Tools4LEAs

A project of the European Anti-Cybercrime Technology Development Association (EACTDA)

EACTDA

D1.1 Project Management Handbook

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Main author(s):	Juan Arraiza	EACTDA
Contributor(s):		

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1. Introduction

The Tools4LEAs project is a project executed by EACTDA and its members, which have heterogeneous cultural and organizational characteristics, and across multiple different countries. This is a challenge that requires a tailored project management approach. Best practices from different project management models (i.e., PMBOK®, Agile) and lessons learned from previous similar projects (e.g., the previous Tools4LEAs project, ASGARD, FREETOOL, GRACE) will be adopted.

Throughout the execution of the project, project management practices will be assessed every six months to identify issues and/or inefficiencies. If areas of improvement are detected, corrective and/or mitigation actions will be defined and undertaken.

There will basically be two levels of management and coordination. The first level will be at the Tools4LEAs v2 project level (at WP1), whilst the second level will be at the "last mile" development projects (as part of WP3). This deliverable focuses mainly on the first level, whilst the deliverables corresponding to Task 3.1 will focus on the second level.

This deliverable is an update of the equivalent deliverable used in the Tools4LEAs project that started July 2021 and ended June 2023. Some minor edits and updates have been made, but the majority of the deliverable is the same.

1.1. Main objective of this document

The aim of this document is to describe how all the different Project Management Knowledge Areas[1] will be managed in this project as such; it will not focus on how the (software) tools development projects will be managed.

The PMBOK Guide will be used as the model for developing the Project Management Plan of the Tools4LEAs project as it is a model that can be adapted to the needs of each specific project.

1.2. Relation to other deliverables

This deliverable is related to the following deliverables:

- **D1.10 KPIs**: This deliverable, D1.1, focuses on the management of the Tools4LEAs project as such, and deliverable D1.10 reports on the KPIs related to it.

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[1] As described in PMBOK Guide from Project Management Institute (PMI). See http://en.wikipedia.org/wiki/A_Guide_to_the_Project_Management_Body_of_Knowledge for further details.

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1.3.   Structure of the deliverable

The following sections will describe what each knowledge area of the PMBOK Guide (used as main reference) is and which processes it has. Besides, in each section it will also be described how it is intended to tackle the management of that knowledge area in Tools4LEAs project.

Therefore, the following sections included in this document are:

- • Section 2 - Project Integration Management
- • Section 3 - Project Scope Management
- • Section 4 - Project Time Management
- • Section 5 - Project Cost Management
- • Section 6 - Project Quality Management
- • Section 7 - Project Human Resource Management
- • Section 8 - Project Communications Management
- • Section 9 - Project Risk Management
- • Section 10 - Project Procurement Management
- • Section 11- Project Stakeholders Management

Finally, section 12 summarises which is the goal and key aspects of this document, it acknowledges that there is still work to be done to improve the document, and it presents some of the areas of future work that have already been identified.

Note that for how some of the knowledge areas will be managed this document might refer to other project deliverables or documents.

2. Project Integration Management

2.1. What is Project Integration Management

This knowledge area covers the resources for coordinating all the work across a project to ensure the right choices and trade-offs are made, customer needs are met, and the project is ultimately successful.

The associated processes as of the PMBOK 5th edition are:

- Develop Project Charter
- Develop Project Management Plan
- Direct and Manage Project Execution
- Monitor and Control Project Work
- Perform Integrated Change Control
- Close Project or Phase

2.2. Project Integration Management in the Tools4LEAs project

The process of "Develop Project Charter" in Tools4LEAs will not be tackled as the Description of Action (DoA) is considered as the most equivalent document to a project charter that we can get on this project.

This deliverable D1.1 Project Management Handbook is considered the result of the process of "Develop Project Management Plan", as it describes how all management knowledge areas will be undertaken in Tools4LEAs project.

"Direction and Managing of Project Execution" will be done following the management structure and procedures described in Part B section of the Tools4LEAs project's DoA.

In essence, there will basically be two levels of management and coordination. The first level will be within each of the different WPs, where the leader will establish the coordination mechanisms for the appropriate day-to-day management of the WP with the rest of affected partners. The second level will be at a project level, where the project coordinator will do the same for the overall coordination of the project.

It will be the responsibility of the Project Coordinator to set up and run the Project Management Team (including all WP Leaders and some key management roles), and the General Assembly (where issues and important decisions will be escalated for prompt decision-making).

For further details, please refer to the DoA of the Tools4LEAs project.

3. Project Scope Management

3.1. What is Project Scope Management

This knowledge area covers the resources for identifying the major work required to meet a project's goals, helping the team define, verify, and control what should be (and should not be) included in the project. The associated processes as of the PMBOK 5th edition are:

- Plan Scope Management
- Collect Requirements
- Define Scope
- Create WBS[2]
- Validate Scope
- Control Scope

3.2. Project Scope Management in the Tools4LEAs project

In the Tools4LEAs project, the scope[3] is defined at high level in the project's DoA. There are two different interpretations of the scope that have to be considered. On one hand the "product scope", which includes the work to be done to produce the expected final results/product of the project. On the other hand, the "project scope", which includes any other work required to fulfil the project but that it is not directly related to the production of the expected final results/product of the project. Among the things that could fall under the category of "project scope" we could include, but are not limited to:

- Project Management
- Dissemination
- Exploitation

"Product scope" management will be tackled within Work Package 3 – Requirements management and Development roadmap definition. A detailed plan for collection of requirements, the definition of the detailed scope, its validation and the product scope control will be tackled within Work Package 3.

"Project scope" management (including project scope collection, definition, validation and control) will be tackled within the following Work Packages:

- Work Package 1 – Coordination and Project Management.
- Work Package 2 – Communication, Dissemination, and Exploitation of project results.

The Project Coordinator will have the responsibility to ensure that appropriate scope management is conducted for both "project" and "product" scopes.

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[2] Work Breakdown Structure

[3] Scope meaning "work to be done", includes not only the requirements of the product/results to be produced by the project but also work related to management for example.

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4. Project Time Management

4.1. What is Project Time Management

This knowledge area covers the resources for defining all the detailed tasks and activities needed to produce the deliverables of a project, creating an integrated schedule for the project, and controlling changes to that project timeline.

The associated processes as of the PMBOK 5th edition are:

- Plan Schedule Management
- Define Activities
- Sequence Activities
- Estimate Activity Resources
- Estimate Activity Durations
- Develop Schedule
- Control Schedule

4.2. Project Time Management in the Tools4LEAs project

Responsibility of project time management in the Tools4LEAS project will be managed at different levels. The project overall time management will be the responsibility of the Project Coordinator, the time management within each work package will be managed by the leader of that work package and the detailed action plan for each task will be managed by the leader of that task; the different time management processes will therefore be managed by different people depending on the level.

Toosl4LEAs' DoA already includes a plan of action including key tasks, milestones, and deliverables that is described in the figure below.

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Specific mention is required for the time management of project Deliverables preparation. Deliverable Leaders will make a Deliverable Development Plan (DDP), which will also include tasks, responsible/assigned team members and deadlines. A more detailed description of this process will be included in "D1.2 Quality Management Handbook".

The project plan has been designed so that every six months demonstration and evaluation events will be organised. In those events, the tools that have been fully developed, tested, and considered as ready to be released, will be presented to the end-users for their use and evaluation.

At the beginning of each development cycle a detailed plan of action will be prepared including specific goals for the cycle, progress will be controlled by the Project Coordinator, and results will be evaluated at the end of each cycle.

5. Project Cost Management

5.1. What is Project Cost Management

This knowledge area covers the resources for developing cost estimates and budgets and performing ongoing project cost control.

The associated processes as of the PMBOK 5th edition are:

- Plan Cost Management
- Estimate Costs
- Determine Budget
- Control Costs

5.2. Project Cost Management in the Tools4LEAs project

The Tools4LEAs project has an estimated budget of 2,105,225 Euro for its 2 years duration.

CONCEPT	ESTIMATED BUDGET
Direct personnel costs /€	€ 1.760.000
Direct travel costs	€ 78.000
Direct subsistence costs	€ 66.800
Direct costs of subcontracting /€	
Direct costs of providing financial support	
Other direct costs	€ 62.700
Indirect costs /€ 7% of direct costs	€ 137.725,00
	€ 2.105.225,00

Direct personnel costs:

It has been estimated 320 Person Months (PM)s, at an average cost of 5,500 Euro per PM.

Direct travel costs:

The following trips have been estimated for the project:

- 4 trips related to the management of the project at an average cost of 1,300 Euro per trip.
- 26 trips per each of the 4 six-monthly demonstration and evaluation events (total of 104 trips) at an average cost of 700 Euro per trip. Note that these trips include also participants to the WP3 workshops that will take place back-to-back with the demonstration and evaluation events.

Direct subsistence costs:

The following subsistence costs have been estimated for the aforementioned trips:

- 1,100 Euro subsistence costs per each of the 4 trips related to the management of the project.

- 600 Euro subsistence costs average per each of the 104 trips related to the 4 six-monthly demonstration and evaluation events. Note that it is assumed that some of the attendees to these events will not need to stay overnight as they are expected to have their residence in the surroundings of the premises where the events will take place.

Other direct costs:

The following other direct costs have been estimated:

- 19,000 Euro to lease equipment, including servers for the DevOps and Demonstration and Evaluation environments, as well as laptops/workstations for the personnel working full-time for the project.
- 2,400 Euro in consumables such as dissemination or office materials.
- 25,200 Euro for external expert evaluators that will help conducting the maturity evaluation of the released tools. 350 € / day / expert) * 4 evaluations * 3 experts * 6 domains".
- 2,100 Euro for external experts that will conduct evaluations related to Ethical, Legal, Privacy, and Social Impact aspects.

During the execution of the project, costs expenditures will be tracked on a monthly basis by the Project Coordinator.

6. Project Quality Management

6.1. What is Project Quality Management

This knowledge area covers the resources for "building in quality" by defining a quality program for a project that includes the test planning, deliverables reviews, and customer reviews of progress against objectives.

The associated processes as of the PMBOK 5th edition are:

- Plan Quality Management
- Perform Quality Assurance
- Control Quality

6.2. Project Quality Management in the Tools4LEAs project

In the Tools4LEAs project quality management will be defined in Deliverable "D1.2 Quality Management Handbook", due for month 1 of the project (July 2023). This deliverable will describe the mechanisms that will be used throughout the project to ensure the quality level of the project deliverables and the project outcomes. It will serve as a guide to the project coordinator, to ensure that quality reviews will occur at appropriate points throughout the project. It will also serve as a reference for all project participants, to understand their responsibilities, regarding the project deliverables and outcomes.

7. Project Human Resource Management

7.1. What is Project Human Resource Management

This knowledge area covers the resources for defining the project team and the roles and responsibilities of the team and its members; tools for team development; and approaches for managing team performance and group dynamics.

The associated processes as of the PMBOK 5th edition are:

• Plan Human Resource Management
• Acquire Project Team
• Develop Project Team
• Manage Project Team

7.2. Project Human Resource Management in the Tools4LEAs project

In the Tools4LEAs project the planning, acquisition, and development of the team members is the responsibility of each participant. For the work conducted by EACTDA Secretariat, it will be EACTDA who will be responsible, whilst for the work to be conducted by EACTDA members that participate in the project, the responsibility will be theirs.

The management of the project team however will be a co-responsibility of each participant and the Project Coordinator.

Each participant (EACTDA and/or its members) will have to plan and acquire the necessary human resources to undertake the work assigned to them. It will be the responsibility of each participant to analyse the characteristics of the work to be done and to detect if the human resources allocated to complete that work do have the availability as well as the expertise and knowledge to do it.

All participants have to assess whether the people from their organisation allocated to the project meet all needs to undertake the work assigned to them. In the case of detecting that there is a gap (of any type: skills, availability, expertise, etc.) between what the work requires and the allocated team members, the partner should try to first develop the already allocated team members to fill that gap (if there is time and capacity to do it) or assign additional team members. If none of these two options are feasible (developing or assigning additional team members), the partner should raise the issue to the Project Coordinator who will consult with the Management Board to find the best solution to that problem.

The Project Coordinator will have the responsibility to regularly assess and detect any under-performance or other kind of human resources related problem (e.g., misbehaviour) and to rapidly put in place mitigation and or corrective actions as appropriate.

8. Project Communications Management

8.1. What is Project Communications Management

This knowledge area covers the resources for planning effective project communication within and outside the team, and accomplishing that through various techniques of information distribution, progress and performance reporting, and stakeholder management.

The associated processes as of the PMBOK 5th edition are:

- Plan Communications Management
- Manage Communications
- Control Communications

8.2. Project Communications Management in the Tools4LEAs project

Communications in the Tools4LEAs project is a key area of the project. English (UK) will be the language for communications in the project.

Communications take place in different manners, such as:

- Formal vs informal
- Written vs verbal
- Face-to-face vs remotely

For managing communications, first the different communication needs of all stakeholders will be identified by the Project Coordinator. This exercise will be part of the communications management planning. The Project Coordinator will take care of this task.

Once all communication needs are identified for all (key) stakeholders, the Project Coordinator will define a list of communication channels (tools) and communication elements (types of messages). For each communication element the most appropriate communication channel will be chosen, responsible person/organisation will be assigned, and a frequency of communications will be established.

The table below lists the set of Communication Channels (CC) that have been identified and chosen to be used in the Tools4LEAs project:

ID	Communication channels	Observations
CC#1	Face-to-face meetings	Most productive channel but also the most expensive one.
CC#2	Remote meetings	When possible remote meetings using web/video/audio-conference systems should be complemented by using a desktop sharing tool.
CC#3	Desktop sharing tools	Very convenient for remote meetings to ensure participants are on sync and to ensure a common understanding of what is being discussed.
CC#4	Meeting minutes	A meeting agenda and minutes template will be used.

		The agenda will be distributed prior to the meeting, at least with 48h in advance. When using a desktop sharing tool, the minutes will be taken during the meeting so that all attendees can comment to what is being registered in the minutes. The minutes must be distributed to all interested parties no later than 24h (working hours) after the meeting ends.
CC#5	Work progress report	See ANNEX 1 – WP progress report template.
CC#6	Email	Email will be the main formal communication channel between project team members. Email lists will be defined and created as needed. It is recommended to sign emails. When the information being exchanged is sensitive or confidential, it ought to be encrypted using PGP.
CC#7	Postal mail	Only when required and if electronic information exchange channels are not feasible or allowed.
CC#8	Instant messaging	Instant messaging systems such as WhatsApp or Skype can be used to facilitate communications. This channel though can not be used to exchange formal information. For formal communications email must be used.
CC#9	EC's Participant Portal	Used for official reporting to the EC.
CC#10	Project's website	To be used to communicate public information to the general public.
CC#11	Document sharing online repository	A private online document sharing online repository will be used to store and exchange documents between project team members.

The table below describes the preliminary configuration of Communication Elements (CE):

ID	Comm. Element	Comm. Channel	Owner	Frequency
CE#1	Formal reporting to the EC Project Officer	CC#9	Project Coordinator	As needed
CE#2	Informal communication with the EC Project Officer	CC#2, CC#6	Project Coordinator	As needed
CE#3	Formal communications with the EC Project Officer	CC#9	Project Coordinator	As needed
CE#4	Meeting minutes	CC#4 via CC#6 and CC#11	Meeting organiser	1 per meeting
CE#5	Project website content	CC#10	Project Coordinator	1st version no later than month 3 of the project; then updates as needed
CE#6	Informal discussions	CC#1, CC#2 and/or CC#8	Project team members involved in the discussion	As needed

CE#7	Progress tracking meetings	CC#1, CC#2, and/or CC#5	Project Coordinator	As needed; minimum once a month

9. Project Risk Management

9.1. What is Project Risk Management

This knowledge area covers the resources for identifying, analysing, addressing, managing, monitoring, and controlling risks throughout the project.

The associated processes as of the PMBOK 5th edition are:

- Plan Risk Management
- Identify Risks
- Perform Qualitative Risk Analysis
- Perform Quantitative Risk Analysis
- Plan Risk Responses
- Control Risks

9.2. Project Risk Management in the Tools4LEAs project

Overall project risk management will be the responsibility of the Project Coordinator and Work Package Leaders.

During the project Kick-off meeting a review of the DoA identified risks and a new risks identification exercise was launched. All WP Leaders will be responsible to regularly assess whether there are new risks and to review and update the list of already identified risks. The Project Coordinator will monitor and steer the WP Leader teams to make sure that this regular risk assessment cycle take place (at least once every three months). All risks will be registered in a Risk Log.

Once a risk is identified, the following steps will be taken:

1. The risk will be classified as Operational / Technical / Organisational
2. The probability of occurrence will be analysed
3. The impact level will be analysed
4. It will be prioritized (based on probability and impact assessments)
5. A mitigation action plan will be defined is needed (depending on its priority)
6. A contingency action plan will be defined
7. A responsible person will be assigned to monitor and manage the risk

The table below shows the "High" or "Medium-high" impact entries of the Risk Log at the time of writing this deliverable:

ID	Description	Probability	Impact	Owner	Mitigation/Contingency
R#1	Delay in the acquisition of the human and other resources needed to start the project	Low-Medium	High	Project Coordinator	Frequent progress tracking. Support from a reduced group of EACTDA members during the initial phase.
R#2	Delay in the establishment of the	Low-Medium	Medium-high	Capability Manager	Early contacts with Europol to coordinate efforts.

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	end-user Advisory Board and in the obtention of the end-user needs roadmap				Define a "plan B" focused on establishing the processes and the infrastructure for the first 6-months.
R#3	Low quality of some of the tools being delivered	Low-Medium	Medium-high	Technical Manager	Technological risk assessment prior to development; comprehensive testing prior to releasing a tool to the end-users.
R#4	Key stakeholders' expectations unmet	Low-Medium	High	Project Coordinator	Focus on stakeholders management; early identification of key stakeholders' expectations and timely and proper communications with them to successfully manage their expectations.

10. Project Procurement Management

10.1. What is Project Procurement Management

This knowledge area covers the resources for purchasing and acquiring products, services, and materials from outside the project team to perform work on the project.

The associated processes as of the PMBOK 5th edition are:

- Plan Procurement Management
- Conduct Procurements
- Control Procurements
- Close Procurements

10.2. Project Procurement Management in the Tools4LEAs project

Project procurement management in the Tools4LEAs project will be managed in compliance with the rules set by the EC for H2020 programme funded projects and accordingly to the regulation of the corresponding EU countries where the procurement takes place.

Procurement of products and/or services will be only done when it is necessary to implement the action/project.

Special emphasis will be made to ensure that there are no conflict of interests and that the best value for money will be obtained in all Tools4LEAs' procurement processes.

At the time of writing this deliverable, the following products and services are foreseen to be (or in progress of being) procured:

- Leasing of the equipment needed to setup the DevOps and the Demonstration and Evaluation environments.
- Leasing of the equipment needed for the EACTDA staff that will be working full-time on the Tools4LEAs project.
- Travel and subsistence.

11.   Project Stakeholders Management

11.1.   What is Project Stakeholders Management

This knowledge area covers the resources for identifying and managing and controlling stakeholders' engagement on the project.

The associated processes as of the PMBOK 5th edition are:

- Identify Stakeholders
- Plan Stakeholder Management
- Manage Stakeholder Engagement
- Control Stakeholder Engagement

11.2.   Project Stakeholder Management in the Tools4LEAs project

Management of stakeholders' engagement will be carried out by the Project Coordinator. A first exercise to identify all key stakeholder categories is summarised in the following table:

ID	Stakeholder category/group	Interest(s)	Observations
STK-G#1	End-users		Includes Europol, end-user networks such as ENLETS or ENFSI, and in general all EU public security entities
STK-G#2	European Commission		Includes all affected EC DGs, Units, and EC agencies such as CEPOL or JRC
STK-G#3	EACTDA members		Includes end-user and non-end-user EACTDA members
STK-G#4	Other projects/entities		E.g., ECTEG
STK-G#5	General public / EU citizens		Includes also non-specialised media

12. Summary

12.1. Conclusion

In this document we have introduced the concepts of full software development life cycle (SDCL) and of development and operations environments (DevOps). We have also presented how these concepts are going to be adopted by EACTDA in all its projects.

Though there will be an initial version released in July 2023, this document will be kept "alive", so that it will be improved, extended, and adapted to the evolving needs of the software development projects. EACTDA's Technical Manager will be in charge of keeping this document up to date.

This document is intended to serve as the starting point and main reference for all software development projects in the scope of the Tools4LEAs project. Those involved in these projects must familiarize with this document and comply to it. When required, further details, clarifications, or discussions about how to implement the guidelines presented in this document must be discussed with EACTDA's Technical Manager.

12.2. Evaluation

The initial version of this document (v1.0, released in July 2023) satisfies the needs of the Tools4LEAs project for its initial phase. It is however a document that can and will be improved on regular basis to help developers participating in EACTDA software development projects quickly understanding and complying with EACTDA's policies on this matter.

12.3. Future work

Some of the areas of future work that have already been identified for this document include:

- Producing a Fast Guide for developers with executive summaries, checklists, or shortcuts that skip content that introduces concepts with which some of them might already be familiar and that jumps straight to the guidelines and instructions that are specific to EACTDA and with which they must comply.
- Producing templates and sample documents to be added as annexes or references.
- Adapting the document to ensure the highest possible complementarity with Europol's ECR.

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