

Organisation [Name]

Department [Name]

Programme-End Report

**<Programme Name>**

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# Introduction

The purpose of this report is to summarise and document all the key elements that are found during the life of the programme and/or discussed during the programme-end review meeting. The goal is to capture the overall stakeholder satisfaction, perform an overall evaluation of the programme experience, and document lessons learned, best practices and offer post programme recommendations.

Capturing lessons learned allows programmes/programme teams as well as the permanent organisation to benefit from the experience acquired during the programme. Capturing ideas and recommendations for post-programme work related to the operations of the product/service, is also invaluable for future programmes.

*<Summarise the effectiveness of the various programme dimensions and programme activities in each section below. Delete those sections that are not relevant to your programme-end report or merge them as you see appropriate. At the end, summarise the over lessons learned for the programme as a whole.>*

This report should address the subjects described in the following sections.

# Programme Success

## Effectiveness

*<Summarise how effectively the product or service met the needs of the:*

* *Customer/Client*
* *Performing organization*
* *Business as specified in the business case document*

*Highlight specific programme performance metrics.*

*Detail the outcome as best practices and lessons learned.>*

## Programme Evaluation

*<Summarise the effectiveness of the Management of the core programme dimensions of (Cost, Schedule, Benefits) throughout the programme.*

*Highlight:*

* *If the initial scope was stable and if the requirements were sufficiently managed*
* *How programme changes were managed (in conformity or not with the programme change management plan)*
* *Significance of approved scope changes compared to the original programme scope*

*Compare the baseline versions of the programme schedule and budget (planning) to the final versions (execution). Describe, evaluate, and explain discrepancies. Were the initial estimates accurate?*

*Identify and discuss specific issues related to the management of cost, schedule, benefits of the programme.*

*Detail the outcome as best practices and lessons learned.>*

# Programme Management Evaluation

## Overall

*<Present the overall effectiveness of the programme management for this programme.*

* *Which aspects of the overall programme management could have been done better?*
* *Was the level of tailoring and customization of the PM2 Methodology, the implementation of the processes and the use of aftereffects effective?*

*More specifically, you can use the sections below to discuss some of the most important programme management aspects. Delete or merge any of the sections below as per your needs.>*

## Benefits Management

*<Summarise the effectiveness of benefits management in the programme*

*Highlight:*

* *Benefits that where/where not delivered*
* *Effectiveness of the metrics that quantify the benefits delivery*
* *Actions/activities that could have improved the benefits delivery*

*Identify and discuss specific issues.*

*Detail the outcome as best practices and lessons learned.>*

## Risk Management

*<Summarise the effectiveness of risk management throughout the programme.*

*Highlight:*

* *Significant risks that were identified and occurred*
* *Significant risks that occurred but were not identified*
* *Effectiveness of the selected strategies and action plans for the risks that occurred*

*Identify and discuss specific issues.*

*Detail the outcome as best practices and lessons learned.>*

## Stakeholder Management

*<Summarise the effectiveness of stakeholder management in the programme*

*Highlight:*

* *Key stakeholders that were not identified at programme start*
* *Stakeholder management activities that were particularly effective*
* *Stakeholder management activities that could have been done better or should be avoided*

*Identify and discuss specific issues.*

*Detail the outcome as best practices and lessons learned.>*

## Programme Communications

*<Summarise the effectiveness of the communication plan developed for the programme*

*Highlight:*

* *Communication activities that were particularly effective*
* *Communication activities that could have been done better or should be avoided*

*Identify and discuss specific issues.*

*Detail the outcome as best practices and lessons learned.>*

## Issues and Conflict Resolution

*<Summarise the effectiveness of issue and conflict management throughout the programme.*

*Highlight:*

* *Significant issues and conflicts*
* *Effectiveness of the issue management process for those issues*
* *Effectiveness of the resolution of any conflicts*

*Were issues resolved before change control was needed?*

*Detail the outcome as best practices and lessons learned.>*

# Business Implementation

*<Summarise the effectiveness of the Business Implementation throughout the programme.*

*Highlight:*

* *Signifiant organisational change management impacts*
* *Effectiveness of the business implementation activities planned and executed for those impacts*

*Identify and discuss specific issues.*

*Detail the outcome as best practices and lessons learned.>*

# Governance and Team Evaluation

## Performance of the Organisation

*<Summarise the effectiveness of the participating organisation within the context of this programme.*

*Highlight:*

* *Significant responsibilities of the participating organisation*
* *Effectiveness of the participating organisation in accomplishing their responsibilities*

*Identify and discuss specific issues.*

*Detail the outcome as best practices and lessons learned.>*

## Performance of the Programme Team

*<Summarise the effectiveness of the programme core team within the context of this programme.*

*Highlight:*

* *Significant responsibilities of the programme core team*
* *Effectiveness of the programme core team in accomplishing their responsibilities*

*Identify and discuss specific issues.*

*Detail the outcome as best practices and lessons learned.>*

# Lessons Learned and Best Practices

*<Summarise the lessons learned and any recommended best practices for the whole programme. You can also suggest next steps required to implement any improvement ideas.*

*You can organise and present these in categories (for example, technical, governance, programme management, risk management, etc.>*

# Post Programme Recommendations

*<Summarise any improvement opportunities or recommendations for post-programme work related to the operations of the product/service, such as extensions, maintenance, ideas for follow-up programmes, etc.*

*Highlight:*

* *Suggestions for follow up activities.*
* *Suggestions for follow-up programmes.*
* *Suggestions for follow-up activities related specifically to business implementation and organisational change, and in verifying that the intended benefits will be managed.>*

# Appendix 1: References and Related Documents

<Use this section to reference (or append if needed in a separate annex) any relevant or additional information. Specify each reference or related document by title, version (if applicable), date, and source (e.g. the location of the document or the publishing organisation).>

|  |  |  |
| --- | --- | --- |
| **ID** | **Reference or Related Document** | **Source or Link/Location** |
| 1 | *<Example of a related document>*  *<04.Programme\_Handbook.XYZ.11-11-2013.V.1.0.docx>* | *<Example of a location>*  *< U:\Documents\>* |
| 2 | Programme folder | *<Insert programme folder location.>* |
| 3 |  |  |