

## Session 6: Complete & Sustain (ACMP Domain 5)

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**Date:** Wednesday, 20 May 2026 · 8:00 PM EAT

**Programme:** ACMP Africa Change Management Mentorship

**Domain:** ACMP Standard Domain 5 — Evaluate and Sustain Change

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### Learning Objectives


By the end of this session, you will be able to:


- Apply the **Sustainability Checklist** to ensure change outcomes endure beyond the active project lifecycle.
  - Conduct an **After-Action Review (AAR)** to capture lessons learned and drive continuous improvement.
  - Use a **Benefits Realisation framework** to track whether intended change outcomes were achieved.
  - Build a personal **"My Change Plan"** that defines how you will embed, measure, and transition change in real-world initiatives.
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### Key Frameworks

#### 1. Sustainability Checklist

Use this checklist to evaluate whether your change initiative is set up to last. Tick each item as you confirm readiness.

#	Sustainability Element	Description	 Done?
1	<b>Ownership Transfer</b>	Formal handover of accountability to operational owners (not just the change team).	<input type="checkbox"/>
2	<b>Process Embedding</b>	Change is baked into standard operating procedures, job descriptions, and workflows.	<input type="checkbox"/>
3	<b>Metrics &amp; KPIs</b>	Ongoing measures are in place to track adherence and performance post-implementation.	<input type="checkbox"/>
4	<b>Knowledge Retention</b>	Documentation, playbooks, and training materials are accessible and up to date.	<input type="checkbox"/>
5	<b>Governance Structure</b>	Steering committees or review boards are assigned to oversee sustainment.	<input type="checkbox"/>
6	<b>Cultural Integration</b>	The change is reflected in organisational values, behaviours, and reward systems.	<input type="checkbox"/>

#	Sustainability Element	Description	 Done?
7	<b>Feedback Loops</b>	Mechanisms exist for end-users to report issues and suggest improvements.	<input type="checkbox"/>
8	<b>Resource Allocation</b>	Ongoing budget and personnel are allocated for sustainment activities.	<input type="checkbox"/>

## 2. After-Action Review (AAR) Template

A structured debrief to capture what happened, why, and what to improve — run at key milestones or at the close of a change initiative.

Question	Observations & Evidence
<b>What worked?</b> What went well? What contributed to our successes?	
<b>What didn't work?</b> Where did we fall short? What hindered progress?	
<b>What would we do differently?</b> If we could redo this, what would we change?	
<b>What surprised us?</b> Unexpected outcomes, both positive and negative.	
<b>What actions are we taking?</b> Specific next steps and owners for improvement.	

### Fillable AAR Table

Aspect	Findings	Owner	Target Date
What worked?			
What didn't?			
Do differently?			
Surprises?			
Action items			

## 3. Benefits Realisation Framework

Track whether your change initiative delivered the intended value. Define each benefit at the start, then monitor and report against it.

Benefit Description	Baseline (Before)	Target (Goal)	Actual (Achieved)	Variance	Status
					<input type="checkbox"/> On Track / <input type="checkbox"/> At Risk / <input type="checkbox"/> Not Met
					<input type="checkbox"/> On Track / <input type="checkbox"/> At Risk / <input type="checkbox"/> Not Met
					<input type="checkbox"/> On Track / <input type="checkbox"/> At Risk / <input type="checkbox"/> Not Met
					<input type="checkbox"/> On Track / <input type="checkbox"/> At Risk / <input type="checkbox"/> Not Met

**Formula:**  $Variance = Actual - Target$  (positive = above target; negative = below target)

## My Change Plan — Workbook

Use this section to build a practical, actionable plan for a real change initiative you are leading or supporting.

### How will you embed this change into daily operations?

*Consider: updates to SOPs, integration into onboarding, job role changes, systems configuration, policy updates.*

<Fill in your response here – at least 3-5 concrete actions>

### How will you measure if the intended benefits were achieved?

*Consider: leading/lagging indicators, survey scores, operational data, adoption metrics, frequency of use.*

Metric / KPI	How It Will Be Measured	Review Frequency	Target Value

### What is your transition plan — when and how does change management end?

*Consider: handover date, sign-off criteria, exit criteria for the change team, post-implementation support period.*

<Fill in your response here>

Transition Milestone	Target Date	Owner	Completion Criteria
Formal handover to operations			
Documentation finalised			
Final benefits report			
Change team disbands			
Post-implementation review			

## Key Terms

Term	Definition
<b>Sustainment</b>	The ongoing activities and structures that ensure change outcomes are maintained and continue to deliver value over time.
<b>After-Action Review (AAR)</b>	A facilitated debrief process that examines what happened, why it happened, and how to improve future performance — focused on learning, not blame.
<b>Benefits Realisation</b>	The process of identifying, tracking, and measuring the expected benefits of a change initiative to confirm value delivery and inform course correction.
<b>Ownership Transfer</b>	The formal handover of accountability for a change from the project/change team to operational or business-as-usual owners.
<b>Closure Criteria</b>	The predefined conditions that must be met before change management activities officially end, including benefits thresholds, adoption rates, and stakeholder sign-off.

## Personal Notes

Use this space to capture insights, action items, or reflections from the session.

<Your notes here>

## Session 6 — Quick Recap

- I understand the **Sustainability Checklist** and can apply it.
- I can facilitate an **After-Action Review** for my change initiative.
- I can build and track a **Benefits Realisation Plan**.
- I have drafted my "**My Change Plan**" workbook.
- I know the key terms for ACMP Domain 5.

 **You've completed the ACMP Mentorship Programme! Apply these tools to your real-world change initiatives.**

*Thank you for your commitment, curiosity, and passion for the change management profession. This is not an ending — it's a beginning. Go lead meaningful change.*