

DG [Name]

Unit [Name]

Project Charter

**<Project Name>**

Date: <Date>

Doc. Version: <Version>

Template Version: 3.0.1



*This template is based on PM² V3.0*

*For the latest version of this template please visit the PM² Wiki*

**Document Control Information**

|  |  |
| --- | --- |
| **Settings** | **Value** |
| **Document Title:** | Project Charter |
| **Project Title:** | <Project Name> |
| **Document Author:** | <Document Author> |
| **Project Owner:** | <Project Owner (PO)> |
| **Project Manager:** | <Project Manager (PM)> |
| **Doc. Version:** | <Version> |
| **Sensitivity:** | <Public, Limited, High> |
| **Date:** | <Date> |

**Document Approver(s) and Reviewer(s):**

NOTE: All Approvers are required. Records of each approver must be maintained. All Reviewers in the list are considered required unless explicitly listed as Optional.

|  |  |  |  |
| --- | --- | --- | --- |
| **Name** | **Role** | **Action** | **Date** |
|  |  | *<Approve / Review>* |  |
|  |  |  |  |
|  |  |  |  |

**Document history:**

The Document Author is authorized to make the following types of changes to the document without requiring that the document be re-approved:

* Editorial, formatting, and spelling
* Clarification

To request a change to this document, contact the Document Author or Owner.

Changes to this document are summarized in the following table in reverse chronological order (latest version first).

|  |  |  |  |
| --- | --- | --- | --- |
| **Revision** | **Date** | **Created by** | **Short Description of Changes** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

**Configuration Management: Document Location**

The latest version of this controlled document is stored in <location>.

|  |
| --- |
| *<These notes should be deleted in the final version :>*  **Notes for Templates:**   * Text in <orange>:has to be defined. * *Text in <blue>:* guidelines and how to use the Template. Should be deleted in the final version. * Text in green: can be customised. Should be recolored to black in the final version. |

TABLE OF CONTENTS

1 Executive Summary 4

2 Considerations on the Business Case 4

3 Project Description 5

3.1 Scope 5

3.1.1 Includes ("IN" Scope) 5

3.1.2 Excludes ("OUT" Scope) 5

3.1.3 Scope Statement 5

3.2 Success Criteria 5

3.3 Stakeholder and User Needs 5

3.4 Deliverables 5

3.5 Features 6

3.6 Constraints 6

3.7 Assumptions 6

3.8 Risks 6

4 Cost, Timing and Resources 7

4.1 Cost 7

4.2 Timing and Milestones 9

4.3 Planned Resources 9

5 Approach 10

5.1 Methodology 10

5.2 Change Management 10

5.2.1 Project Change 10

5.2.2 Configuration Management 10

5.2.3 Organisational Change 10

6 Governance and Stakeholders 11

6.1 Structure 11

6.2 Roles and Responsibilities 11

6.3 Other Stakeholders 11

Appendix 1: References and Related Documents 12

# Executive Summary

<This section should provide an executive summary. Complete this section last.>

# Considerations on the Business Case

<This section should include any pertinent considerations to the approved Business Case of the project. Topics such as the impact and urgency of the current situation described in the business case can be further elaborated in this section if necessary.

Validate, at project level, the external influences and impacts, such as interfaces, needs, and regulatory requirements that are to be addressed. Re-check how urgent it is to address the situation (how quickly does it need to be addressed). Note that the urgency should not be confused with the impact because it can have a small impact but it can still be an urgent situation to address.>

# Project Description

## Scope

### Includes ("IN" Scope)

<This section should identify what it is considered as in scope for the project, i.e., the outputs that the project **WILL** deliver and which form the solution which addresses the current situation (problem, need or opportunity).The definition of the scope can be complemented with the scope of organizational change management activities associated with the implementation of the project and required to achieve the intended benefits.>

### Excludes ("OUT" Scope)

<This section should identify what it is considered as out of scope for the project, i.e., that the project will **NOT** deliver.

From the synergies, interrelations and dependencies of the proposed solution, some areas of concern might seem to be part of the scope of the project. It's as important to define what is in scope of the project, as what it is out of scope, to better manage the expectations of the project's owner and stakeholders.>

### Scope Statement

<This section should present an overall scope statement for the project. It should be complete enough for the management to understand the scope of the project.>

## Success Criteria

<This section should describe the success criteria of the project. Think of success criteria as the criteria based on which the project as a whole can be deemed as a success or a failure.>

<Critical criteria for the project are those which in their absence the project cannot be considered a success. Try to distinguish any product success criteria from the overall project success criteria, in a way that the latter can relate to the project's expected outcomes.>

<Example: Conference project –"minimum of 150 conference attendants with representatives from at least 2/3 of Member States".>

## Stakeholder and User Needs

<This section should list the key needs of the stakeholders and users that the project shall address.

(A user is considered as a group – or individual – that will use one or more of the project's outputs).

Use the questions below to help you describe each need:

* Who is the stakeholder of this need?
* What is the need? What solutions does the stakeholder want?
* What are the reasons that justify addressing this need?
* How is it currently addressed?

It's also important to indicate the relative importance of each need (from the stakeholder/user perspective). Ranking and cumulative voting techniques can reveal needs that must be addressed versus needs that stakeholders/users would like to be addressed (potentially).>

|  |  |  |
| --- | --- | --- |
| **ID** | **Need Description** | **Priority** |
|  |  |  |
|  |  |  |
|  |  |  |

## Deliverables

*<This section should identify the deliverables of the project. Think of deliverables as a tangible or intangible object produced as a result of the project that is intended to be delivered to the project owner organization. A deliverable could be an automated report, a document, a server upgrade or any other output of a project. A deliverable may be composed of multiple sub-deliverables.*

*Note that the standard project management deliverables (e.g. the PM2 Artefacts) should not be considered in this section.>*

|  |  |  |
| --- | --- | --- |
| **ID** | **Deliverable Name** | **Deliverable Description** |
|  |  |  |
|  |  |  |
|  |  |  |

## Features

*<This section should define the expected features of the outputs that will be delivered to the users and to the project owner organization. Think of features as the high-level capabilities associated to the outputs that are necessary to deliver the expected benefits to the users. At this moment of the project, keep feature descriptions at a high level and focus on capabilities needed and why (not how) they should be implemented. These features will be expanded in greater detail later in the project as it becomes necessary to detail how these features will be implemented by the project core team.*

*To structure the way the features are identified and described, align them with the previously defined stakeholders and user needs. Keep in mind that one need may be answered by implementing several features.*

*Because this document is reviewed and read by a wide variety of stakeholders, the level of detail should remain general enough for everyone to understand it. However, enough detail must be available to provide the next stages of the project with the information needed to detail how the outputs will respond to the stakeholders and user needs.*

*Note: An example of a feature for an issue tracking system (IT System) might be the ability to provide a specific type of report. As the use-case model takes shape, it is recommended that you update their descriptions to refer to the use cases that detail them.>*

|  |  |  |
| --- | --- | --- |
| **Related Need** | **Features** | **Deliverable(s)** |
| <Please refer to the identifier of the need (ID)> |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

## *Note: Features and needs are examples of Requirements. For advanced Requirement Management, you can refer to the PM² Requirement Management Plan and/or use the Requirement Traceability Matrix artefact.*

## Constraints

*<This section should describe any project constraints that affect the way we can manage this project. Constraints can come from areas such as the people that can be involved, schedule, budget, resources, products to be reused or acquired, technology to be employed and interfaces to other products. List the project constraints based on the current knowledge.*

*Also list decisions and compliance related constraints. Mention constraints that arise both from the organisation as well as from the external (to the project or/and organisation) environments.*

*In the case where a separate document does not exist, then you can also include information related to security constraints, document management constraints, data protection constraints, or other.>*

## Assumptions

*<This section should describe any project assumptions related to business, technology, resources, organisational environment, scope, expectations, or schedules.*

*At this stage, assumptions are considered to be facts (true); however they need to be further validated to ensure that they are indeed facts. Note that assumptions that have not been validated may become risks.>*

## Risks

<This section should highlight the key project risks that are identified at this initial stage and proposes corresponding risk management strategies. This initial risk assessment does not replace the full risk assessment that is conducted during the planning phase. You may refer to the project's Risk Log for a complete list and description of risks and corresponding actions – provide a link to the project's Risk Log.>

| **ID** | **Risk Description & Details** | **Status** | **Likelihood**[[1]](#footnote-1) | **Impact**[[2]](#footnote-2) | **Risk Level**[[3]](#footnote-3) | **Risk Owner** | **Risk Response Strategy[[4]](#footnote-4)** | **Action  Details** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |

# Cost, Timing and Resources

## Cost

<This section should describe the financing structure: Expenditures, budget lines, efforts and amounts.

Also provide a summary of previous investments in this area (e.g. when this project is a follow-up project).>

Provide the **T**otal **C**ost of **O**wnership (TCO) of the delivered solution (project output). Calculate the cost for the involvement of the project team and all stakeholders (including costs, if any, for other DGs and/or external stakeholders).>

<Provide at least the information requested in the table below, and add further details if necessary, such as any resulting cost savings.>

|  | **20Xa** | | **20Xb** | | **20Xc** | | **20Xd** | | **20Xe** | |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Expenditure** | **Budget Line** | **Amount[[5]](#footnote-5)** | **Budget Line** | **Amount** | **Budget Line** | **Amount** | **Budget Line** | **Amount** | **Budget Line** | **Amount** | **Total cost** |
| Solution Development*[[6]](#footnote-6)* (k€) |  |  |  |  |  |  |  |  |  |  |  |
| Solution Maintenance*[[7]](#footnote-7)* (k€) |  |  |  |  |  |  |  |  |  |  |  |
| Support *[[8]](#footnote-8)* (k€) |  |  |  |  |  |  |  |  |  |  |  |
| Training*[[9]](#footnote-9)* (k€) |  |  |  |  |  |  |  |  |  |  |  |
| Infrastructure*[[10]](#footnote-10)* (k€) |  |  |  |  |  |  |  |  |  |  |  |
| **Total per year (k€)** |  |  |  |  |  |  |  |  |  |  |  |
| **Total per year FTE officials*[[11]](#footnote-11)*** |  |  |  |  |  |  |  |  |  |  |  |

<Note: In the case that the proposed solution includes an Information System (IS) and it's to be financed from the 'Information Systems' budget line, clearly indicate the budget claim. For example: The MAP and CPO are requested to provide a favourable opinion to finance "name of the project" for a total of "amount" from the Information Systems appropriations of "indicate budget year".>

## Timing and Milestones

<This section should list the important project points in time of the project lifecycle (i.e. milestones) for events or project deliverables. The list can include an indication regarding the foreseen timing of the major project phases (e.g. the PM2 phases of Initiating, Planning, Executing, Closing), as well as both project and project management deliverables (e.g. the Project Work Plan and the date it's expected to be finalized).>

| **ID** | **Milestone Description** | **Target Delivery Date** |
| --- | --- | --- |
|  |  |  |
|  |  |  |

## Planned Resources

*<This section should describe project's resources requirements. Summarise here the numbers and type of staff required, including any special skills or experience, scheduled by project phase. Describe how you will approach finding and acquiring resources needed for the project: staff and equipment. Include all resources required to execute the project in all user/stakeholder groups including resources required in other DGs and/or external stakeholders (if any).*

*For non-human resources such as office space, special facilities, computer equipment, office equipment, and support tools, you can also identify which role is responsible for provisioning the specific items*

*A full analysis of the resource requirements, including potential team member trainings needs can be produced planning phase and documented in the PM2* ***Resource Plan******Document****.*>

| **ID** | **Resource Requirement** | **Description** |
| --- | --- | --- |
|  |  |  |
|  |  |  |

# Approach

## Methodology

*<This section should mention the chosen project management methodology that the project will follow. In case that PM2 is not the chosen project management methodology, this section should describe the deviations to the standard/proposed project management methodology.*

*For the domain-specific work (e.g. information systems development), this section should also mention the chosen methodology or describe the deviations from the standard/proposed domain-specific methodologies (e.g. for information systems development, in case that RUP@EC is not chosen, this section should describe the deviations from the standard/proposed IT information systems development methodology).>*

## Change Management

*<The sections below should describe how changes to the project will be handled (6.2.1 6.2.1Project Change), how changes to project documentation and other deliverables will be handled (6.2.2 Configuration Management), and how Organisational changes will be handled.*

### Project Change

*<This section should describe the adopted scope change management process. The changes to the content of this document (the description of the project) are subject to formal approval. Please refer to the PM2* ***Scope Change Management Plan*** *that describes the standard scope change control process for the project.>*

### Configuration Management

*<This section should describe the activities concerned with the creation, maintenance and controlled change of project items throughout the life of the project. All items which can only be modified after authorization by the relevant persons or committee (such as the project scope and other key project documentation) should be identified, along with the process for controlling changes to such items.>*

*For more details, please refer to the PM2* ***Configuration Management*** *section of the Quality Management Plan which describes the standard configuration management process for projects.>*

### Organisational Change

*<This section should describe any organisational change goals and activities (further elaborated and planned in the PM2 Business Implementation Plan) that need to be taken in to consideration.>*

# Governance and Stakeholders

## Structure

*<This section should describe the organisational structure of the project team and stakeholders, preferably providing a graphical representation. Please also refer to (or simply reference) the PM2 Methodology which, for instance, defines and describes the members and responsibilities the Project Steering Committee (PSC) (i.e. Project Owner (PO), Business Manager (BM), Solution Provider (SP), Project Manager (PM)) .>*

## Roles and Responsibilities

*<This section should describe the Roles and Responsibilities of the Project Governance. You can refer to the PM2 Methodology and include the assignment of the Standard PM2* ***Roles and Responsibilities****, or/and define any deviations from the Standard.>*

## Other Stakeholders

*<This section should identify all the stakeholders of the project and provide a brief profile description of the key stakeholders (and user groups) involved in the project, and the key problems that they perceive to be addressed by the proposed solution. It does not describe their specific requests or requirements as these should be captured in a separate artefact, however, it provides the background and justification for why the requirements are needed.>*

Appendix 1: References and Related Documents

<Use this section to reference (or append if needed in a separate annex) any relevant or additional information. Specify each reference or related document by title, version (if applicable), date, and source (e.g. the location of the document or the publishing organisation).>

|  |  |  |
| --- | --- | --- |
| **ID** | **Reference or Related Document** | **Source or Link/Location** |
| 1 | *<Example of a related document>*  *<02.Business\_Case.XYZ.11-11-2013.V.1.0.docx>* | *<Example of a location>*  *< U:\METHODS\PM²@EC\Documents\>* |
| 2 | Project folder | *<Insert project folder location.>* |
| 3 | *<Example of a reference>*  *<"The Communication on Risk Management, SEC(2005)1327">* | *<Example of a source>*  *<20/10/2005, European Commission>* |

1. A numeric value denoting the relative probability that the risk should occur. [↑](#footnote-ref-1)
2. A numeric value denoting the relative severity of the impact of the risk if it should occur. [↑](#footnote-ref-2)
3. The risk level is the product of the likelihood and impact (RL=L\*I). [↑](#footnote-ref-3)
4. The possible risk response strategies are: Avoid / Accept / Reduce / Transfer for negative risks (threats) and Exploit / Accept / Enhance / Share for positive risks (opportunities). [↑](#footnote-ref-4)
5. If you cannot provide an amount, provide at least a qualitative statement (e.g. 20 days of training, 2 laptops, etc.) [↑](#footnote-ref-5)
6. Development: provide the total (anticipated) cost (human resources) for the development of the solution [↑](#footnote-ref-6)
7. Maintenance: provide the total (anticipated) cost (human resources) in K€ per year to maintain the solution [↑](#footnote-ref-7)
8. Support: provide the total (anticipated) cost (human resources) in K€ per year to support the solution (e.g. website, helpdesk, operations, etc.) [↑](#footnote-ref-8)
9. Training: provide the total (anticipated) cost (human resources) to ensure the training of the users, the support and operations staff, etc. [↑](#footnote-ref-9)
10. Infrastructure: provide the total (anticipated) cost of the infrastructure required to deliver, support, operate and maintain the delivered solution. [↑](#footnote-ref-10)
11. Total FTE officials: provide the total (anticipated) effort that will be spent by Commission officials on the project (in man-weeks, man-months or man-years). [↑](#footnote-ref-11)