

FINAL PROJECT REPORT

Comprehensive closure document — scope, schedule, budget, quality, risks, and lessons

Template T-26 · Chapter 16: Project Closure · radimkaufmann.com

1. PROJECT IDENTIFICATION

Project Name		Report Date	DD/MM/YYYY
Project Manager		Sponsor	
Customer		Contract / PO Ref	
Project Start Date		Project Close Date	
Planned Duration		Actual Duration	

2. EXECUTIVE SUMMARY

Project Summary (3-5 sentences)

Describe what was built, for whom, what was achieved, and overall success assessment.

○ SUCCESSFUL
★★★★★

○ MOSTLY
SUCCESSFUL
★★★☆☆

○ PARTIALLY
SUCCESSFUL
★★☆☆☆

○ UNSUCCESSFUL
★☆☆☆☆

3. SCOPE PERFORMANCE

Scope Delivered vs. Contracted

Describe contracted vs. delivered scope. Note approved changes.

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Contracted Scope Item	Delivered	Status
		✓ / Partial / X
		✓ / Partial / X
		✓ / Partial / X
		✓ / Partial / X
		✓ / Partial / X
		✓ / Partial / X

4. SCHEDULE PERFORMANCE

Milestone	Planned	Actual	Variance (d)	Status
Project Kick-off	01/01/26	01/01/26	0	On Time
Planning Complete	28/02/26	28/02/26	0	On Time
Design Approved	15/03/26	17/03/26	+2	Late
Development Complete	31/05/26	07/06/26	+7	Late
UAT Complete	21/06/26	28/06/26	+7	Late
FAC Signed	30/06/26	10/07/26	+10	Late

Schedule Variance Analysis
<i>Explain primary causes of schedule deviations.</i>

5. BUDGET PERFORMANCE

Cost Category	Approved (\$)	Actual (\$)	Variance	%
Internal Labor	\$138,000	\$141,200	+\$3,200	+2.3%
External / Vendors	\$50,000	\$54,800	+\$4,800	+9.6%
Hardware / Equipment	\$34,500	\$34,500	\$0	0.0%
Software / Licenses	\$21,600	\$21,600	\$0	0.0%
Travel & Logistics	\$12,500	\$10,200	-\$2,300	-9.2%
Training	\$10,500	\$9,800	-\$700	-6.7%
Contingency Used	\$26,700	\$19,100	-\$7,600	-28.5%
TOTAL	\$293,800	\$291,200	-\$2,600	-0.9%

Budget Variance Analysis

Explain cost overruns or savings. Note contingency consumed.

6. QUALITY & ACCEPTANCE SUMMARY

Quality Metric	Target	Achieved	Notes
UAT Pass Rate	≥ 95%	97.2%	3 minor defects waived
Critical Defects at FAC	0	0	All resolved pre-FAC
Quality Gates Passed	5/5	5/5	All on first review
Acceptance (PAC+FAC)	Both	Both signed	FAC: 10/07/26
Open Items at Closure	0 Critical	0 Critical	2 minor items post-closure

7. RISK & ISSUE SUMMARY

Metric	Risks	Issues	Notes
Total Identified	12	10	
Critical / High	4	4	R-04, R-07 most impactful
Materialized	3	7	See T-15 and T-21
Closed at Closure	12	10	All resolved

8. TEAM & STAKEHOLDER PERFORMANCE

Team Performance Assessment

Summarize team performance, collaboration, skills, availability, and recognition.

Stakeholder Engagement Assessment

Assess stakeholder engagement quality. Note challenges and resolutions.

9. KEY LESSONS LEARNED (Top 5)

#	Lesson — What happened & Why	Recommendation
1		
2		
3		
4		
5		

Full lessons: see T-25 Lessons Learned Log.

10. OUTSTANDING ACTIONS & POST-CLOSURE HANDOVER

Outstanding Action / Obligation	Owner	Due Date	Type
			Warranty / Admin / Ops
			Warranty / Admin / Ops
			Warranty / Admin / Ops
			Warranty / Admin / Ops
			Warranty / Admin / Ops

11. FINAL APPROVAL & CLOSURE DECLARATION

By signing below, the undersigned confirm this project has been formally closed. All contracted deliverables have been accepted (ref. T-24 Acceptance Protocol). Outstanding items in Section 10 are acknowledged. Project resources have been released. This Final Project Report is approved for archiving.

Role	Name & Title	Signature	Date
Project Manager			
Project Sponsor			
Customer Representative			
PMO / Quality Assurance			

From the book: Project Management: From Initiation to Closure

The Final Project Report is the project's last act of integrity. It tells the truth about what happened, learns from it, and gives the organization the knowledge it paid for.

