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BEYOND
the
PLAN

Beyond *the* Signature

FOUR LESSONS THAT SHAPE DELIVERY

Transforming Commercial Agreements
into Sustainable Project Value

CONTRACT

SIGNATURE

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A SIGNED CONTRACT
IS NOT VALUE



INTEGRATION GAPS
DESTROY DELIVERY



KEEPING CONTRACTS AND
BUSINESS CASES ALIVE



THE PMO AS THE ENABLER
OF TRUST AND VALUE



Insights from
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Beyond the Signature: Project Delivery Checklist

Practical Checklist for Smarter, Sustainable Infrastructure Delivery

Successful project delivery begins after the contract is signed. This checklist helps organisations assess whether they have the governance, alignment, and delivery capability needed to turn commercial agreements into sustainable project outcomes.

Projects that perform strongly across all four lessons in Beyond the Signature are significantly more likely to achieve predictable delivery, improved stakeholder confidence, and long-term value realization.

How to Use This Checklist

This checklist is designed for infrastructure leaders, PMOs, procurement teams, and delivery organisations seeking to strengthen project delivery beyond contract award. It provides a practical self-assessment of the capabilities required to translate commercial agreements into successful, value-driven outcomes.

For each question, select the response that best reflects your organisation's current practice:

- **1 = Yes** – This capability is consistently implemented and embedded across projects.
- **0 = No** – This capability is not in place or requires significant improvement.

By completing this checklist, you will:

- Identify whether delivery thinking begins too late in your organisation.
- Expose gaps between commercial intent and operational execution.
- Assess whether integration is enabling or limiting performance.
- Determine whether contracts and business cases remain active throughout delivery.
- Evaluate the role of the PMO in enabling trust, governance, and alignment.
- Strengthen your organisation's ability to deliver predictable, sustainable, and value-driven outcomes.

1. Beyond the Signature – Why Delivery Starts After the Deal

Key Area	Questions	Status
Definition of Success	Is success defined beyond contract award and financial close?	☐ 1 ☐ 0
Post-Signature Reality	Do teams recognise that real delivery risk emerges after signing?	☐ 1 ☐ 0
Value Focus	Are we actively tracking whether intended value is being realised?	☐ 1 ☐ 0
Transition Clarity	Is there a structured handover from procurement to delivery governance?	☐ 1 ☐ 0
Outcome Orientation	Are outcomes prioritised over contractual compliance alone?	☐ 1 ☐ 0

2. Lesson 1 – A Signed Contract Is Not Value

Key Area	Questions	Status
Value Translation	Do teams clearly understand how contract terms translate into delivery outcomes?	☐ 1 ☐ 0
Operational Alignment	Is there alignment between commercial assumptions and delivery capability?	☐ 1 ☐ 0
Systems Readiness	Are systems, processes, and people ready to deliver the contract in practice?	☐ 1 ☐ 0
Performance Reality	Are we measuring the gap between contracted value and delivered value?	☐ 1 ☐ 0
Success Metrics	Are success measures outcome-based rather than output-based?	☐ 1 ☐ 0

3. Lesson 2 – Integration Gaps Destroy Delivery

Key Area	Questions	Status
Functional Silos	Do commercial, finance, and delivery teams operate in a fully integrated way?	☐ 1 ☐ 0
Common Language	Is there a shared understanding of cost, risk, scope, and schedule?	☐ 1 ☐ 0
Decision Alignment	Are key decisions made collaboratively across all functions?	☐ 1 ☐ 0
Value Leakage	Are misalignments causing rework, delay, or avoidable cost escalation?	☐ 1 ☐ 0
Governance Integration	Is integration embedded in governance structures and reporting cycles?	☐ 1 ☐ 0

4. Lesson 3 – Contracts and Business Cases Must Stay Alive

Key Area	Questions	Status
Living Documents	Are contracts and business cases actively used during delivery—not just archived?	☐ 1 ☐ 0
Change Visibility	Are scope, cost, and risk changes reflected in real time?e risks actively managed as a shared responsibility?	☐ 1 ☐ 0
Cost of Risk Awareness	Is the original business case regularly reviewed against actual outcomes?	☐ 1 ☐ 0
Fair Allocation	Are contractual obligations embedded into reporting and decision-making?	☐ 1 ☐ 0
Incentive Alignment	Are contractual obligations embedded into reporting and decision-making?	☐ 1 ☐ 0

5. Lesson 4 – The PMO as the Enabler of Trust and Value

Key Area	Questions	Status
Integration Role	Does the PMO actively integrate commercial, finance, and delivery perspectives?	☐ 1 ☐ 0
Trust Building	Does the PMO improve transparency and trust across delivery partners?	☐ 1 ☐ 0
Value Protection	Does the PMO track whether negotiated value is being realised in delivery?	☐ 1 ☐ 0
Insight Delivery	Does the PMO provide decision-ready insights rather than just reporting?	☐ 1 ☐ 0
Strategic Influence	Is the PMO involved in shaping delivery outcomes, not just monitoring them?	☐ 1 ☐ 0

Interpreting Your Score

Add your scores from all 25 questions to determine your overall delivery maturity.

Score 22–25 High Maturity

Your organisation demonstrates strong alignment between commercial intent, governance, and project delivery. Continue to refine and share best practices across projects.

16–21 Established

Solid delivery foundations are in place, but there are opportunities to strengthen integration, governance, and value realisation. Focus on addressing the identified gaps.

10–15 Developing

Several capability gaps may be limiting project performance. Improving collaboration, governance, and commercial alignment will help reduce delivery risk and improve outcomes.

0–9 Needs Immediate Attention

Significant weaknesses exist in delivery readiness, governance, or organisational alignment. A structured improvement program is recommended to strengthen project delivery capability and maximise value.

What to Do Next

Use your results to identify priority areas for improvement. The sections with the lowest scores represent the greatest opportunities to strengthen delivery capability, improve collaboration, and enhance project outcomes. Repeating this assessment periodically can help track progress and support continuous improvement.

Summary & Next Steps

After completing this checklist, reflect on:

- Where delivery thinking begins in your organisation
- Whether value is sustained or lost after contract signature
- How effectively your functions are integrated in practice
- Whether your contract and business case remain “alive” during execution
- The true role your PMO plays in enabling delivery success

Need Support?

If your results highlight areas for improvement, **EDSICO can help:**

 [Book a Free Consultation with EDSICO](#)

 <https://edsico.com.au/>

 Email: info@edsico.com.au

 Or [reach out via LinkedIn](#)

Watch the full podcast episode.

Hear from Amireh Amirmazaheri, CEO and Founder of PMO Solutions, a recognised PMO and portfolio management expert with over 20 years' experience in establishing and leading enterprise PMOs, governance frameworks, and delivery capability uplift across infrastructure, water, and government sectors, and a global leader in advancing PMO best practice through the PMO Global Alliance.

 [Watch the full episode on YouTube](#)

Use the eBook, tools, and checklist together to strengthen your bids, improve operational readiness, and build lasting trust with buyers.