

# Change Note

## for the update of the PM<sup>2</sup>-PgM Methodology from v1.0 to 2025 Edition

The improvements presented below are based on:

- feedback from PM<sup>2</sup>-PgM trained staff and the European Commission's PM<sup>2</sup> Community of Practice;
- feedback from stakeholders across EU Institutions and services applying programme management in practice;
- Methodologies Office findings (corrections, omissions, and alignment needs across the methodology suite);
- the need to align PM<sup>2</sup>-PgM with the overall methodologies strategy of the Methodologies Office.

### Highlighted Updates

- **General Updates**
  - Updated the About PM<sup>2</sup>-PgM section to match the 2025 Edition publications and to sharpen when PM<sup>2</sup>-PgM should be used (and when a project, portfolio is more appropriate).
  - Updated figures and diagrams (including the Swimlane Diagram, Phase Objectives figures, Phase Activities figures, and the "House of PM<sup>2</sup>-PgM").
  - Refined the relationships project–programme–portfolio to reduce conceptual overlap and improve practical selection of the right management "vehicle".
  - Reviewed the top-down and emerging programme approaches so both receive comparable guidance.
  - Updated the definition/description of Programme and Programme Management, with clearer links to the underlying problem/need/opportunity and to value delivery through outcomes and benefits.
  - Reworked the output–outcome–benefit–value relationship to remove ambiguity around "value" in programme management, and to better distinguish delivery of deliverables from benefits materialisation and sustained value.
- **Governance & Responsibilities**
  - Updated the governance model to include a Programme Business Implementation Group (PgBIG) and Programme Support Team (PgST).
  - Replaced RASCI with D-ARSCI to make decision authority explicit and to tighten accountability for programme activities and artefacts.
  - Updated the Responsibilities Assignment Matrix (RAM) to reflect the revised governance and responsibility model.
- **Lifecycle/Phases**
  - Included Phase Objectives for each of the four programme Phases.
  - Increased emphasis on Phase Gate Assessments and Decisions as formal quality and governance checkpoints.
  - Refined the description and use of programme stages.
- **Processes**
  - Updated Monitoring and Controlling activities to strengthen performance steering, quality discipline, change control, and lessons capture across the lifecycle.
  - Repositioned Programme Change Request under Monitor & Control – Manage Change to align change handling with baseline control and governance escalation.
- **Artefacts**
  - Introduced two new Programme Logs: the **Stakeholders Log** (replacing/standardising the former Stakeholder's Log) and **Lessons Log**.

- Added a **Benefits Traceability Matrix** (replacing the Benefit Log) to improve line-of-sight from outcomes to benefits and measurement.
  - Repositioned Programme Initiation Request, Business Case, and Programme Charter, based on their updated templates, to better reflect their purpose.
  - Updated the Programme Progress Report (replaces the Programme Status Report), shifting emphasis from narrative updates to overall programme performance.
  - Introduced Programme Checklists to promote consistency, completeness, and compliance with governance and quality expectations.
  - Added guidance illustrating the complementary use of PM<sup>2</sup> project artefacts per PM<sup>2</sup>-PgM phase (programme layer coordination vs project layer delivery evidence).
- **Mindsets:**
    - Updated the PM<sup>2</sup>-PgM Mindset Section to address programme management specificities.

### Updates on the Publication

- Updated overall branding and layout to match the 2025 Edition publication family, including compliance with accessibility requirements and PM<sup>2</sup> visual standards.
- Implemented corrections and filled gaps identified in the v1.0 Guide (editorial fixes, missing elements, and structural inconsistencies).
- Improved structure and reading flow (clearer sequencing, reduced duplication, better cross-references between governance, lifecycle, processes, and artefacts).
- Updated the copyright statement to align with the European Commission's standard Creative Commons CC BY 4.0 licensing approach.