Click here and type Project Name

Terms of Reference (ToR)

# Purpose of this document

* To state the business drivers for and objectives of the project
* To describe in outline the scope of the project
* To state any dependencies and constraints already known
* To identify resources required for the next phase
* To justify and secure funding for a feasibility investigation

***Note:***

*The primary purpose of this document is to justify the work required to determine whether the project is likely to be feasible from a technical and business perspective. All of the above should only be described at very high level. Expect only a sentence, a short paragraph or a short list of bullets under each heading.*

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| Workflow |
| Produced by: |
|  |
| Reviewed by: |
|  |
| Approved / Accepted by: |
| [Name] | date | BS | [Name]  | date | PM |
| [Name]  | date | BV | [Name]  | date | BA |
| [Name] | date |  | [Name]  | date |  |
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# Business Driver

*High-level definition of the business driver for and objectives of the project.*

*State the reason for this proposal for a project in the context of strategic or tactical business objectives.*

***A short paragraph should suffice.***

# Objectives

*State the key objectives of the proposed project. (Definition: Objective - something that one's efforts or actions are intended to attain or accomplish; purpose; goal; target) These should be clearly related to the business driver and be described terms of the business problem or opportunity (not in terms of a possible solution).*

***A short bulleted list should suffice.***

# Scope

*Present an initial view of the project sufficient to provide a focus for investigation in the* ***Feasibility*** *phase. Consider including what MUST be in scope, would IDEALLY be in scope and is ruled OUT of scope. For clarity, consider inserting a simple context diagram to illustrate interfaces with people and processes and major information flows related to the likely system solution.*

# Project Constraints

*State any HIGH LEVEL technical and/or business constraints that are already known about. Ensure that regulatory and legal constraints are identified. (e.g. must comply with current Financial Services Authority guidance, must deliver in time for next year-end accountancy process).*

***A short bulleted list should suffice.***

# Benefits

*State at a high level the nature and magnitude of the anticipated benefits that would be enabled if the project were to go ahead. Even if only a very rough quantitative assessments benefits if possible it would be helpful to state them in a range that reflects a wide confidence estimate.*

***A short bulleted list should suffice.***

# Assumptions and Dependencies

*State any HIGH LEVEL technical and/or business assumptions or dependencies already identified that must be considered moving forwards. (e.g. relies on project X delivering Y first, assumes new business growth trend is sustained).*

***A short bulleted list should suffice.***

# Project Risks

*State any HIGH LEVEL Risks associated with this project that are already known. There is no need for formal Risk Analysis at this stage. It is likely that the risks identified here will be related to the Constraints, Assumptions and Dependencies identified above. (e.g. there is a significant risk of failure if we cannot train or otherwise acquire suitably skilled development staff).*

***A short bulleted list should suffice.***

# Resources and Facilities Required

*Identify any resources required for* ***Feasibility*** *and, if appropriate,* ***Foundations*** *phases.*

# Timescales and Costs

*Provide credible estimates of timescale and cost for the* ***Feasibility*** *and, where appropriate,* ***Foundations*** *phases. Provide rough estimates for the whole project that will be refined during the* ***Feasibility*** *and* ***Foundations*** *phases. State them in a range that reflects a wide confidence estimate.*

# Stakeholders

*List the key players who will need to be involved in the* ***Feasibility*** *and* ***Foundations*** *phases and perhaps even in later phases of the project where anticipated.*