management-framework</p>	<p>Benefits Realisation Management Guidance and templates - 5 documents are published: Principles, Process, Guidelines, Tailoring and Glossary.</p> <p>Benefit – “The measurable improvement resulting from an outcome perceived as an advantage by one or more stakeholders, which contributes towards one or more organisational objective(s).”</p> <p>Benefits Realization Management – “The process of organising and managing so that potential benefits arising from investment in change, are actually achieved. It is a continuous process running through the whole change lifecycle and should be the central theme of any change initiative. Benefits realisation is the end product of the implementation of change initiatives”</p> <p>Benefits realization – not formally defined</p> <p>Benefits management – not formally defined</p> <p>Generic benefits classification model:</p> <ul style="list-style-type: none"> • Financial – Financial intangible, Increased revenue, Cost avoidance (in budget), Cost avoidance (not in budget), reduced cost • Non-financial – improved performance; intangible 	<p>None noted</p>	<p>Not addressed</p>	<p><u>4 Phase process:</u></p> <ol style="list-style-type: none"> 1. Plan 2. Understand 3. Manage and report 4. Evaluate <p><u>Documentation (some templates are also available)</u></p> <p>Benefits map; Benefits Outcomes Linkage Diagram; Outcomes Linkage Map; Benefits Dependency Map; Benefits Distribution Matrix; Benefits Realisation Plan; Benefits Realisation Register (consolidation of the benefit profiles); Benefits Realisation Strategy; Benefits Review Plan; Benefit Profile.</p> <p><u>Roles</u></p> <p>Benefit Owner – “The person responsible for the realisation of the benefit.”</p> <p>Outcome Owner – “the person accountable for the achievement of one or more benefits which are contributing to that outcome. An outcome owner can own one or more outcomes.”</p> <p>Program Sponsor – “the person who owns the business case and therefore is accountable for realising the benefits (usually DDG or DG level)”</p> <p>Benefits Realisation Manager/Facilitator – “A role within the Department PMO which is responsible for the profiling, planning and tracking of benefits across the cluster.”</p>

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<p>Victoria - Investment Management Standard version 5</p> <p>http://www.dtf.vic.gov.au/Publications/Investment-planning-and-evaluation-publications/Investment-management/Investment-management-standard-version-5</p>	<p>Includes benefits management templates and the Investment Logic Map developed from the Cranfield Benefits Management methodology – see academic source list.</p> <p>Benefit: “The value that the investment will provide to the organisation or its customers. Benefits are normally a positive consequence of responding to the identified driver. Each claimed benefit must be supported by key performance indicators that demonstrate the investment’s specific contribution to the identified benefit.”</p> <p>Benefits Realization Management – no formal definition noted</p> <p>Benefits realization – no formal definition noted</p> <p>Benefits management – no formal definition noted</p>	<p>Value – see definition of a benefit.</p> <p>“Value management: Value management is a technique that seeks to achieve optimum value for money, using a systematic review process. The essence of value management is a methodical study of all parts of the product or system to ensure that essential functional requirements are achieved at the lowest total cost. Value management examines the functions required from a product, functions actually performed, and roles of the product’s components in achieving the required level of performance. Creative alternatives which will provide the desired functions better or a lower cost can also be explored.”</p> <p>Impact: “The cost, benefit or risk (either financial or socioeconomic) rising from an investment option.”</p> <p>Outcome</p> <p>“Outcome management plan: A document that specifies the benefits that an organisation is expected to deliver and the measures, baseline and target dates and values that will provide the evidence the benefits have been delivered. It also specifies the forum for reporting progress, the frequency of reporting and responsibility for reporting.</p> <p>Outcome(s): In the government’s output/outcome framework, outcomes equate to benefits.”</p>	<p>Not addressed.</p>	<p>Templates are provided for: Investment Logic Map; Benefits map; Benefits management plan</p> <p>Investment Logic Map – headings (left to right) Problem, Benefits, Strategic Response, Solution – Changes & Assets.</p> <p>Benefit management plan: “A short document that specifies the benefits an investment will need to deliver to successfully address an identified problem. It includes the measures to be used as evidence that the benefits have been delivered. These measures are initially used to select the most suitable response to the problem. The BMP also defines the dates the benefits are expected to be delivered, who is responsible for their delivery and how they will be reported.”</p> <p>Benefit Map: “A one-page document that depicts the logical connection of an investment’s benefits to the KPIs, measures and targets.”Note this is fundamentally different from all other uses of the term ‘benefits map’.</p> <p>Benefit reports: “A report for the investor that depicts the status of the delivery of the benefit compared with the original expectations.”</p> <p>Benefit specialist: “A person who has expertise in the definition, management and evaluation of the benefits of an investment. People responsible for program evaluation have this expertise.”</p> <p>Benefit data provider: “A person who has been identified as the custodian of data that will be required as evidence that a KPI has been met.”</p>
<p>Western Australia</p> <p>Program Evaluation Guide, July 2015</p>	<p>Includes guidance on program evaluation. Benefits terms not defined.</p>	<p>Results – it uses a framework based on Inputs, outputs and results.</p> <p>Results = “An observable measure of achievement, performance or change. It provides evidence of activities, success or otherwise.”</p>	<p>Nothing noted.</p>	<p>Not addressed.</p>
<p>Tasmanian Government Project Management Guidelines Version 7.0 (July 2011) – issued by Department of Premier and Cabinet</p>	<p>Benefits entry in glossary says ‘Refer to Outcomes’</p> <p>Benefits realization – no formal definition noted – but ‘Outcome Realisation’ is used as a synonym for Benefits realisation.</p> <p>Benefits Realization Management – no formal definition noted</p>	<p>Outcomes – “Closing a project involves the handover of the Project Outputs to the Business Owner(s) for utilisation by the project customers, in order to realise the Project Outcomes. The strategies to support the change management process, and appropriate methods for measuring and reporting the progress toward achieving these benefits, are documented in the Outcome Realisation Plan.”</p>	<p>“The structure of a project will vary depending on the benefits it is intended to provide. It may even be necessary to restructure a project into a number of sub-projects or establish a program of projects to achieve these benefits.”</p> <p>“Managing projects in a coordinated way, as a program, enables additional benefits to be delivered to the</p>	

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<p>Note – appears to be heavily based on material from John Smyrk, Sigma Management Science Pty Ltd – he is referenced throughout.</p>	<p>Benefits management – no formal definition noted</p>	<p>“When initially planning a project, it is imperative to define the project in terms of the desired benefits (Project Outcomes)”</p> <p>“Project Outcomes are the benefits or disbenefits that will be realised from the utilisation of the outputs delivered by the project (the Project Outputs).”</p> <p>Value –see next column</p>	<p>organisation that would not be possible if the projects were managed independently.”</p> <p>Portfolio-Level</p> <p>“While the discipline of project management remains focused on delivering individual projects successfully, Project Portfolio Management focuses on delivering programs of projects successfully.”</p> <p>“The focus is on effective planning processes to achieve value from alignment with business investment strategies.”</p>	
New Zealand				
<p>Cab circular CO(15)5 – https://www.dpmc.govt.nz/cabinet/circulars/co15/5</p>	<p>Cabinet Office circular that defines expectations regarding the identification and reporting of benefits realisation to the centre.</p> <p>Benefit - Not formally defined Benefits Management – Not formally defined Benefits Realization – Not formally defined Benefits Realization Management – Not formally defined</p>	<p>Value – “means the benefits minus costs of a proposal or a portfolio (risk-adjusted) as they relate to the government’s investment strategy or direction.”</p>	<p>See reference in next column</p>	<p>“The Thinking phase The purpose is to fully understand and define the underlying causes and effects of the problems or opportunities, the benefits that would accrue if they were addressed and a broad range of potential responses.</p> <p>The planning phase This phase involves further developing investment proposals, assessing these and prioritising investments according to the value of the proposal. In this phase there is a deeper examination of options through business case processes. The purpose is to make investment choices that create the best value investment portfolio from an all of government perspective. Given financial or other constraints, this phase involves making difficult tradeoffs between options and investments with different merits and costs.</p> <p>Agencies and the corporate centre have to test the merits of an investment from different perspectives (for example, agency, sector or all-of-government). Before committing to the next phase, decision makers also have to consider: the capability and capacity of agencies or markets to deliver the investment; the need to scale, phase or consolidate investments; and the impact of such actions on the expected value of the investment.</p> <p>“The doing phase - This phase involves focussing continuously on the required benefits during the implementation of an investment.”</p>
<p>Better Business Cases - Guidance on Using the Five Case Model: An Overview (Feb 2014)</p>	<p>Guidance issued as part of the BBC initiative - http://www.treasury.govt.nz/statesector/investmentmanagement/plan/bbc - “This Better Business Cases guidance is mandatory for all capital expenditure, lease and asset disposal proposals undertaken by Government departments or Crown entities that require Cabinet approval.”</p>	<p>None noted – see next entry.</p>	<p>Not addressed – see next entry.</p>	<p>Not addressed – see next entry.</p>

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This guidance is based on/derived from the HM Treasury guidance (see above) and the Victorian IMS (also see above).	Benefits - “any gain to one or more stakeholders from achieving the change in state”			
Better Business Cases – Managing Benefits from Projects and Programmes (July 2015)	<p>Specific guidance on benefits management issued as part of the Better Business Case initiative.</p> <p>Benefits – “Any gain to one or more stakeholders from achieving the change in state”</p> <p>“Benefits have the following four attributes: there is a beneficiary (e.g. society, a group or an individual), there is a gain, it is attributable, and discernible.”</p> <p>Benefits management “is vital in ensuring that an initiative achieves what it sets out to do. It involves articulating what benefits are expected from the initiative, how it will be known that the benefits are achieved, and the assessment of what has eventuated against what was planned.”</p>	<p>Value – “This is the link between benefits management and value management. Organisations need to understand what it is they are trying to achieve (what it is they value). Benefits that are aligned with where the organisation wants to go can contribute to value, benefits not aligned to direction, do not lead to value.”</p>	<p>Title of guidance - Managing Benefits from Projects and Programmes. Portfolio level approach not distinguished – except:</p> <ul style="list-style-type: none"> “Assessing the contribution of benefits to organisational outcomes is also a way to align initiatives with the organisation’s strategy.” & “Managing benefits extends beyond the lifecycle of a project or programme. It requires a structure that survives long after the project/programme team has disbanded. “ 	<p>Benefits Management Plan – “A short document that defines the pre-requisites for delivering each expected benefit, how the delivery of each benefit will be measured, and who will be responsible for measuring and realising each benefit.”</p> <p>Benefit profile – template included.</p> <p>Benefits strategy – template included.</p> <p>Benefits realisation plan- template included.</p> <p>Benefits register – template included.</p> <p>Benefits map – in format (left to right): Project Output, Business Change, Benefit, Intermediate outcome, End benefit, and Strategic objective.</p>
Cross-jurisdictional government reports addressing benefits realisation management				
<p>Organisation for Economic Co-operation and Development (2006) <i>E-Government Project, Benefits Realisation Management</i>,</p> <p>http://www.oecd.org/officialdocuments/publicdisplaysdocumentpdf/?cote=GOV/P GC/EGOV(2006)11/REV1&docLanguage=En</p>	<p>Inter-country study of the application of benefits realisation management to e-government projects – by adapting cost-benefit analysis methodologies and by ensuring projected benefits are realised.</p> <p>Benefits realisation management – “Benefits realisation management is the process of realising planned outcomes by selecting projects that link to strategic business objectives and have a high benefit/cost ratio, monitoring costs, outputs and outcomes, and evaluating actual results.”</p> <p>Benefit - Not formally defined</p> <p>Benefits Management – Not formally defined</p> <p>Benefits Realization – Not formally defined</p>	<p>Value assessment – seen as a benefits realisation management methodology</p>	<p>Not addressed – although the conclusions of the Feb 2006 OCED meeting in Paris (at which the Canadian presentation below were presented) were that (note relevance to portfolio-level benefits management):</p> <p>“An expert group discussion at the OECD in February 2006 identified the following lessons for benefits realisation management:</p> <ul style="list-style-type: none"> Provide incentive to contain costs: e.g. the agency has to finance cost overruns. Link continued funding to benefits realisation for projects. Take an active approach to benefits management and realisation: benefits actually realised are often different from those forecast in original business case. Formalise the commitment and 	<p>“Benefits realisation management methods include:</p> <ul style="list-style-type: none"> Improving systems for collecting data on costs and benefits. Developing projects with a high rate of return (e.g. through business re-engineering, shared data and services). Improving management methods for selecting, monitoring and evaluating projects. Replacing sequential ICT project management with an incremental, iterative approach where large, multi-year projects are broken down into smaller projects that are carried out iteratively. Making the business owner (i.e. programme manager), not the ICT department, accountable for realising an adequate rate of return on investment. Continued investment in personnel, organisational and process changes building on the new capability provided by the ICT investment.” <p>“Crucial to these changes is the ownership of ICT projects by business process owners in order to completely integrate ICT projects with overall business objectives. There is evidence in the countries that have begun benefits realisation initiatives</p>

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			<p><i>expectation to realise benefits by i.e. booking benefits in budget baselines (e.g. Canada) or in departmental efficiency plans (e.g. UK).</i></p> <ul style="list-style-type: none"> • Shorten payback period as much as possible in order to show results and respond to political imperatives. • Be careful about how benefits are valued: not all time gains are valued the same way in different organisations. • Watch out for dispersed benefits that cannot be harnessed (i.e. three minutes saved per transaction can add up to a significant amount, but is difficult to re-allocate)." 	<p><i>that a mind shift is occurring, but it is slow and not without resistance. Managing against outcomes is more difficult and riskier than a traditional output-oriented approach. Making business and ICT project owners work together to deliver common outcomes means that different cultures, mindsets and technical frameworks have to be accommodated and traditional boundaries defined by technical specialty have to be eliminated. Countries considering implementing a benefits realisation initiative should also take into account whether an existing culture of cost and benefit analysis exists and if not, how one can be developed. Benefits realisation initiatives cannot succeed without an understanding of outcome and performance management approaches and accountability structures that build in incentives for contributing to overall outcomes rather than just programme deliverables."</i></p> <p>Benefits realisation plan</p> <p>Benefits were categorised into:</p> <ul style="list-style-type: none"> • Benefits to Government and Benefits to Citizens • Direct Financial Benefits; Direct Non-Financial Benefits; and Indirect Benefits <p>Note – also includes the same framework included in HM Treasury (2003) <i>Measuring the Expected Benefits of e-Government</i>, August (see above) i.e. Monetary; Non Monetary - Time-based; & Non Monetary - Value-based.</p> <p>Five benefits realisation management approaches presented in this chapter are based on presentations made at the OECD Expert Seminar on Cost and Benefit Analysis of E-Government held in February 2006 – Norway Hykrom programme; French Value Assessment Tool (MAREVA); Canada (Outcome Management) – see below; UK (Green Book, OGC Gateways); and USA (Federal Enterprise Architecture and Shared Services).</p>
<p>Evaluating e-government: Identifying non-financial benefits – report by Paul Foley, March 2005 - project funded by the OECD.</p>	<p>Another paper looking at e-gov benefits and from a public value perspective – i.e. encompassing Mark Moore's work on public value deriving from services, outcomes and trust & legitimacy.</p> <p>Benefit - Not formally defined Benefits Management – Not formally defined Benefits Realization – Not formally defined Benefits Realization Management – Not formally defined</p>	<p>Public value – quote from Kelly et al (see entry above from UK Cabinet Office) - "Public value refers to the value created by government through services, laws, regulation and other actions. The value added by government is the difference between these benefits and the resources and powers which citizens decide to give to their government."</p>	<p>Not addressed.</p>	<p>Nothing noted.</p>
<p>eGovernment Economics Project – Measurement Framework Final Version</p>	<p>Benefit - Not formally defined Benefits Management – Not formally defined Benefits Realization – Not formally defined Benefits Realization Management – Not formally defined</p>	<p>Value – see final column</p>	<p>Not addressed.</p>	<p>The Economics of eGovernment research project was funded by the European Commission. The reports produced included a Measurement Framework Model built around the three value drivers of efficiency, democracy, and effectiveness (with benefits being identified under each heading) and elaborated in such a way as to produce a multidimensional</p>

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<p>(2006)</p> <p>http://www.unic.pt/images/stories/publicacoes200709/D.2.4_Measurement_Framework_final_version.pdf</p>				<p>assessment of the public value potentially generated by eGovernment:</p> <ul style="list-style-type: none"> • Financial & Organisational Value – cashable financial gains, better empowered employees, and better organisational and IT architectures • Constituency Value – reduced admin burden, increased user value & satisfaction, more inclusive public services • Political Value – inter-operable administrations, openness and participation, transparency & accountability. <p>80 indicators of the above were also identified.</p>
<p>eGovMoNet project funded by the EC to examine and promote e-government impact and customer satisfaction measurement. Report issued in 2012</p>	<p>Not defined – focus of the research was on e-gov impact and customer satisfaction measurement.</p>	<p>Distinguishes between perceived benefits and impact measurements.</p>	<p>Not addressed.</p>	<p>The focus was on measuring the impact of, and customer satisfaction with, e-gov (rather than benefits management itself) but the study is another indicator of the interest in capturing the benefits of e-government initiatives.</p>
<p>World Bank – ‘Monitoring and Evaluation - some Tools, Methods and Approaches’, 2004</p>	<p>No real coverage of benefits outside of cost-benefit analysis.</p>	<p>Results/impact – “<i>the following results chain: inputs, processes, outputs (including coverage or “reach” across beneficiary groups), outcomes, and impact.</i>”</p>	<p>Not addressed.</p>	<p>Nothing noted.</p>

Attachment 1 – P3M3 Benefits Management Assessment[Source: 'Managing Benefits' (2012) APMG]

Portfolio Level

PfM3 – benefits management – level 1	PfM3 –benefits management – level 2	PfM3 – benefits management – level 3	PfM3 –benefits management – level 4	PfM3 – benefits management – level 5
<p>Description There is some recognition that initiatives may exist within the organizational and divisional portfolio to enable the achievement of benefits for the organization. However, there is no defined benefits realization process.</p> <p>Specific attributes 1. Initiatives may identify some business benefit generally. 2. Any benefits identified tend to be subjective rather than objective. 3. May be some statements on the purpose of some initiatives but not providing a clear view of what success will look like.</p>	<p>Description The development of the investment cycle will increase the awareness of the importance of identifying benefits and subsequently tracking whether they have been realized. However, the realization of benefits is still likely to be patchy, inconsistent and unmonitored.</p> <p>Specific attributes 1. Evidence of individuals or local functions using a process for defining business benefits, but little formal benefits tracking, management or ownership. 2. Some initiatives will be expected to identify benefits and how to achieve them, but this is deployed inconsistently. 3. Likely to be overlap and double counting of benefits between initiatives, with a poorly defined process to identify these. 4. Some alignment of identified benefits to the organizational objectives, but likely to be unquantified and patchy.</p>	<p>Description There is a centrally managed framework used for defining and tracking the realization of portfolio-level benefits across the business operations.</p> <p>Specific attributes 1. Explicit statements on how benefits enabled by initiatives actually contribute to business value and strategic objectives. 2. Clear organizational policies relating to benefits management deployed through initiatives (e.g. programme benefits management strategies). 3. Business or service areas actively engaged in defining and realizing benefits 4. May be an organizational design authority with responsibility for benefits across portfolio. 5. Benefits are owned and the performance management process ensures their realization; ownership may be cascaded but with a clear trail of accountability for benefits realization. 6. Strategic benefits fully documented with clear links between initiatives and business change activities. 7. Changes to individual initiatives are assessed for impact on benefits realization. 8. Defined process for identifying and realizing opportunities. 9. Process in place for validating the realization of benefits and refining targets. 10. Benefits realization objectives linked to operational business plans.</p>	<p>Description The benefits realization and management process is well established, measurable and is integrated into how the organization manages itself.</p> <p>Specific attributes 1. Benefits realization and management process well established across all initiatives, with outputs and benefits actively measured, managed and owned, and an identified link between outcomes and the organizational performance framework. 2. Clear accountability for benefits realization is defined within portfolio roles. 3. There is a portfolio of strategic benefits that the portfolio manages through prioritization of initiatives. 4. Dependencies between benefits identified and managed. 5. Business areas performance-managed to deliver benefits. 6. Performance metrics tracked across the business to measure improvements against baselines and targets. 7. Lessons from benefits realization performance embedded into expectations from initiatives. 8. Benefits realization integrated into organizational performance management framework. 9. Benefits measurement tracks positive and negative effects on the business against a range of operational measures.</p>	<p>Description Benefits realization is integral to the development of business strategy decision-making. There is evidence of continual improvement.</p> <p>Specific attributes 1. Benefits realization and management process exists and is embedded across the organization, with benefits realization explicitly aligned to organizational performance framework and outcomes. 2. Measurement of benefits realized informs the organization's strategic objectives and priorities, enabling adjustments to strategy where necessary. 3. Benefits realization and management process is continually improved based on lessons learned and process metrics. 4. Externally imposed organizational delivery targets integrated into benefits realization and management process.</p>
<p>Generic attributes 1. Training provision is uncoordinated, with little or no knowledge sharing. 2. Key individuals lack experience. 3. No standard roles, and responsibilities are not defined or are generic. 4. Some information available but is outdated, unstructured and dispersed. 5. Limited, if any, formal checking or review. 6. Plans, if any, are conceptual or merely sequences of events with rough timescales. 7. Planning, if any, likely to be an initial activity with little maintenance of ownership or tracking.</p>	<p>Generic attributes 1. Localized information structures, with some information sharing between teams. 2. Focus on documentation during start-up and definition, but not maintained over initiative's life cycle. 3. Limited localized information controls, with no formal release management arrangements. 4. Local reviews, with some corrective actions undertaken within the group. 5. Generic training may be provided in key concepts, and there may be individuals undertaking qualification training. 6. Local sharing of knowledge may exist but mostly ad hoc. 7. Key individuals may have practical delivery experience and track record. 8. Roles, responsibilities and competencies defined in some areas but not consistently across the organization. 9. Plans exist but are not underpinned by consistent development methodology, yet may still be effective locally. 10. Planning seen as activity tracking rather than proactive/forecasting. 11. Estimation is more 'guesstimation' and does not use standard techniques.</p>	<p>Generic attributes 1. Information has a refresh cycle or is regularly accessed. 2. Organization-wide information standards on confidentiality, availability and integrity. 3. Formal information release management procedures. 4. Independent reviews take place. 5. Scrutiny largely for compliance reasons, identifying failures rather than opportunities for improvement. 6. Plans developed to a central and consistent standard that is output- or goal-based. 7. Plan development takes into account a range of relevant factors. 8. Evidence of effective estimating techniques. 9. Dependencies are identified, tracked and managed effectively. 10. Training is focused on the organization's approaches and raising competence of individuals in specific roles. 11. Forums exist for sharing organizational experience to improve individual and organizational performance. 12. Centrally managed role definitions and set of competencies defined and used to support appointments.</p>	<p>Generic attributes 1. Information is current and extensively referenced for better decision-making. 2. Trend analysis and measurement undertaken on performance information to identify improvement opportunities. 3. Knowledge management is a central function and is used to help improve performance and planning. 4. Reviews focus on opportunities to improve as well as compliance. 5. Plans kept up to date, with the application of sophisticated planning techniques and recognition of interdependencies. 6. Extensive training is provided, focusing on personal development and performance improvement. 7. Evidence of interventions to avoid conflicts and take advantage of opportunities. 8. Mentoring and individual development is used to improve organizational performance. 9. Succession plans exist for key roles.</p>	<p>Generic attributes 1. Information is valued, with continual maintenance and reference. 2. Evidence of extensive intelligence-gathering processes, with information disseminated through a variety of channels. 3. Review and improvement is continual and proactive, with lessons being shared openly. 4. Planning inherent in decision-making process, with adjustments and implications managed and deployed. 5. Active management of interdependencies between initiative plans and other business plans. 6. Estimations are accurate and used effectively to ensure delivery. 7. High levels of competence embedded in all roles and seen as part of career paths. 8. Knowledge transfer is an inherent behaviour within the organization. 9. Skills embedded into organizational leadership and management development programmes.</p>

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Programme Level

PgM3 –benefits management – level 1	PgM3 – benefits management – level 2	PgM3 – benefits management – level 3	PgM3 –benefits management – level 4	PgM3 – benefits management – level 5
<p>Description There is some recognition that the concept of benefits can be differentiated from programme outcomes.</p>	<p>Description Benefits are recognized as an element within programme business cases. There may be some documentation regarding who is responsible for particular benefits and their realization, but this is unlikely to be followed through or consistent.</p>	<p>Description There is a centrally managed and consistent framework for defining and tracking the realization of benefits arising from programme outcomes.</p>	<p>Description Benefits management is embedded within the programme management approach and there is a focus on delivery of business performance from programme outcomes. Programme performance metrics are collected and analysed.</p>	<p>Description Benefits management is embedded within the organizational approach to strategic change and is assessed as part of the development of organizational strategies. Business performance metrics are linked to, and underpin, the recognition of benefits realization. There is evidence of continual improvement.</p>
<p>Specific attributes 1. No consolidation of project benefits. 2. Benefits defined in terms of outputs and results rather than measurable performance improvement. 3. Benefits management has no common understanding or definitions, but may be elements of a common vocabulary. 4. Descriptions of benefits are brief and may be simply bullet point lists. 5. No evidence of specific ownership of actions associated with benefits realization.</p>	<p>Specific attributes 1. Benefits described and defined but not consistently across the organization's programmes or within individual programmes. 2. Benefits, where they exist, largely regarded as project orientated and will vary in different areas. 3. Evidence of recognition of need to track benefits beyond 'go live' activities in some areas. 4. Some localized ownership of benefits. 5. Measurement criteria for benefits may exist locally, but not consistently applied. 6. Different areas manage and account for benefits in different ways. 7. Communities of practitioners may exist and occasionally collaborate.</p>	<p>Specific attributes 1. Centrally defined benefits measurement and assessment mechanisms in place and used by all programmes. 2. Centrally managed set of processes, tools and templates used for benefits management activities. 3. Programme life cycle includes realization of benefits beyond the delivery of capability by individual projects. 4. Allocation of ownership for business activities required to release the benefits (broader than ownership of benefits profiles). 5. Full description of each benefit and detailed explanations of how they will be achieved in structured documentation with sign-offs. 6. Benefit reviews scheduled for all programmes. 7. Benefits reviewed by all Programme Boards as a standard activity. 8. Evidence of common approach to defining relationship between project deliverables, achievement of outcomes and realization of benefits. 9. Reporting of key performance indicators relating directly to benefits. 10. Benefits identified at outset of programmes and underpinning information development.</p>	<p>Specific attributes 1. Processes in place to identify and resolve double counting of benefits. 2. Executive Board receives regular information on benefits realization progress. 3. Use of industry techniques to assess and measure progress (e.g. Balanced Scorecard). 4. Business performance measured against historic trends, and impact of programmes and projects on business performance fully understood. 5. Benefits defined at programme level, cascaded down to projects and tracked. 6. Benefits categorized, with a mix of long and short-term benefits being pursued by programmes; recognition of differences between strategic benefits applicable to all programmes and those specific to individual programmes or projects. 7. Benefit reviews undertaken regularly and action taken to leverage opportunities. 8. 'Dis-benefits' identified and actively managed as part of benefits management processes. 9. Various benefit measures designed and applied, depending on circumstances. 10. Ownership of benefits management processes, with evidence of active improvement and alignment. 11. Flexibility in deployment of benefits management processes. 12. Benefits management well established, with proven track record in managing and realizing benefits across the organization. 13. Knowledge has been gained and is stored and utilized to manage benefits across the organization.</p>	<p>Specific attributes 1. Clear links between strategic decision-making processes and benefits realization, with management of these links embedded. 2. Strategic objectives have defined beneficial impacts that are clear and aligned with programme priorities. 3. Development and use of innovative techniques based on experience. 4. Management of opportunities to enhance benefits realization potential embedded within the organization. 5. Strategic priorities seen to affect benefit realization measures and priorities.</p>
<p>Generic attributes 1. Training provision is uncoordinated, with little or no knowledge sharing. 2. Key individuals lack experience. 3. No standard roles, and responsibilities are not defined or are generic. 4. Some information available but is outdated, unstructured and dispersed. 5. Limited, if any, formal checking or review. 6. Plans, if any, are conceptual or merely sequences of events with rough timescales. 7. Planning, if any, likely to be an initial activity with little maintenance of ownership or tracking.</p>	<p>Generic attributes 1. Localized information structures, with some information sharing between teams. 2. Focus on documentation during start-up and definition, but not maintained over initiative's life cycle. 3. Limited localized information controls, with no formal release management arrangements. 4. Local reviews, with some corrective actions undertaken within the group. 5. Generic training may be provided in key concepts, and there may be individuals undertaking qualification training. 6. Local sharing of knowledge may exist but mostly ad hoc. 7. Key individuals may have practical delivery experience and track record. 8. Roles, responsibilities and competencies defined in some areas but not consistently across the organization. 9. Plans exist but are not underpinned by consistent development methodology, yet may still be effective locally. 10. Planning seen as activity tracking rather than proactive/forecasting. 11. Estimation is more 'guesstimation' and does not use standard techniques.</p>	<p>Generic attributes 1. Information has a refresh cycle or is regularly accessed. 2. Organization-wide information standards on confidentiality, availability and integrity. 3. Formal information release management procedures. 4. Independent reviews take place. 5. Scrutiny largely for compliance reasons, identifying failures rather than opportunities for improvement. 6. Plans developed to a central and consistent standard that is output- or goal-based. 7. Plan development takes into account a range of relevant factors. 8. Evidence of effective estimating techniques. 9. Dependencies are identified, tracked and managed effectively. 10. Training is focused on the organization's approaches and raising competence of individuals in specific roles. 11. Forums exist for sharing organizational experience to improve individual and organizational performance. 12. Centrally managed role definitions and set of competencies defined and used to support appointments.</p>	<p>Generic attributes 1. Information is current and extensively referenced for better decision-making. 2. Trend analysis and measurement undertaken on performance information to identify improvement opportunities. 3. Knowledge management is a central function and is used to help improve performance and planning. 4. Reviews focus on opportunities to improve as well as compliance. 5. Plans kept up to date, with the application of sophisticated planning techniques and recognition of interdependencies. 6. Extensive training is provided, focusing on personal development and performance improvement. 7. Evidence of interventions to avoid conflicts and take advantage of opportunities. 8. Mentoring and individual development is used to improve organizational performance. 9. Succession plans exist for key roles.</p>	<p>Generic attributes 1. Information is valued, with continual maintenance and reference. 2. Evidence of extensive intelligence-gathering processes, with information disseminated through a variety of channels. 3. Review and improvement is continual and proactive, with lessons being shared openly. 4. Planning inherent in decision-making process, with adjustments and implications managed and deployed. 5. Active management of interdependencies between initiative plans and other business plans. 6. Estimations are accurate and used effectively to ensure delivery. 7. High levels of competence embedded in all roles and seen as part of career paths. 8. Knowledge transfer is an inherent behaviour within the organization. 9. Skills embedded into organizational leadership and management development programmes.</p>

Appendix 3 Government Body Literature Review

Project Level

PJM3 –benefits management – level 1	PJM3 – benefits management – level 2	PJM3 – benefits management – level 3	PJM3 –benefits management – level 4	PJM3 – benefits management – level 5
<p>Description There is some recognition that the concept of benefits can be differentiated from project outputs.</p>	<p>Description Benefits are recognized as an element within project business cases. There may be some documentation regarding who is responsible for particular benefits and their realization, but this is unlikely to be followed through or consistent.</p>	<p>Description There is a centrally managed and consistent framework for defining and tracking the realization of benefits from project outputs.</p>	<p>Description Benefits management is embedded within the project management approach and there is a focus on delivery of business performance from project outputs. Project performance metrics are collected and analysed.</p>	<p>Description Benefits management is embedded within the organizational approach to change and is assessed as part of the development of organizational strategy. Business performance metrics are linked to, and underpin, the recognition of benefits realization. There is evidence of continual improvement.</p>
<p>Specific attributes 1. Requirements defined in terms of features and results rather than measurable performance improvement. 2. Benefits seen as justification rather than core element of project's delivery. 3. Little or no recognition of how benefits are to be managed and realized.</p>	<p>Specific attributes 1. Evidence in some projects of understanding of differences between product features, outputs and outcomes. 2. Responsibility for benefits may be assigned within some project business cases but outside project team. 3. Role of sponsor or project executive in benefits management and realization may be articulated in some projects. 4. May be some benefit measurement criteria. 5. Different areas manage and account for benefits in different ways. 6. Post-project reviews focused on project activities and deliverables rather than achievement of benefits.</p>	<p>Specific attributes 1. Measures of project success are becoming defined and explicit. 2. Common approach and processes that ensure consistency across all projects in relation to benefits measurement and realization. 3. Benefits management process described within project business case. 4. Changes to project considered against impact on benefits. 5. Common set of tools and templates used for benefits management activities, including their detailed description. 6. Benefits documents stored centrally and subject to change control. 7. Detailed statements explaining how benefits will be achieved from project deliverables. 8. Benefits calculated in financial terms against centrally managed assessment criteria. 9. Clear responsibilities for benefits realization cited in business cases. 10. Post-project benefit reviews used to report formally on outcomes and benefit realization.</p>	<p>Specific attributes 1. Processes in place to identify and resolve double counting of benefits. 2. Benefits defined at programme level and may be cascaded down to projects. 3. Benefit reviews undertaken regularly and action taken to leverage opportunities. 4. Complex variety of benefits measures designed and applied according to circumstances (e.g. Balanced Scorecard). 5. Common, performance-based benefits measurement and assessment mechanisms in place. 6. Clear and active ownership of plans to improve performance from project outputs. 7. Processes for management of benefits realization owned, reviewed and being improved. 8. The organization ensures that claimed benefits are realistic and endorsed by the sponsor or project executive.</p>	<p>Specific attributes 1. Clear links between strategic decision-making and benefits realization. 2. Evidence of development and innovation of techniques based on experience of realizing a variety of benefits in several different environments. 3. Active management of opportunities to enhance benefits realization. 4. Decisions taken to balance benefits and 'dis-benefits' based on statistical measures. 5. Strategic priorities affect benefit measures (e.g. changes to strategic key performance indicators are filtered down into projects). 6. Post-project benefit reviews studied, trends established, and lessons learned fed back into benefits realization planning and other management activities.</p>
<p>Generic attributes 1. Training provision is uncoordinated, with little or no knowledge sharing. 2. Key individuals lack experience. 3. No standard roles, and responsibilities are not defined or are generic. 4. Some information available but is outdated, unstructured and dispersed. 5. Limited, if any, formal checking or review. 6. Plans, if any, are conceptual or merely sequences of events with rough timescales. 7. Planning, if any, likely to be an initial activity with little maintenance of ownership or tracking.</p>	<p>Generic attributes 1. Localized information structures, with some information sharing between teams. 2. Focus on documentation during start-up and definition, but not maintained over initiative's life cycle. 3. Limited localized information controls, with no formal release management arrangements. 4. Local reviews, with some corrective actions undertaken within the group. 5. Generic training may be provided in key concepts, and there may be individuals undertaking qualification training. 6. Local sharing of knowledge may exist but mostly ad hoc. 7. Key individuals may have practical delivery experience and track record. 8. Roles, responsibilities and competencies defined in some areas but not consistently across the organization. 9. Plans exist but are not underpinned by consistent development methodology, yet may still be effective locally. 10. Planning seen as activity tracking rather than proactive/forecasting. 11. Estimation is more 'guesstimation' and does not use standard techniques.</p>	<p>Generic attributes 1. Information has a refresh cycle or is regularly accessed. 2. Organization-wide information standards on confidentiality, availability and integrity. 3. Formal information release management procedures. 4. Independent reviews take place. 5. Scrutiny largely for compliance reasons, identifying failures rather than opportunities. 6. Plans developed to a central and consistent standard that is output- or goal-based. 7. Plan development takes into account a range of relevant factors. 8. Evidence of effective estimating techniques. 9. Dependencies are identified, tracked and managed effectively. 10. Training is focused on the organization's approaches and raising competence of individuals in specific roles. 11. Forums exist for sharing organizational experience to improve individual and organizational performance. 12. Centrally managed role definitions and sets of competencies defined and used to support appointments.</p>	<p>Generic attributes 1. Information is current and extensively referenced for better decision-making. 2. Trend analysis and measurement undertaken on performance information to identify improvement opportunities. 3. Knowledge management is a central function and is used to help improve performance and planning. 4. Reviews focus on opportunities to improve as well as compliance. 5. Plans kept up to date, with the application of sophisticated planning techniques and recognition of interdependencies. 6. Extensive training is provided, focusing on personal development and performance improvement. 7. Evidence of interventions to avoid conflicts and take advantage of opportunities. 8. Mentoring and individual development is used to improve organizational performance. 9. Succession plans exist for key roles.</p>	<p>Generic attributes 1. Information is valued, with continual maintenance and reference. 2. Evidence of extensive intelligence-gathering processes, with information disseminated through a variety of channels. 3. Review and improvement is continual and proactive, with lessons being shared openly. 4. Planning inherent in decision-making process, with adjustments and implications managed and deployed. 5. Active management of interdependencies between initiative plans and other business plans. 6. Estimations are accurate and used effectively to ensure delivery. 7. High levels of competence embedded in all roles and seen as part of career paths. 8. Knowledge transfer is an inherent behaviour within the organization. 9. Skills embedded into organizational leadership and management development programmes.</p>

Attachment 2 - OGC Gateway Reviews – Coverage of Benefits and Benefits Management [Source: 'Managing Benefits' (2012) APMG]

Review	Focus and purpose	Documentation	Areas to probe including	Evidence expected including
Gateway 0: Strategic assessment	This review focuses on the programme or project business justification. Purposes include – ensure that the project or programme is supported by users and stakeholders and contributes to the organization's business strategy.	Project or Programme Brief including a high-level description of the benefits, the key drivers for the project/programme and how it will contribute to the business strategy.	Are the required skills and capabilities for this programme/project available?	Evidence that the organization has access to the skills and capabilities it needs to achieve the desired outcomes from business change.
			Is there an understanding of the business needs?	An outline of the required outputs/outcomes.
Gateway 1: Business justification	This review focuses on the project's business justification. Purposes include – confirm that the Business Case is robust: that is, in principle it meets the business need and is likely to achieve value for money; establish that the project is likely to deliver its business goals and that it supports wider business change, where applicable.	The Strategic Outline Case.	Is there a clear and agreed understanding of the business goals and how the project will achieve these?	A strategy for achieving business benefits defined and agreed with the stakeholders.
			Is the high-level business case (Strategic Outline Case) complete?	The preferred option is likely to offer value for money.
			Have the risks for the preferred option been fully assessed?	Assessment of risks, costs and benefits to demonstrate appropriate balance of risk and reward in the preferred option.
Gateway 2: Procurement strategy	This review assesses the project's viability, its potential for success and whether the project is ready to invite proposals or tenders from the market. Purposes include – confirm the Outline Business Case now the project is fully defined.	Outline Business Case – does it demonstrate contribution to business strategy? An initial plan for realizing the benefits. Specification of the project's expected outputs and outcomes	Are the benefits to be delivered by the project understood and agreed with stakeholders? Is there an initial plan for realizing benefits?	Plan for realizing benefits, showing costs offset by improved quality of service and/or savings over the project's expected life.
			Strategic fit: Does the Business Case continue to demonstrate business need and contribution to the business strategy?	Continued confirmation that the project will meet business need (including confirmation that priorities remain unchanged where any external factors might have an effect).
			Value for money	Updated Business Case on the basis of the full project definition, market assessment and initial benefits plan. Projects that are not designed to achieve a financial return should include comparisons with similar successful projects to assess the potential to achieve value for money and to set targets.
Gateway 3: Investment decision	This review confirms that the recommended investment decision is appropriate before the contract is placed. Purposes include – confirm the Full Business Case and benefits plan now that the bid information has been confirmed.	Full Business Case, Benefits Management Strategy, benefits management plans and responsibilities for delivery.	Has the proposed solution affected the expectations of business benefits?	Updated plan for benefit realization and Benefit Profiles.
			Has the most appropriate option been selected?	Cost/benefit/risk analysis against final bid information and results of evaluation, including sensitivity analysis.
			Is there an agreed Benefits Realization Plan?	Benefits Management Strategy and plans, including: <ul style="list-style-type: none"> • Critical success factors. • Individuals responsible for delivering and harvesting benefits identified. • Agreed process for measuring benefit. • Post-implementation review plan identifies review points and benefits to be assessed; payment mechanisms linked to benefits realization, where appropriate.
			Are the long-term contract, administration plan and benefit measurement process complete?	Key measures of benefit agreed.
Gateway 4: Readiness for service.	This review focuses on: whether the solution is robust before delivery; how ready the organization is to implement the business changes that occur before and after delivery; and whether there is a basis for evaluating ongoing performance.	Updated Business Case and plans for benefits realization which reflect the effect of any requirements changes. Lessons learned during the project (if	Does the project still meet the needs and objectives of the business, users, government and department?	Project Board endorsement of updated Business Case and benefits plans.
			Are there any changes between award of contract and completing of transition/testing	Updated Business Case and benefit plan for the business change.

Appendix 3 Government Body Literature Review

Review	Focus and purpose	Documentation	Areas to probe including	Evidence expected including
	Purposes include – check that the Business Case is still valid; that the original projected business benefit is likely to be achieved; and that lessons for future projects are identified and recorded.	the project ends at implementation). Benefits Management Plan.	that affect the business change programme?	
			Is the organization ready for business change?	Agreed plans for business preparation, transition and operational phases.
			Is the Business Case still valid?	Likely to deliver value for money.
			Is the client ready to adopt new ways of working, where applicable?	New business processes have been thoroughly worked out, tested and are ready to go 'live'. Information and support is available. Where applicable, members of the public as end-users are aware of the new service and can find out more if they want.
			Is there a process to measure benefits?	Performance-enhancement process agreed with service provider and documented in contract before award. Means of measuring performance agreed with service provider.
			Are there procedures for long-term success?	Detailed plans, roles, responsibilities and organization in place for benefits management.
			Is there a process for post-implementation reviews?	Plan for post-implementation reviews endorsed by supplier and internal and external parties.
Gateway 5: Operations review and benefits realization	This review focuses on ensuring that the project delivers the benefits and value for money identified in the Business Case and benefits plans. Purposes include – assess whether the Business Case justification for the project at Gateway Review 3 was realistic; assess whether the anticipated benefits at this stage are actually being delivered.	An assessment of the benefits delivered to date and expectations for the future.	Have the business benefits been realized as set out in the Business Case? Did the organization achieve more?	Findings from post-implementation review/post-project review, including whole-life value targets achieved. Updated business and benefits capture plans compared with Gateway Reviews 3 and 4. Assessment of benefits in current operating regime using the benefits-measurement basis defined at Gateway 4. Anticipated future benefits.
			What is the scope for improved value for money?	Details of efficiency gains expected and achieved.
			Has the department benchmarked its contract-related processes by comparing with other equivalent organizations?	Benchmarking assessments of processes such as: investment decisions/project justification; and benefits management.
			Does the organization have a well-defined, implemented and effective process for embedding improvements based on the lessons learned from the project?	A mechanism for capturing and recording the initial data; internal evaluation of lessons learned; mechanisms and policy for making information available within and outside the organization; a process for feeding back to departmental project teams; feedback into knowledge network; direct feedback to Gateway team; participation in knowledge-sharing forums sponsored by OGC and others.