Project Proposal

Template and Guide

Version 3.0 (April 2008)

This Guide is intended to be read in conjunction with the following template for the development of a Project Proposal for small to medium projects. As such the Guide should be removed from the front of your final document.

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What is a Project Proposal?

The Project Proposal is usually the first document developed to introduce a project.

It expands the initial concept or idea to broadly define the scope of the proposed project (objectives, outcomes and outputs), and provide an estimate of the resourcing, time and costs associated with progressing the initiative.

The Project Proposal is generally only required for small to medium projects.

Larger, more complex projects may require a more formal, structured approach to initiation, often requiring a separate body of work (phase) to investigate and develop the business case, and also often involving a *Project Business Plan* for its initiation phase.

Why would a Project Proposal be developed?

A Project Proposal is developed to outline what change is proposed and the proposed approach to achieving the desired outcomes.

It provides an opportunity to obtain feedback on underlying concepts for the project.

It should provide sufficient information for a decision to be made as to whether or not the proposed project should proceed to the next step: planning and scoping.

For more information on this process refer to the *Project Management Fact Sheet: Developing a Project Business Plan* at [www.egovernment.tas.gov.au](http://www.egovernment.tas.gov.au).

When would a Project Proposal be developed?

A Project Proposal may be developed to get feedback and buy-in from stakeholders on the initial concepts and approach or may be required to secure approval to proceed to more comprehensive planning and scoping activities.

Potential projects should be evaluated to ensure:

* The agency has capability and capacity to absorb change and deliver the desired outcomes
* The potential investment of time, effort and funds has value
* Scarce resources are dedicated to the highest value opportunities
* The project will be properly managed and controlled
* Projects with inter-dependencies are undertaken in the optimum sequence.

Who is responsible for developing a Project Proposal?

The Project Sponsor is responsible for preparation of the Project Proposal

The process may be delegated to a responsible officer, who may or may not ultimately become the Project Manager.

What you need before you start:

* Knowledge and understanding of the relationship between the outcomes and outputs of the project, and how they are utilised by each customer (business unit).
* Knowledge and understanding of the current tools, policies/procedures or organisation of the business unit(s).
* Some knowledge and understanding of the proposed tools, policies/procedures or organisation of the business unit(s). This knowledge and understanding will develop in more detail as the project progresses.
* Knowledge of the *Tasmanian Government Project Management Guidelines.*

Also Advisable:

* Current copies of relevant business process policies/procedures.
* Corporate/business plans for the Department or business unit.
* Departmental Project Management Guidelines.

How to use this template:

The template has been developed to accommodate small / medium projects but is intended to be scalable.

It contains sections which are either optional or can be developed at a number of levels of detail depending upon individual need.

Sections that are not completed can be indicated in a number of alternative methods depending on the reason for non-completion, for example by creating or referring to another document or appendix, by deleting the heading, or by indicating that the section is not applicable.

All documents developed based on this template should include the appropriate acknowledgement.

A number of **different text styles** have been used within the template, as follows:

* Text in blue italics is intended to provide a guide as to the kind of information that can be included in a section and to what types of projects it might be applicable. It should be deleted from the final document .
* Text in normal font is intended as examples.
* Text enclosed in <angle brackets> is intended to be replaced by whatever it is describing.
* This document has been formatted for duplex printing. If you intend to print single sided, you may need to delete some page breaks.

As no two projects are ever the same, the *Project Management Knowledge Base* at [www.egovernment.tas.gov.au](http://www.egovernment.tas.gov.au) includes various examples of *Project Proposals* that describe the different approaches taken to ensure the initiation process is appropriately managed.

Integration Process

This document is a one-off start-up document.

It will not be updated and/or revised as the project progresses.

Relevant sections of the *Project Proposal* may be integrated into any subsequent project management documentation should the project proceed.

Checklist

**Have you remembered to remove**:

* The versioning statement from the front cover of your document?
* This guide and checklist from the front of your document?
* All blue italic instructional text and < text enclosed in angle brackets> within the template?

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|  |
| <  Project Proposal |
| *The version number starts at one and increases by one for each release. It shows the release number and a revision letter if in draft. The original draft is 0.A and subsequent drafts are 0.B, 0.C etc. The first accepted and issued document is 1.0. Subsequent changes in draft form are 1.0A, 1.0B etc.. The accepted and issued second version is 1.1 or 2.0, depending on the magnitude of the change.*  Refer to the Project Management Fact Sheet: Document Control, for more information at [www.egovernment.tas.gov.au](http://www.egovernment.tas.gov.au) |

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Document Acceptance and Release Notice

This document is authorised for release once all signatures have been obtained.

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| PREPARED: |  | Date: |  | / |  | / |  |
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# Project Summary

## Purpose

Provide a statement about the purpose of this document. For example:“to obtain feedback and/or to secure a decision to proceed with the proposed project”.

The purpose of this document is <enter details>.

## Business and Policy Context

Summarise any relevant background information by briefly describing the overall concepts for change and their place in the big picture (strategic and/or corporate directions), relevant policy/strategic commitments.

Include a brief description of the business problem and the nature of any potential solutions to address the business problem (if known).

Additional information may be included as Appendices.

## Working Title for the Proposed Project

*The working title is an interim title. It may change once the project is approved*. *Include both the abbreviation and long title.*

The working title for the project is the <Project Title> Project.

## Objective(s)

*An objective is a high level description or statement of the overarching rationale for why the project is being conducted, and should be directly related to the Corporate Objectives and the business driver(s) for the project. It focuses on what the project is going to achieve, rather than what is produced. A project can have one or more objectives, which do not need to be measurable. Each should be listed as a single sentence*.

The objective of the <Project Title> Project is to <enter detail>

## Project Complexity

Provide a statement as to the expected complexity of the proposed project as well as an outline of how you have made this assessment. This information provides stakeholders/senior management with the opportunity to discuss and agree the complexity of the project. If it is decided the project is complex, a fully documented Business Case may be required.

For further information refer to the Project Management Fact Sheet: Project Sizing at [www.egovernment.tas.gov.au](http://www.egovernment.tas.gov.au).

## Potential Benefits

Outline any perceived benefits to the business from undertaking the project. These will be longer-term and the project must also identify measurable outcomes as part of the proposed scope.

## Feasibility Statement

This section should make a statement about the feasibility of the proposed project, eg does the organisation have capacity and capability to deliver the project.

## Recommendation

This section should provide a recommendation on whether or not the project should proceed*.*

# Business Assessment

## Situation Assessment and Problem Statement

This section should clearly establish the benefit to the organisation of proceeding with the proposed project. It should contain*:*

* a description of the relevant environmental conditions;
* an assessment of how the business needs are currently being met or not met;
* an analysis of the gap between the current situation and the stated objective(s).

## Options considered

List the options that you have considered to date. Some options that may need to be identified and analysed are:

* Option 1- Do nothing
* Option 2 - An option that would achieve the same result as the preferred option
* Option 3 - The preferred option

## Consultation

Provide a summary of any consultation with stakeholders undertaken to date and their respective levels of support for the concept. Initial negative support may indicate increased risk for the proposed project.

# Proposed Scope

Based on the information outlined in Section 2 for the preferred option, begin to scope the project that will implement the recommended option and describe how the project will be managed. The information in the following sub-sections are important, as they will form the basis of a Project Business Plan if the project/initiative proceeds.

## Scope Definition

Outline the broad scope of the proposed project, including any assumptions or constraints that may be relevant. For more information on these terms see the [Project Management Fact Sheet: Language Matters](../../Fact%20Sheets/Current/Fact%20Sheet%20Language%20Matters%20V1.0.doc) at [*www.egovernment.tas.gov.au*](http://www.egovernment.tas.gov.au).

Table <n>: <Project> Proposed Scope

|  |  |
| --- | --- |
| **Element** | **Detail** |
| Objective | See section 1.2 of this template |
| Outcome | You may not be able to identify and specify target outcomes for the proposed project at this point. The broad business outcomes should be specified as a minimum. |
| Output | Outputs are the products, services, business or management practices that will be required (produced) to meet the identified outcomes. |
| Quality Criteria | What criteria will be used to judge whether outputs are fit-for-purpose |
| Customer(s) | The person or entities that will utilise the project outputs to generate the outcomes |

## Assumptions

It is essential that assumptions made during the planning process are recognised and recorded, for example resource availability, environment, technology, security etc.

The main assumptions are:

## Constraints

Constraints are known limitations within which the project must work, for example deadlines, finance and budget, legislation etc.

The main constraints are:

## Scope of Work

The scope of work is defined as the processes that are required to produce the project outputs.

The following table initially identifies all of the project work that clearly falls within the scope of the project, that which is outside the scope, and any work that requires further consideration.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Table <n>: <Project Title> Scope of Work** | | | | |
| **Part of the Project (Inside Scope)** | **Responsibility** | **Not Part of the Project (Outside Scope)** | **Responsibility** | **Uncertain or Unresolved** |
| Training operational staff to use the new system | Project Manager |  |  |  |
|  |  | Updating the induction manuals | HR Section | timeline for completion |

Where the project is dependent on other work being completed (ie. outside the scope of the project), agreement must be sought as to who is responsible and timelines for completion.

## Implementation Strategy

Briefly outline the time and resources (both human and financial) that are required to undertake the work to produce the outputs*.*

The estimated resources that will be required to implement the proposed project are detailed in table <n> below.

|  |  |  |
| --- | --- | --- |
| **Table <n>: <Project Title> Project Implementation Strategy** | | |
| **Element** | **Detail** | **Issues** | |
| Project Schedule | Outline the expected timeframe for delivery of the project. For example: The project is expected to commence on <dd/mm/yy> and be completed by <dd/mm/yy> | List any issues or notes that may be relevant to the scheduling, for example, where estimations have been used. You may also wish to identify any allowances or tolerances (the % of change in schedule that the project manager may accept without reference to the Steering Committee) | |
| Budget Estimate | Outline the expected budget for the project including estimates of any ongoing costs of supporting the project outputs as they are often overlooked. | List any issues or notes that may be relevant to the budget, for example, where estimations have been used. You may also wish to identify any allowances or costing sensitivities relevant to the budget estimate. For example, the cost of materials. | |
| Other Resources | List other resourcing requirements, for example accommodation, IT equipment and information requirements. | List any issues or notes that may be relevant to the resources, for example, where estimations have been used | |

# Project Management Outline

## Governance

List the parties who will form the governance structure for the project if approved.

As a minimum you will need in your governance structure a:

* Project Sponsor[[1]](#footnote-1)
* Business Owner
* Project Manager

As the project evolves, assuming it is approved, you may add one or more of the following parties in your governance structure:

* Project Team
* Steering Committee
* Reference Groups
* Working Group, and/or
* Quality Consultants

Note: In small projects, Steering Committees are generally not established and it may be more practical to identify existing groups or committees you will report to on progress of the project.

The Project’s governance structure is based on the *Tasmanian Government Project Management Guidelines Version 6.0* prepared by the Department of Premier and Cabinet.

## Key Risks and Issues

List any major risks or issues identified through consultation. Keep in mind that assumptions, constraints and issues related to project schedule, budget estimate and resources identified in this proposal may also need to be considered as issues and risks to the project.

These major risks or issues will be investigated further should the project proceed:

1. In many cases the Project Sponsor will also be the Business Owner. [↑](#footnote-ref-1)