

Project Lifecycle Checklist and Compliance Framework



**Department of Management Audit
Ministry of Finance, Planning and Economic Development**



Brief Profile of the Project

Name of The Project	:	
Name of the Execution Agency	:	
Name of the Implementing Agency	:	
Total Estimated Cost	:	
Financing Source	:	
Project Duration	:	
Objective of the Project	:	

Part I

Checklist for Development Project Identification, Planning and Approval Stage

✓ Mandatory ● Context-Specific

Y- Yes N- No N/A – Not Applicable

Status	No.	Activity or Clearance	Y	N	N/A	Remarks
	1	Project Identification, Planning and Approval Process				
✓	1.1	Project Identification and Preparation				
✓	1.1.1	Needs Assessment & Problem Identification				
✓	1.1.1.1	Conduct a Gap Analysis to identify actual needs				
✓	1.1.1.2	Identify alternative project solutions or approaches				
✓	1.1.1.3	Verify no duplication with existing projects				
✓	1.1.2	Stakeholder Identification and their Engagement				
✓	1.1.2.1	Identify key stakeholders (e.g., government agencies, community representatives, etc.)				
✓	1.1.2.2	Conduct a Stakeholder Analysis to assess their level of interest, and impact of each stakeholder on the project				
✓	1.1.2.3	Develop a Stakeholder Engagement strategy clearly outlining communication methods, frequency, and their responsibilities				
✓	1.1.3	Problem Definition and Situation Analysis				
✓	1.1.3.1	Define correctly the core problem & subsequent problems				
✓	1.1.3.2	Conduct a Situation Analysis to understand the current context, challenges, and opportunities related to the project				
✓	1.1.3.3	Align the project with National/Regional/Sectoral Policies and Priorities				
✓	1.1.3.4	Review lessons learned from similar projects				
✓	1.1.4	Concept Development				
✓	1.1.4.1	Prepare a “high-level” concept note with stakeholder inputs outlining the rationale, objectives, scope, and expected results				
✓	1.1.5	Preliminary Feasibility Assessment				
✓	1.1.5.1	Conduct a Preliminary Feasibility Study to assess the project’s technical, financial, economic, social, and environmental viability				
✓	1.1.5.2	Examine institutional and legal requirements to confirm compliance with applicable policies, laws, and regulations				
✓	1.1.5.3	Incorporate stakeholder views into the feasibility analysis				
✓	1.1.5.4	Identify potential risks and resource requirements for proposed mitigation measures				

Status	No.	Activity or Clearance	Y	N	N/A	Remarks
✓	1.1.5.5	Assess resource availability (funding, skills, technology, etc.)				
✓	1.2	Project Planning				
✓	1.2.1	Scope Definition				
✓	1.2.1.1	Develop a Detailed Project Charter (objectives, scope, deliverables, key milestones, technical requirements, limits and exclusion etc.)				
●	1.2.1.2	Conduct a Detailed Feasibility Study, including the following,				
●	1.2.1.2.1	Technical, Financial, Social, Economic, Environmental Analysis				
●	1.2.1.2.2	Analysis of identified alternative methods				
●	1.2.1.2.3	Long-term Operational, Maintenance, and Sustainability Analysis				
✓	1.2.1.3	Create a Work Breakdown Structure (WBS) to detail project tasks				
✓	1.2.1.4	Plan task sequences, including timelines for each task				
✓	1.2.1.5	Link project objectives with relevant Sustainable Development Goals (SDGs)				
●	1.2.2	Project Sustainability and Post-Completion Arrangements				
●	1.2.2.1	Define arrangements for sustainability, operation, and maintenance after project completion				
●	1.2.2.2	Identify ownership responsibilities after project completion				
●	1.2.2.3	Identify and plan for the human resources required to operate, maintain, and sustain expected project outcomes				
●	1.2.2.4	Develop a Long-term Operational and Maintenance (O&M) plan				
●	1.2.2.5	Estimate O&M costs over the entire project lifecycle				
●	1.2.2.6	Assess institutional capacity to sustain operations after project completion				
✓	1.2.3	Risk Management Plan				
✓	1.2.3.1	Develop a comprehensive Risk Assessment and Mitigation Plan				
✓	1.2.3.2	Identify of Potential Risk Areas				
✓	1.2.3.3	Prepare a mitigation/resilience plan for identified risks				
✓	1.2.4	Resources and Budget Planning				
✓	1.2.4.1	Estimate all project-related resource costs (human, material, financial, and other resources)				
✓	1.2.4.2	Prepare a comprehensive project budget aligned with timelines, detailing all planned activities, resources, and expenditures				

Status	No.	Activity or Clearance	Y	N	N/A	Remarks
✓	1.2.5	Project Financing Plan				
✓	1.2.5.1	Decide on appropriate financing sources, including following:				
	1.2.5.1.1	Domestic Financing				
	1.2.5.1.2	Foreign Financing - Loan/Grant				
	1.2.5.1.3	Other Financing (PPP, etc. /please specify)				
✓	1.2.6	Monitoring & Evaluation (M&E) Framework				
✓	1.2.6.1	Define Key Performance Indicators (KPIs) aligned with project objectives				
✓	1.2.6.2	Establish Baseline Data required for impact measurement of the project				
✓	1.2.6.3	Plan monitoring and evaluation reporting mechanisms (frequency, formats, dashboards, quarterly updates, etc.)				
✓	1.2.6.4	Define M&E roles and responsibilities at both the agency and project levels				
●	1.2.7	Environmental and Social Safeguards				
●	1.2.7.1	Environmental Safeguards				
●	1.2.7.1.1	Conduct an Environmental Impact Assessment (EIA) or equivalent study for the project				
●	1.2.7.1.2	Obtain all environmental clearances and permits from relevant authorities before commencing construction.				
●	1.2.7.1.3	Identify and assess potential environmental risks and impacts (air, water, soil, biodiversity)				
●	1.2.7.1.4	Prepare mitigation measures and monitoring plans to minimize adverse environmental effects				
●	1.2.7.2	Social Safeguards				
●	1.2.7.2.1	Plan required measures to avoid or minimize negative social impacts, including displacement, losses of livelihoods, or disruption to local communities				
●	1.2.7.2.2	Establish grievance redressing mechanisms to address community concerns promptly				
✓	1.2.8	Project Submission Format				
✓	1.2.8.1	Prepare a detailed project proposal and complete the Project Submission Format accordingly (available in Department of National Planning /NPD website)				
✓	1.2.8.2	Ensure that all necessary signatures, endorsements, and authorizations have been obtained and that the Project Submission Format is fully completed prior to submission to the NPD.				
	1.3	Project Proposal Approval Process				

Status	No.	Activity or Clearance	Y	N	N/A	Remarks
✓	1.3.1	Submit the project proposal to the Department of National Planning (NPD) by 15 th May each year, using the prescribed Project Submission Format (Circular MNPEA/02/2019)				
✓	1.3.2	Obtain NPD acceptance for the project and prioritization for budgeting				
✓	1.3.3	Obtain approval by the Public Investment Committee				
✓	1.3.4	Confirm project inclusion in the Public Investment Program (PIP)				
✓	1.3.5	Confirm project inclusion in the National Budget				
●	1.3.6	Obtain cabinet approval if necessary				

Roles of Relevant Key Departments in the Ministry of Finance in Project Appraisal and Financing

In the context of **Project Appraisal and Financing**, several departments under the Ministry of Finance play distinct but interconnected roles. These functions ensure that public investment projects are effectively assessed, prioritized, funded, and monitored in alignment with national development objectives.

Department of National Planning (NPD) - Project Appraisal

No.	Criteria	Key Considerations of NPD in Project Appraisal
1	Project Rationale	Consistent with the National Development Policy, Sectoral Policy, avoids duplications
2	Needs Assessment & Justification	Clear problem definition; socio-economic justification; evidence-based demand (data/statistics)
3	Logical Framework & M&E	Log Frame with outputs, outcomes, impact; SMART indicators; monitoring/reporting arrangements
4	Accountability and project Implementation Capacity	The project is consistent with the institutional and legal framework, and aligns with the organization's mandate
5	Project Readiness	Appropriate technical design; comparison of alternatives; institutional implementation capability
6	Economic & Financial Viability	Focus on EIRR, FIRR, ENPV, Cost Effectiveness, CBA, and FNPV etc.
7	Environmental & Social Safeguards	EIA compliance; social impact (resettlement, gender, vulnerable groups), climate resilience
8	Risk Assessment and mitigation measures	Identifies potential risks such as technical and design risks, financial & economic risks, environmental risk, social risk, external risks, operational & sustainability risks and identified risk mitigation measures
9	Financing Arrangements	Total cost estimate; financing sources (domestic, external, PPP, etc.)
10	Sustainability & O & M Financing	Ensures future operation and maintenance costs can be met without excessive fiscal burden
11	Make recommendation	Recommends projects for financing (domestic, external, PPP, etc)

Note:

☞ NPD appraises each Project Document with respect to **policy alignment, justification, financial and economic viability, safeguards, risk assessment, monitoring framework, and financing arrangements**.

☞ The **NPD appraisal serves as the “green light”** for a project, providing the official clearance to proceed to the **financing and budgeting stage**.

Department of External Resources (ERD)

No	Criteria	Key Considerations of ERD in Project Financing
1	Alignment with National Priorities	Undertakes mapping of donor financing for projects in PIP and considering new funding modalities
2	Financing/Grant Agreements	Acts as Chief Negotiator or behalf of the GOSL and concluding the Agreements
3	Financing Terms & Conditions	Reviews interest rates, maturity period, grace period, and repayment terms and comparing with other options to ensure least-cost borrowing in accordance with Section 6.(b) of PDMA No. 33 of 2024
4	Donor Conditions	Reviews policy, procurement, safeguard, and reporting requirements of donors (World Bank, ADB, JICA, etc.); ensures compatibility with national rules and regulations.
5	Disbursement Procedures	Considers ease and timeliness of disbursement to avoid delays in project implementation
6	Project Readiness	Confirms that feasibility studies environmental/social impact assessments, project operational manuals, detailed action plans, etc. are completed before committing to external funds
7	Necessary Clearances/ Approvals	Obtains the clearance of the Attorney General, views of the Central Bank, recommendation of the PDMO on terms and conditions, and approval of the Cabinet of Ministries before signing the Financial Agreements
8	Risk Sharing	Facilitates the negotiations regarding risk allocation between all stakeholders and donors
9	Monitoring & Reporting Requirements	Facilitates donor reporting by line Ministries and Implementation Support Missions to closely work with the donors
10	Co-financing and Parallel Financing	Checks if donor financing is blended with other bilateral/multilateral donors or domestic financing and avoids overlaps or duplications
11	Smooth Project Financing	Facilitates project restructuring, scope changes, extensions, etc.

Part II

Checklist for Development Project Implementation Stage

Status		Activity or Clearance	Y	N	N/A	Remarks
	2.0	Project Implementation				
✓	2.1	Project Risk Management and Oversight				
✓	2.1.1	Risk Management Framework				
✓	2.1.1.1	Is there a documented Risk Management Framework (RMF) in place for the project?				
✓	2.1.1.2	Are risk management strategies integrated into the overall project planning and decision - making process?				
✓	2.1.1.3	Has a Project Risk Register been created and regularly updated to reflect new or evolving risks?				
✓	2.1.1.4	Are appropriate risk mitigation strategies (e.g., avoid, reduce, transfer, and accept) identified and applied?				
●	2.2	Land Acquisition and Resettlement				
●	2.2.1	Land Acquisition				
●	2.2.1.1	Have all necessary land acquisition and utility service re-establishment activities been completed, to the extent possible, before awarding the construction contract?				
●	2.2.1.2	Are all deeds, agreements, and land transfer documents properly registered with the Land Registry following acquisition?				
●	2.2.1.3	Are maps, surveys, and boundary details accurately documented in accordance with the Surveyor General’s Guidelines?				
●	2.2.1.4	Have actions been taken in compliance with Section 44 of the Land Acquisition Act to transfer the relevant land to the project implementing agency?				
●	2.2.2	Resettlement Activities				
●	2.2.2.1	Have affected persons been provided with resettlement options in line with the National Involuntary Resettlement Policy (NIRP)?				
●	2.2.2.2	Are livelihood restoration plans being implemented for displaced communities under Sustainable Livelihood Programs?				
●	2.2.2.3	Have compensation payments for acquired lands been settled promptly to minimize interest payments due to unnecessary delays?				
●	2.2.2.4	Have potential risks, including project delays, cost overruns, and legal disputes been identified and assessed?				

Status		Activity or Clearance	Y	N	N/A	Remarks
●	2.2.2.5	Is there a folder /database available within the Project Management Unit (PMU) containing certified copies of all documents related to land acquisition and resettlement?				
✓	2.3	Financial Management, Control and Tax Compliance				
✓	2.3.1	Accounting Standards and Reporting				
✓	2.3.1.1	Is project accounting compliant with Sri Lanka Accounting Standards (SLFRS) and International Financial Reporting Standards (IFRS)?				
✓	2.3.1.2	Are periodic financial reports, audit reports, and other submissions provided to relevant oversight bodies as per statutory and regulatory requirements?				
✓	2.3.1.3	Are historical financial records maintained for future reference in accordance with Government Record-Keeping Guidelines?				
✓	2.3.2	Financial Control and Oversight				
✓	2.3.2.1	Are all project expenditures tracked against the approved budget to ensure proper financial control?				
✓	2.3.2.2	Are internal controls in place to prevent misappropriation, ensure transparency, and facilitate timely audits?				
✓	2.3.2.3	Are financial roles and responsibilities clearly defined within the project management structure?				
✓	2.3.2.4	Are financial transactions properly authorized, documented, and reviewed in line with Financial Regulations (FR 137–140 on approvals and payments)?				
✓	2.3.2.5	Is there an independent audit and oversight mechanism in place, in compliance with the National Audit Act and relevant Public Sector Internal Audit Circulars/Guidelines?				
✓	2.3.2.6	Are fund utilization reports submitted as required under FR (150–157 on revenue collection and reporting)?				
●	2.3.3	Tax Compliance and Deductions				
●	2.3.3.1	Are statutory deductions (EPF, ETF, Payee Tax, VAT, etc.) correctly calculated as per the respective legal provisions?				
●	2.3.3.2	Are tax exemptions or incentives properly documented under the Investment Promotion Act and BOI Guidelines?				
●	2.3.3.3	Is action taken to remit 25% of the salary of the officers who are released to the project under the need of the Government (section 2.3.3 (a) of the circular no 01/2019 of the Department of Management Service?				
✓	2.3.4	Financial Risk and Fraud Control				

Status		Activity or Clearance	Y	N	N/A	Remarks
✓	2.3.4.1	Are financial risks periodically assessed in compliance with relevant Risk Assessment Circulars?				
✓	2.3.4.2	Are internal controls in place to minimize financial fraud, as per Government Fraud Prevention Guidelines?				
	2.4	Assets and Inventory Management				
✓	2.4.1	Assets Management				
✓	2.4.1.1	Are project assets properly recorded in accordance with Treasury Asset Management Regulations?				
✓	2.4.1.2	Is asset depreciation and valuation conducted as per Public Sector Accounting Standards?				
✓	2.4.1.3	Has an annual asset verification been conducted and recorded by the PMU?				
✓	2.4.2	Inventory Management				
✓	2.4.2.1	Inventory Control and Oversight				
✓	2.4.2.1.1	Are documented inventory control procedures in place to manage materials, equipment, and supplies?				
✓	2.4.2.1.2	Are roles and responsibilities clearly defined for all personnel involved in inventory management?				
✓	2.4.2.1.3	Are materials inspected upon receipt for quality and quantity compliance?				
✓	2.4.2.1.4	Is there a standardized process for receiving goods?				
✓	2.4.2.1.5	Are storage conditions appropriate for different types of inventories?				
✓	2.4.2.1.6	Is inventory properly labeled/coded and categorized for easy identification?				
✓	2.4.2.1.7	Are hazardous materials stored and disposed of in compliance with environmental regulations?				
✓	2.4.2.2	Security and Safety				
✓	2.4.2.2.1	Are warehouses equipped with security measures such as CCTV, restricted access, and fire protection systems?				
✓	2.4.2.2.2	Are security measures effective in preventing theft, loss, or fraud?				
✓	2.4.2.3	Record Keeping and Stock Movement				
✓	2.4.2.3.1	Is stock movement (receipts, transfers, dispatches) accurately and promptly recorded?				

Status		Activity or Clearance	Y	N	N/A	Remarks
✓	2.4.2.3.2	Are stock variances investigated and appropriate corrective actions taken?				
✓	2.4.2.3.3	Are surplus materials returned to storage or reallocated efficiently?				
✓	2.4.2.4	Monitoring and Valuation				
✓	2.4.2.4.1	Is inventory valuation conducted periodically in accordance with accounting standards?				
✓	2.4.2.4.2	Are slow-moving, obsolete, or surplus items flagged for disposal or reallocation?				
✓	2.5	Procurement and Contract Management <i>(Apply the National Procurement Guidelines (NPG) where applicable; if not, follow the respective lender's procurement guidelines as stipulated in the financing agreement.)</i>				
✓	2.5.1	Procurement Planning and Compliance				
✓	2.5.1.1	Is the project governed by the respective lender's procurement guidelines as stipulated in the financing agreement?				
✓	2.5.1.2	Is the project governed by the National Procurement Guidelines (NPG)?				
		If the project governed by the National Procurement Guidelines (NPG)				
✓	2.5.1.3	Has the procurement plan been prepared in accordance with the National Procurement Guidelines (NPG) 2024?				
✓	2.5.1.4	Have bid documents been issued using Standard Bidding Documents (SBDs)?				
●	2.5.1.5	Have bid securities and performance guarantees been obtained as required under Section 5.9 of NPG?				
✓	2.5.1.6	Has the Letter of Acceptance been issued within the stipulated timeframe under Guideline 8.6 of NPG?				
●	2.5.1.7	Does the project comply with the NPG?				
●	2.5.1.8	Does the procurement process comply with applicable environmental and labor regulations (e.g., during contractor selection and contract execution)?				
✓	2.5.2	Contract Execution and Terms				
✓	2.5.2.1	Are all signed contracts complete, including :				
✓	2.5.2.1.1	Scope of work, deliverables, and performance obligations?				
✓	2.5.2.1.2	Terms and conditions, including dispute resolution and liability clauses?				
✓	2.5.2.1.3	Payment terms, milestones, and retention money requirements?				
✓	2.5.3	Contract Administration, Monitoring and Reporting				

Status		Activity or Clearance	Y	N	N/A	Remarks
✓	2.5.3.1	Are all contractual communications (amendments, clarifications, notifications, etc.) documented and properly filed?				
✓	2.5.3.2	Is there a structured system in place for monitoring contractor performance and overall project progress?				
✓	2.5.3.3	Is the project progressing according to agreed timelines and milestones?				
✓	2.5.3.4	Are payments made in compliance with the agreed contract terms and schedule?				
✓	2.5.3.5	Are regular project status and progress reports submitted to oversight bodies and reflect actual site conditions, work completed, and financial expenditures?				
✓	2.5.4	Variations and Claims Management				
✓	2.5.4.1	Are all contract variations and claims properly justified, demonstrably necessary, and fully documented?				
✓	2.5.4.2	Are price escalations, variations, and claims managed according to NPG guidelines?				
✓	2.5.4.3	Have liquidated damages been enforced for contractor delays, in accordance with the FDIC or SLIA Conditions of Contract?				
	2.5.5	Dispute Resolution Mechanisms				
✓	2.5.5.1	Are dispute resolution mechanisms (mediation, arbitration, and litigation) clearly defined?				
✓	2.5.6	Contract Completion and Handover				
✓	2.5.6.1	Have all as-built drawings, test results, and certifications been submitted, reviewed, and verified?				
✓	2.5.6.2	Has retention money been released only after satisfactory project completion and fulfillment of the defect liability period?				
✓	2.5.7	Procurement Complaints and Appeals				
✓	2.5.7.1	Is there a formal mechanism to receive, address, and resolve procurement-related complaints and appeals in accordance with NPG or lender guidelines?				
✓	2.6	Quality, Safety & Environmental Compliance (QSE)				
✓	2.6.1	Quality Assurance and Control				
✓	2.6.1.1	Is there a documented Quality Management System (QMS) in place for the project?				
✓	2.6.1.2	Are QA/QC measures aligned with relevant Sri Lankan regulatory requirements, such as CIDA and ICTAD standards?				
✓	2.6.1.3	Were technical specifications and qualification criteria developed in line with recognized industry standards and best practices for large-scale infrastructure projects?				

Status		Activity or Clearance	Y	N	N/A	Remarks
✓	2.6.1.4	Are QA/QC roles and responsibilities clearly defined for all personnel?				
●	2.6.2	Safety, Health & Environmental (SHE) Compliance				
●	2.6.2.1	Is there a documented Safety, Health, and Environmental (SHE) Management Plan in place for the project?				
●	2.6.2.2	Is the SHE Management Plan aligned with all relevant Sri Lankan regulations, including the Occupational Safety and Health (OSH) Act, Central Environmental Authority (CEA) regulations, the Factories Ordinance, and other applicable environmental and safety laws?				
●	2.6.2.3	Are workplace health and safety measures implemented in accordance with the Factories Ordinance and the National Occupational Safety and Health Policy?				
●	2.6.2.4	Does the project maintain adequate insurance coverage, including contractor's all-risk and liability insurance, to mitigate potential project risks?				
●	2.7	Project Scope Management				
✓	2.7.1	Have any significant changes to the project scope such as design, deliverables, or timelines been identified during implementation?				
✓	2.7.2	Were all scope changes supported by proper justification (e.g., technical, environmental, or stakeholder-driven reasons)?				
✓	2.7.3	Were scope changes formally approved by the appropriate authority (e.g., Project Steering Committee, Line Ministry, or Donor)?				
✓	2.7.4	Have approved scope changes been incorporated into updated project documents, including revised project plans, BOQs, designs, and implementation schedules?				
✓	2.7.5	Were the financial and operational implications of scope changes assessed prior to implementation?				
✓	2.7.6	Were key stakeholders informed or consulted before executing significant scope changes?				
✓	2.7.7	Have scope changes been clearly documented in progress reports, PSC minutes, and final completion reports?				
	2.8	Monitoring and Evaluation (M&E) of Project Implementation and Performance				
	2.8.1	Monitoring and Evaluation (M&E)				
✓	2.8.1.1	Are M&E activities carried out in accordance with the Annual Work Plan or Implementation Schedule approved by the Project Steering Committee (PSC) or Line Ministry?				
✓	2.8.1.2	Are M&E practices aligned with donor requirements, where applicable (e.g., ADB, World Bank, UNDP)?				

Status		Activity or Clearance	Y	N	N/A	Remarks
✓	2.8.1.3	Has a PSC been established and convened regularly as per relevant Treasury Circulars?				
✓	2.8.1.4	Are minutes of PSC meetings documented, approved, and systematically followed up for implementation of agreed actions?				
✓	2.8.1.5	Has the annual action plan of public investment projects been submitted to the Ministry of Finance, as required under Section 44(2) of the PFM Act?				
✓	2.8.1.6	Are monthly progress reports furnished to the Ministry of Finance for monitoring, as per Section 44(2) of the PFM Act?				
✓	2.8.1.7	Are M&E-related risks (e.g., inaccurate data, low stakeholder participation) identified and addressed in the project's risk register?				
✓	2.8.2	Performance Measurement and Results Tracking				
✓	2.8.2.1	Are project outputs and outcomes periodically measured against agreed baselines and targets?				
✓	2.8.2.2	Are performance evaluation findings disseminated to relevant authorities?				
✓	2.8.2.3	Are lessons learned, good practices, and challenges systematically documented and integrated into future project design and implementation?				
✓	2.9	Project Completion, Financial Closure and Assets Transfer				
✓	2.9.1	Closure Planning				
✓	2.9.1.1	Is there a Project Completion Plan with clear timelines, deliverables, and responsibilities?				
✓	2.9.1.2	Has a final project review been conducted to assess achievement of project objectives and overall completion status?				
✓	2.9.1.3	Have all contractual obligations been fulfilled by all parties involved in the project?				
✓	2.9.1.4	Have all financial retentions, performance bonds, and guarantees been released in accordance with contract terms?				
✓	2.9.1.5	Have warranties, guarantees, and liability clauses been reviewed and properly transferred or closed?				
✓	2.9.2	Financial Closure and Reporting				
✓	2.9.2.1	Are completion reports submitted to relevant stakeholders (e.g., funding agencies, regulators, line ministries)?				
✓	2.9.2.2	Have all final payments and financial settlements been made in accordance with contract terms?				

Status		Activity or Clearance	Y	N	N/A	Remarks
✓	2.9.2.3	Has the final financial audit been conducted and submitted to Auditor General/ relevant body?				
✓	2.9.2.4	Are all project records and documentation securely archived in a centralized and retrievable format?				
●		Financial closure & Reporting (For foreign funding)				
✓	2.9.2.5	Has the balance in the special Dollar account remit to the Donor?				
✓	2.9.2.6	Has the LKR advance been properly settled?				
✓	2.9.2.7	Have all the disbursements been recorded on the Government Accounts?				
✓	2.9.2.8	Are there any unrecorded disbursement at the Project Closure?				
✓	2.9.3	Asset Handover, Verification and Compliance				
✓	2.9.3.1	Is there a structured and approved Asset Handover Plan in place?				
✓	2.9.3.2	Has a complete Asset Register been prepared covering both physical and intangible assets?				
✓	2.9.3.3	Have all project assets been properly inventoried, tagged, and documented?				
✓	2.9.3.4	Are assets handed over in accordance with the Supplementary Guidance to Article 05 of DMA/02/2024?				
✓	2.9.3.5	Is there an official transfer schedule approved by the project management and receiving agency?				
✓	2.9.3.6	Have formal transfer documents (e.g., handover forms, inventory lists) been signed by both transferring and receiving officers?				
✓	2.9.3.7	Are all transferred assets updated in the receiving agency's Fixed Asset Register or Inventory System?				
✓	2.9.3.8	Have warranties, maintenance contracts, and third-party agreements been transferred with legal continuity ensured?				
✓	2.9.3.9	Have O&M (Operation & Maintenance) manuals and user guides been provided to the receiving authority?				
✓	2.9.3.10	Have all keys, access cards, passwords, and digital credentials been securely handed over?				
✓	2.9.3.11	Are Standard Operating Procedures (SOPs) documented and shared with the asset custodians?				
✓	2.9.3.12	Has a joint physical verification of assets been conducted to confirm quantity, condition, and functionality?				
✓	2.9.3.13	Have damaged, obsolete, or surplus assets been identified, evaluated, and disposed of according to government procedures?				

Status		Activity or Clearance	Y	N	N/A	Remarks
✓	2.9.3.14	Has the internal audit unit verified the completeness, accuracy, and compliance of asset transfer documentation?				
✓	2.9.3.15	Have all prior audit observations (e.g., AMC/Internal Audit) related to project assets been addressed before transfer?				
✓	2.9.4	Post-Handover Support and Sustainability				
✓	2.9.4.1	Is there a system for post-handover technical support and troubleshooting?				
✓	2.9.4.2	Are warranty, maintenance, or service level agreements in effect post-handover?				
✓	2.9.4.3	Have training programs been conducted for the operation and maintenance teams receiving the assets?				
	2.9.5	Defects Liability and Monitoring				
✓	2.9.5.1	Is there a Defects Liability Period (DLP) Plan in place, with responsibilities and timelines clearly defined?				
✓	2.9.5.2	Are mechanisms in place to address and rectify any defects or issues arising during the DLP?				
✓	2.9.6	Knowledge Management and Institutional Learning				
✓	2.9.6.1	Are all project lessons learned documented and shared for institutional learning?				
✓	2.9.6.2	Has a benefit realization analysis been conducted to assess actual vs. expected project outcomes?				
✓	2.9.6.3	Is there a system for ongoing monitoring and reporting of post-completion performance?				
✓	2.9.6.4	Have post-completion evaluations been conducted by an independent body or internal unit to extract lessons learned?				

Department of Project Management & Monitoring (DPMM) - Project Monitoring

No	Criteria	Key Considerations of DPMM in Project Monitoring
1	Physical Progress	Tracks progress of activities against the approved implementation plan, milestones, and timelines.
2	Financial Progress	Reviews budget utilization, fund releases, and expenditure vs. allocations (both domestic & external financing).
3	Output & Outcome Delivery	Monitors whether project outputs and intended results/outcomes are being achieved as per the log frame/Results Framework.
4	Compliance with Project Plans	Checks whether project implementation adheres to approved scope, design, and financing agreements.
6	Bottlenecks & Delays	Detects reasons for delays (land acquisition, institutional approvals, fund flow issues) and facilitates resolution.
7	Coordination	Coordinates with line ministries, ERD, Budget Dept., NPD, and donors for smooth implementation.
8	Reporting	Prepares and submits periodic progress reports (monthly/quarterly/annual) to MoF, Cabinet, and Parliament.
9	Capacity & Guidance	Provides technical guidance to Project Management Units (PMUs) on monitoring, reporting, and results-based management.

Part III

**Checklist for Post-Completion Monitoring and Evaluation
(Project Sustainability)**

Status	No	Activity or Clearance	Y	N	N/A	Remarks
	3.0	Post-completion Monitoring and Evaluation				
✓	3.1	Project Sustainability Monitoring				
✓	3.1.1	Are the completed facilities/assets fully functional and being used as intended?				
✓	3.1.2	Is there evidence of continued service delivery or benefits to target beneficiaries?				
✓	3.1.3	Are operation and maintenance (O&M) activities being carried out effectively?				
✓	3.1.4	Are O&M costs adequately funded by the responsible institution?				
✓	3.1.5	Are trained personnel in place to manage and operate the project outputs?				
✓	3.1.6	Is there a system in place to monitor recurring issues or failures in project components?				
✓	3.1.7	Are measures in place to ensure the sustainability of project outcomes in the medium to long term?				
	3.2	Defects Liability and Compliance Follow-Up				
●	3.2.1	Is the Defects Liability Period (DLP) being monitored and enforced?				
●	3.2.2	Are contractor obligations under the DLP being fulfilled (e.g., rectification of defects)?				
●	3.2.3	Have all warranties and guarantees been correctly documented?				
●	3.2.4	Has a final Defects Liability Report been prepared and certified by the supervising authority?				
●	3.2.5	Are health, safety, and environmental safeguards still being maintained after the post-completion of the project?				
✓	3.3	Impact Assessment				
✓	3.3.1	Has a formal Impact Assessment covering the following been conducted to evaluate?				
✓	3.3.1.1	Economic impact (e.g., increased income, employment, investment, etc.)?				
✓	3.3.1.2	Social impact (e.g., health, education, gender, etc.)?				
✓	3.3.1.3	Environmental impact (e.g., resource use, emissions, sustainability, etc.)?				
✓	3.3.2	Were baseline vs. post-completion indicators compared?				
✓	3.3.3	Were beneficiaries/stakeholders consulted as part of the impact assessment?				

Status	No	Activity or Clearance	Y	N	N/A	Remarks
✓	3.3.4	Are any unintended positive or negative impacts documented?				
✓	3.3.5	Have findings from the impact assessment, informed policy changes or new project designs?				
✓	3.4	Benefit Realization and Value for Money				
✓	3.4.1	Are outcomes aligned with the project's original objectives and KPIs?				
✓	3.4.2	Has the project delivered value for money in terms of cost-effectiveness and sustainability?				
✓	3.4.3	Is there a feedback mechanism to capture beneficiary satisfaction and service quality?				
✓	3.5	Monitoring Framework and Reporting				
✓	3.5.1	Is there an ongoing Monitoring and Evaluation (M&E) framework for the post-completion phase of the project?				
✓	3.5.2	Are performance indicators tracked and reported periodically?				
✓	3.5.3	Are progress reports submitted to relevant ministries, funding agencies and stakeholders?				
✓	3.6	Records and Asset Management				
✓	3.6.1	Are all project records, test certificates, and approvals etc. stored in a centralized database?				
✓	3.6.2	Has the Asset Register been updated to reflect transferred assets?				
✓	3.6.3	Are there clear Standard Operating Procedures (SOPs) in place for asset operation?				
✓	3.6.5	What steps are taken by the Line Ministry to protect/safeguard the documents /records handed over after completion of the project				

Any Other Comments (If any)

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Submitted By		
Name	:	
Designation	:	
Signature	:	
Date	:	

