

TEMPLATE22

PROJECT CLOSURE REPORT TEMPLATE

A standard editable Word document for formally closing projects, confirming acceptance, recording final performance, transferring ownership, and capturing lessons learned.

Project Name: [Enter Project Name] | Closure Date: [DD MMM YYYY]

CLOSURE STATUS [Closed / Conditional / Rejected]	FINAL BUDGET [Planned vs Actual]	FINAL SCHEDULE [On Time / Delayed]	FINAL APPROVAL [Pending / Approved]
SPONSOR [Name]	PROJECT MANAGER [Name]	CLIENT / OWNER [Name]	DOCUMENT VERSION [0.1]

01

TEMPLATE OVERVIEW

Use this page to explain the purpose, scope and review approach before the report is completed.

What this Word template explains

This Project Closure Report Template explains whether the project is ready for formal closure, what was delivered, how the project performed against scope, schedule, budget and quality baselines, which obligations remain, what lessons were learned, and which authorized stakeholders approved the final closure.

Template Owner	Project Manager / PMO
When Used When	All deliverables are complete or ready for conditional closure and the sponsor/client must approve the final project status.
Target Audience	Sponsor, client/customer, steering committee, PMO, operations owner, finance, procurement and project team.
Closure Type	[Normal Closure / Early Closure / Partial Closure / Termination / Phase Closure]
Editing Instruction	Replace bracketed text, update tables, remove sections not relevant to the project, and attach supporting evidence where required.

02

DOCUMENT CONTROL

Track ownership, version history and approval workflow for this closure report.

Document Field	Details
Project Name	[Enter project name]
Project Code / ID	[Enter project ID]
Prepared By	[Name, role, department]
Reviewed By	[Sponsor / PMO / Client / Finance / Operations]
Report Date	[DD MMM YYYY]
Distribution List	[List names or groups]

Version	Date	Author	Summary of Change	Approval
0.1	[DD MMM YYYY]	[Name]	Initial draft prepared	[Pending]
0.2	[DD MMM YYYY]	[Name]	Review feedback added	[Pending]
1.0	[DD MMM YYYY]	[Name]	Final closure report issued	[Approved]

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EXECUTIVE CLOSURE SUMMARY

Summarize the final project position for senior decision makers.

Overall closure statement: [Summarize the project outcome, closure reason, and final recommendation in 4-6 lines.]

Business result delivered: [Describe the operational, financial, customer, compliance or strategic value created.]

Key exceptions: [Mention any accepted gaps, unresolved items, deferred work or sponsor-approved exceptions.]

Closure Decision	Select / Explain
Recommended Decision	[Approve Closure / Approve Conditional Closure / Reject Closure / Return for Rework]
Reason for Decision	[Explain decision basis]
Closure Effective Date	[DD MMM YYYY]
Governance Body	[Sponsor / Steering Committee / Client Board / PMO]

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CLOSURE READINESS DASHBOARD

Give a quick visual summary of the final status of core closure areas.

SCOPE	SCHEDULE	BUDGET	QUALITY	ACCEPTANCE
[Green]	[Amber]	[Green]	[Green]	[Pending]

Status Color	Meaning	Required Action
Green	Complete, accepted and supported by evidence	Record closure evidence and proceed to approval
Amber	Minor exception, agreed workaround or pending administrative item	Assign owner, due date and acceptance condition
Red	Material gap, rejected deliverable or unresolved business risk	Escalate before final closure

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PROJECT INFORMATION

Record the final profile of the project being closed.

Field	Information	Field	Information
Project Name	[Enter]	Project ID	[Enter]
Project Manager	[Enter]	Sponsor	[Enter]
Client / Customer	[Enter]	Business Owner	[Enter]
Start Date	[DD MMM YYYY]	Actual Finish Date	[DD MMM YYYY]
Project Type	[Internal / Client / Regulatory / IT / Construction]	Priority	[High / Medium / Low]
Contract Reference	[Enter if applicable]	Closure Type	[Normal / Early / Partial]

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OBJECTIVES AND SUCCESS CRITERIA

Compare the approved purpose of the project with the final outcome.

Original Objective / Success Criteria	Baseline Target	Final Result	Evidence / Reference	Status
[Objective 1]	[Target]	[Actual result]	[Evidence ID]	[Met / Partially Met / Not Met]
[Objective 2]	[Target]	[Actual result]	[Evidence ID]	[Met / Partially Met / Not Met]
[Objective 3]	[Target]	[Actual result]	[Evidence ID]	[Met / Partially Met / Not Met]
[Objective 4]	[Target]	[Actual result]	[Evidence ID]	[Met / Partially Met / Not Met]

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PERFORMANCE AGAINST BASELINES

Document how the project performed against scope, schedule, cost and quality baselines.

Area	Approved Baseline	Actual Result	Variance	Reason / Comment
Scope	[Approved scope summary]	[Completed scope summary]	[+/-]	[Explain]
Schedule	[Baseline finish date]	[Actual finish date]	[Days +/-]	[Explain delay or early finish]
Budget	[Approved budget]	[Actual cost]	[Amount / %]	[Explain variance]
Quality	[Quality targets]	[Final quality result]	[Pass / exception]	[Explain]
Benefits	[Planned benefits]	[Observed / forecast benefit]	[Variance]	[Explain realization plan]

KPI / Metric	Target	Actual	Variance	Status	Owner Comment
[Metric 1]	[Target]	[Actual]	[Variance]	[Green/Amber/Red]	[Comment]
[Metric 2]	[Target]	[Actual]	[Variance]	[Green/Amber/Red]	[Comment]
[Metric 3]	[Target]	[Actual]	[Variance]	[Green/Amber/Red]	[Comment]

Performance writing guide

Focus on facts and evidence. Explain the size of the variance, why it happened, whether it was approved, and what it means for operations after closure.

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DELIVERABLES ACCEPTANCE REGISTER

Confirm final deliverables, acceptance criteria and owner sign-off evidence.

Deliverable	Acceptance Criteria	Accepted By	Date	Evidence	Status
[Deliverable 1]	[Criteria]	[Name / Role]	[Date]	[File / Link / Ref]	[Accepted]
[Deliverable 2]	[Criteria]	[Name / Role]	[Date]	[File / Link / Ref]	[Accepted]
[Deliverable 3]	[Criteria]	[Name / Role]	[Date]	[File / Link / Ref]	[Conditional]
[Deliverable 4]	[Criteria]	[Name / Role]	[Date]	[File / Link / Ref]	[Pending]

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OPEN ITEMS, EXCEPTIONS AND DEFERRED WORK

Identify remaining obligations that survive project closure.

ID	Open Item / Exception	Impact	Owner	Due Date	Closure Condition	Status
OI-01	[Describe unresolved item]	[Low/Med/High]	[Owner]	[Date]	[What must be done]	[Open]
OI-02	[Describe deferred work]	[Low/Med/High]	[Owner]	[Date]	[What must be done]	[Open]
OI-03	[Describe warranty/support item]	[Low/Med/High]	[Owner]	[Date]	[What must be done]	[Open]

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FINAL ISSUES, RISKS AND CHANGE SUMMARY

Record the final disposition of issues, risks and project changes.

Category	Summary	Final Disposition	Owner	Evidence
Major Issues	[Summarize key issues raised during delivery]	[Closed / Accepted / Transferred]	[Owner]	[Ref]
Residual Risks	[Summarize risks remaining after closure]	[Accepted / Transferred / Mitigated]	[Owner]	[Ref]
Change Requests	[Total approved/rejected/deferred]	[Implemented / Deferred]	[Owner]	[Ref]
Compliance Gaps	[Any audit, regulatory or policy concerns]	[Closed / Exception Approved]	[Owner]	[Ref]

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HANDOVER AND TRANSITION TO OPERATIONS

Confirm that ownership, support and knowledge transfer are complete.

Handover Area	Receiving Owner	Evidence / Artefact	Completion Date	Status
Operational ownership	[Name / Team]	[Handover note / approval]	[Date]	[Complete]
Support model	[Name / Team]	[Support plan / SLA]	[Date]	[Complete]
Training / knowledge transfer	[Name / Team]	[Training record]	[Date]	[Complete]
Data / system access	[Name / Team]	[Access log]	[Date]	[Complete]
Documentation archive	[Name / Team]	[Repository link]	[Date]	[Complete]

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CONTRACT, PROCUREMENT AND FINANCIAL CLOSURE

Close commercial commitments and reconcile final financial records.

Closure Item	Required Evidence	Owner	Status	Comment
Final invoices received	[Invoice list / account statement]	[Finance]	[Complete/Pending]	[Comment]
Supplier deliverables accepted	[Acceptance certificate]	[Procurement]	[Complete/Pending]	[Comment]
Contract obligations closed	[Contract closure note]	[Contract owner]	[Complete/Pending]	[Comment]
Budget released / remaining funds returned	[Finance approval]	[Finance]	[Complete/Pending]	[Comment]
Asset register updated	[Asset transfer record]	[Operations]	[Complete/Pending]	[Comment]

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BENEFITS REALIZATION AND POST-PROJECT OWNERSHIP

Clarify which benefits are already achieved and which require monitoring after closure.

Benefit	Baseline / Target	Current Result	Future Measurement Date	Benefit Owner	Status
[Benefit 1]	[Target]	[Actual / forecast]	[Date]	[Owner]	[On Track]
[Benefit 2]	[Target]	[Actual / forecast]	[Date]	[Owner]	[At Risk]
[Benefit 3]	[Target]	[Actual / forecast]	[Date]	[Owner]	[Not Started]

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STAKEHOLDER AND CLIENT FEEDBACK

Capture satisfaction, acceptance comments and improvement input.

Stakeholder Group	Feedback Summary	Satisfaction Rating	Action Needed	Owner
Sponsor	[Feedback]	[1-5]	[Action / None]	[Owner]
Client / Customer	[Feedback]	[1-5]	[Action / None]	[Owner]
Operations / Support	[Feedback]	[1-5]	[Action / None]	[Owner]
Project Team	[Feedback]	[1-5]	[Action / None]	[Owner]

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LESSONS LEARNED

Preserve practical knowledge for future projects.

Lesson ID	What Happened	Impact	Root Cause	Recommendation	Future Owner
LL-01	[Describe event or pattern]	[Impact]	[Cause]	[What to repeat or improve]	[Owner]
LL-02	[Describe event or pattern]	[Impact]	[Cause]	[What to repeat or improve]	[Owner]
LL-03	[Describe event or pattern]	[Impact]	[Cause]	[What to repeat or improve]	[Owner]
LL-04	[Describe event or pattern]	[Impact]	[Cause]	[What to repeat or improve]	[Owner]

Lessons learned prompt

Ask: What should the organization repeat, stop, start or standardize? A useful lesson includes evidence, cause, recommendation and an owner who can embed the improvement.

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CLOSURE EVIDENCE CHECKLIST

Use this checklist to confirm that the project file is complete before final sign-off.

Evidence / Record	Required	Status	Location / Link
Approved project charter / authorization	Yes	[Complete/Pending]	[Repository path]
Final scope statement and requirements traceability	Yes	[Complete/Pending]	[Repository path]
Signed deliverable acceptance records	Yes	[Complete/Pending]	[Repository path]
Final project schedule and milestone report	Yes	[Complete/Pending]	[Repository path]
Final cost report and budget reconciliation	Yes	[Complete/Pending]	[Repository path]
Quality inspection / test / audit evidence	Yes	[Complete/Pending]	[Repository path]
Issue log, risk register and change log final status	Yes	[Complete/Pending]	[Repository path]
Handover and support documents	Yes	[Complete/Pending]	[Repository path]
Lessons learned log and closure meeting notes	Yes	[Complete/Pending]	[Repository path]
Contract closeout and supplier acceptance documents	Yes	[Complete/Pending]	[Repository path]

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TEAM AND RESOURCE RELEASE*Confirm project resources are formally released or transferred.*

Resource / Team	Role	Release / Transfer Date	Next Assignment / Owner	Comment
[Name / Team]	[Role]	[Date]	[Next assignment]	[Comment]
[Name / Team]	[Role]	[Date]	[Next assignment]	[Comment]
[Name / Team]	[Role]	[Date]	[Next assignment]	[Comment]

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FINAL APPROVAL AND SIGN-OFF*Record formal authorization to close the project or close with exceptions.*

Approval Role	Name	Decision	Signature	Date
Project Manager	[Name]	[Recommend closure]		[Date]
Project Sponsor	[Name]	[Approve / Reject]		[Date]
Client / Customer Representative	[Name]	[Accept / Conditional]		[Date]
Operations / Business Owner	[Name]	[Accept handover]		[Date]
PMO / Governance	[Name]	[Confirm compliance]		[Date]

Final sign-off statement

By signing this report, the approvers confirm the final project status, acceptance position, remaining obligations, ownership transfer and authority to close the project record as stated in this document.

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APPENDIX A - REFERENCE NOTES

Optional section for supporting links, policies and closure evidence.

Reference Type	Name / Link / Location	Purpose
Project Management Guidance	PMI project closing guidance	Used to align closure with formal acceptance, lessons learned, handover and administrative closure principles.
Template Benchmark	ProjectManagement.com Project Closure Report	Used to validate inclusion of deliverables acceptance, lessons learned, contract closure and administrative closure sections.
Template Benchmark	Smartsheet project closeout and sign-off guidance	Used to validate cost, schedule, deliverables, responsibilities and final sign-off sections.
Internal Evidence	[Repository / folder path]	Attach final schedule, budget, acceptance records, issue log, risk register, contract closure and lessons learned files.

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APPENDIX B - CLOSURE MEETING NOTES

Record discussion and decisions from the final project closure meeting.

Meeting Date	Attendees	Key Decisions	Action Items	Owner / Due Date
[Date]	[Names]	[Decision summary]	[Action]	[Owner / Date]
[Date]	[Names]	[Decision summary]	[Action]	[Owner / Date]
[Date]	[Names]	[Decision summary]	[Action]	[Owner / Date]