Tools4LEAs

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

EACTDA

D3.1 "Last Mile" Development projects Portfolio Management Handbook

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DOCUMENT CONTROL

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0.1	07/08/2023	Juan Arraiza (EACTDA)	First version of the document, based on the pre-existing equivalent handbook from the Tools4LEAs v1 project. Only minor updates/changes/improvements made.
1.0	11/08/2023	Juan Arraiza (EACTDA)	Final version, ready to be submitted. Updated with received feedback from the Quality Manager.

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1. Introduction

1.1. Main objective of this document

The "Last-Mile" development projects within the Tools4LEAs project are managed as a portfolio of projects, therefore a proper and standards-based Project Portfolio Management (PPM) methodology has to be followed.

This document provides guidance for portfolio as well as for project management practices, the latter ones to be followed by the tool development projects previously mentioned.

1.2. Relation to other deliverables

This deliverable is closely related to the following deliverables:

- **D3.2 Report on "Last-mile" development projects portfolio management activities:** This deliverable, D3.1, will be the baseline for deliverable D3.2.

1.3. Structure of the deliverable

Section 2 of this document introduces the concept of project portfolio management, including several key definitions and an overview of the portfolio lifecycle.

Section 3 describes what a Project Portfolio Management Office is and how it will be implemented in the Tools4LEAs project.

Section 4 describes what the portfolio initiation phase is and how it will be implemented in the Tools4LEAs project.

Section 5 describes what the portfolio planning phase is and how it will be implemented in the Tools4LEAs project.

Section 6 describes what the portfolio execution phase is and how it will be implemented in the Tools4LEAs project.

Section 7 describes what the portfolio optimization phase is and how it will be implemented in the Tools4LEAs project.

Section 8 describes what the portfolio monitor and control processes are and how they will be implemented in the Tools4LEAs project.

Finally, section 9 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.

2. Introduction to Project Portfolio Management

According to the Project Management Institute (PMI)[1], Project Portfolio Management is the centralised management of one or more portfolios, and involves identifying, prioritising, authorising, managing, and controlling projects, programs, and other related work, to achieve specific strategic business objectives. Below we present the definitions of some of the key concepts included in this definition.

A portfolio is a collection of projects or programs or other work grouped together to facilitate effective management of work to meet strategic business objectives. The projects or programs of the portfolio may not necessarily be interdependent or directly related.

Capacity is the resources (human resources, financial, physical assets) an organisation puts at the disposal of portfolio management to select, fund, and execute its components.

Categorisation is the process of grouping potential components into categories to facilitate further decision-making.

Category is a predetermined key description used to group potential and authorised components to facilitate further decision-making. Categories usually link their components with a common set of strategic goals.

A component (within a portfolio) is an activity or set of activities managed using the project portfolio management process, namely a business case, a project, a program, a portfolio, or other work that fits into the "component definition" used by an organisation.

2.1. Portfolio lifecycle's overview

The portfolio management is a four-phase continuous lifecycle. The four phases are:

1. Initiation
2. Planning
3. Execution
4. Optimization

Also, on an ongoing basis, portfolio monitor and control supporting processes allow the proper management of the portfolio.

As a portfolio progresses through its lifecycle, information and decisions are passed within and between each of these phases. This is not necessarily sequential. A portfolio could for example undergo several iterations of planning and then proceed to execution within a short time frame based on a number of internal and/or external factors. Also, the portfolio can be "refreshed" within a lifecycle with the addition or deletion/modification of its portfolio components. In addition, when the portfolio mix is reviewed at the end of each lifecycle, replanning can occur when a top-down alignment is taken into account. All the four phases within the portfolio, including initiation, are adaptable, flexible, and fluid.

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[1] http://irpmo.com/wp-content/uploads/2018/07/The-Standard-for-Portfolio-Management-2017.pdf

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The figure below, extracted from PMI's The Standard for Portfolio Management Fourth Edition, depicts information and decision-making flows within the portfolio lifecycle:
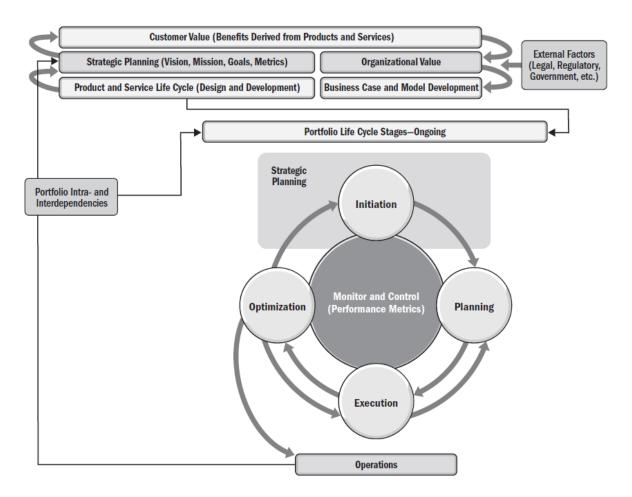

Figure 1 - Information and decision flows within the Portfolio lifecycle (source: PMI's The Standard for Portfolio Management, Fourth Edition)

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3. Project Portfolio Management Office

3.1. Overview of the PPMO

To support portfolio management organisations normally establish an entity called the Project Portfolio Management Office (PPMO) that provides a wide variety of capabilities and processes, including some or all of the following ones:

- Identifying, analyzing, coordinating, negotiating, monitoring, and controlling portfolio components; supporting component proposals and evaluations; facilitating prioritization; authorization; termination of components; and facilitating the allocation of resources in alignment with organizational strategy and objectives;
- Developing and maintaining portfolio, program, and project frameworks and methodologies;
- Managing knowledge regarding the project management discipline, including good practices and lessons learned;
- Providing program and project progress information and metric reporting utilizing key performance indicators (KPIs) (e.g., expenditure, defects, resources) to the portfolio governance process;
- Managing, including monitoring and controlling, such as regulatory/governance compliance and benefit realization across the entire portfolio;
- Assisting with risk strategy development and risk identification, and communicating risks and issues related to portfolio components;
- Coordinating communication across portfolio components; and
- Developing and inducting training and mentoring of human resources in portfolio management skills, tools, and techniques.

The PPMO is focused and it has a specific responsibility for the centralized management and coordination of the portfolios that lie within its domain. The responsibilities of this office may range from providing portfolio support functions to actually managing the portfolio—usually, in this case, the portfolio manager is also the head of the PPMO. The structure and function of the office vary with the specific needs of the organization.

The PPMO may act as a stakeholder throughout the portfolio's lifecycle and may recommend the selection, termination, or initiation of actions necessary to ensure that the portfolio remains aligned with the organization's strategic objectives.

3.2. Implementation of the PPMO in the Tools4LEAs project

In the Tools4LEAs project a PPM Office (PPMO) will be established before the end of month 2 of the project and it will be responsible for providing project portfolio management capabilities. These capabilities include pipeline, resource, change control, financial, and risk management of the portfolio of software tools development projects.

The PPMO's team will consist on personnel from EACTDA Secretariat. If considered appropriate, EACTDA Secretariat will request approval from EACTDA's Board to request the participation of expert personnel from EACTDA members. All EACTDA members as well as the end-user Advisory Board will be informed about the composition of the PPMO team and they will have the opportunity to raise objections to the Board of the association if they consider it necessary.

Any EACTDA member, independently of being directly involved in Tools4LEAs or not, will be able to propose new tool development projects based on the tools development roadmap that will be produced in *Task 3.1 – "Last Mile development" Projects Portfolio Management*. The PPMO will evaluate proposals from multiple angles (i.e., financial, resources consumption, risk, alignment with the roadmap) and will report accordingly to EACTDA's Board and/or the General Assembly for its decision.

The Board of the Association will be the first decision-making body, but proposals that last more than 15 months or have a budget greater than 100K Euro will be escalated to EACTDA's General Assembly. In all cases, the end-user Advisory Board will be informed and consulted during this process to ensure their view and interests are considered and that they have no objections to the decisions being made.

It will be a goal of the PPMO that the decision-making process is transparent, understandable, and accountable for all EACTDA members and other relevant stakeholders (including the end-user Advisory Board).

Based on the decisions made, the PPMO will update the portfolio composition and it will make the necessary changes to the tool development work plan (activating new projects, cancelling or making changes to ongoing projects, and/or re-prioritising the projects in the portfolio so that, if necessary, changes to the resources allocation can take place).

In addition, the PPMO will support and regularly monitor the performance of the active tool development projects in the portfolio it manages.

Besides, before each approved project starts, the PPMO will produce a project charter, which will include whatever information is necessary to perform the project. Among other things, the charter will include a scope statement, an initial project budget allocation, a list of the primary stakeholders, and the progress reporting requirements necessary to allow proper monitoring of the project within the portfolio. If any entity other than EACTDA takes part in the project, the PPMO will also take care of all the preparation and implementation of the appropriate contractual agreements.

Finally, the PPMO will produce and provide as many templates and guidelines as considered necessary or convenient so that the portfolio management and the management of its components is as effective and efficient as possible (See ANNEX 1 for an initial set of such supporting materials).

4. Portfolio initiation phase

4.1. Overview of the portfolio initiation phase

The portfolio initiation phase sets the framework, the approach, and the principles that will define how the portfolio and its components will be managed throughout the lifecycle.

During this phase business and operational strategy has to be validated, the portfolio components included in the scope have to be identified, and a long-term roadmap has to be defined with financial goals, performance metrics, communications, governance, stakeholders' definition and roles, and ongoing management plans for the portfolio and its components.

Also, the governance framework, communications planning, prioritization criteria, portfolio performance metrics, and portfolio risk management processes have to be set up.

Finally, during this phase, the portfolio governance plan and charter are created.

4.2. Implementation of the portfolio initiation phase in the Tools4LEAs project

The Tools4LEAs project's portfolio of software tools development projects will be initiated during the first three months of the project, this is, during the months of July, August, and September 2023. The portfolio will have an initial duration of 24 months, though this might be extended shall the Tools4LEAs project be successful and follow-up projects continue with the initiative.

The project has a total budget of 4.21 M Euro, the majority of which will be spent in the development of software tools for European public security practitioners. A successful performance of the portfolio will be if a significant number of tools are delivered with high quality and satisfaction of the end-users, so that they are adopted by them and used in real/operational work.

The portfolio management is owned by the PPMO. The portfolio management strategy is based in an end-to-end framework that will guide the project throughout the portfolio management process, from selection to execution. The portfolio governance consists in a framework, where decisions are made to identify, select, monitor and prioritize (software) tools development projects. This framework is presented in the Tools4LEAs portfolio governance management plan.

EACTDA and its members can propose new tools development projects. Once approved, the PPMO and those that have proposed the project will sign an agreement that will describe with detail the scope, goals, duration, budget, dependencies (including intellectual property), etc.

Any successful tool development project will deliver functional, fully tested, and end-user validated software tools that comply with the software development guidelines and best practices established by EACTDA for the Tools4LEAs project(s).

ANNEX 1 includes the supporting templates, guidelines, and materials that are ready at the time of writing this deliverable, that is due month one of the project.

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5. Portfolio planning phase

5.1. Overview of the portfolio planning phase

During the (periodic) portfolio planning phase, a portfolio management plan is developed which describes the management of the portfolio components in scope. Also, the budgeting needed to execute these components is presented, the interdependencies between the portfolios and their components are identified, risks and issues are identified and response plans are proposed, the resourcing requirements are listed (human, financial, asset, and intellectual), and the components are prioritised.

During this phase the portfolio governance structure and mechanisms are confirmed and the stakeholders' accountability is clarified. Besides, financial and non-financial success metrics have to be identified.

Also, the scope of the components of the portfolio has to agreed and presented, as well as the requirements and specifications of the product and/or services to be developed.

It is important to note that the alignment of the portfolio business model, strategy, and goals with those of the organisation has to be ensured. Portfolio success metrics have to be reviewed to ensure that they are tied to realistic goals at the customer, strategic, and financial levels. The portfolio components agreed upon the initiation phase are reviewed in more detail, including timing, budget, scope, risks involved, resourcing requirements, and interdependencies.

Besides, when new components are introduced the prioritization criteria has to be reviewed, also considering their performance since the last strategic review. Then, changes are proposed and reviewed based on these criteria. Resource capacity plans are set based on the updated needs of the portfolio, and capital needs are compared against available funding and demand.

5.2. Implementation of the portfolio planning phase in the Tools4LEAs project

In the Tools4LEAs project portfolio planning will take place every six months, right after each of the demonstration and evaluation events that will provide end-user feedback, and also every time when it is decided to make a change in the composition of the portfolio.

As part of *task 3.3 Requirements priorisation and development roadmap definition*, a development roadmap will be produced by month three of the project and then updated in months six, twelve, eighteen, and twenty-four. At any time, EACTDA or its members can propose new software tool development projects that are aligned with the aforementioned roadmap. To do this, they will have to submit to the PPMO the corresponding proposal using the template included in ANNEX 1.

In ANNEX 1 we also present the portfolio management plan template that will be used in the project. The first version of the portfolio management plan has been planned by the end of month 3 of the project (September 2023).

6. Portfolio execution phase in the Tools4LEAs project

6.1. Overview of the portfolio execution phase

During the execution phase the components of the portfolio are delivered. For this, the following activities have to be conducted:

- Actively manage and resolve risk and issues across (interdependencies) and within the portfolio and its components.
- Facilitate portfolio and component communication (including status reporting at various levels).
- Reprioritize and change subsidiary portfolios as needed (monitor and control).
- Monitor benefits realization potential based on component delivery.
- Manage portfolio assets and resources limited to the portfolio.

Portfolio execution is performed through its various components and operations. The health of the portfolio is reported through regular status reports and by reviewing the component performance metrics that were established during the planning phase. Proposed changes are reviewed based on ongoing organizational needs. Changes in the organizational environment may necessitate the reprioritization of components or the introduction of new components into the portfolio. These new components are reviewed as required based on unplanned critical needs (internal or external) or positive outcomes of proofs of concept, pilots, or feasibility studies.

6.2. Implementation of the portfolio execution phase in the Tools4LEAs project

Portfolio execution in the Tools4LEAs project will be performed through the software tools development projects. When a new project is approved and added to the portfolio, a project charter will be created (see a template in ANNEX 1).

All approved projects will have to report their status and progress made on a regular basis to the PPMO using the corresponding template as in ANNEX 1.

At the end of the projects, as part of their closure phase, they will have to conduct a lessons learned exercise and report the conclusions to the PPMO using the corresponding template as in ANNEX 1.

7. Portfolio optimization phase in the Tools4LEAs project

7.1. Overview of the portfolio optimization phase

Optimizing a portfolio involves making it as effective as possible by maximizing available conditions, constraints, and resources. For this, it is necessary to ensure that the available resources are used in an effective and efficient way to the components of the portfolio.

Optimization is usually triggered when there are changes to the composition of the portfolio components.

It is normally the portfolio manager who facilitates discussions with key stakeholders to ensure that the organization realizes the intended benefits for the remaining components.

The optimization phase benefits from feedback related to lessons learned for each of the closed components as well as from feedback related to benefits realization from components that have been transitioned into the operational stage.

7.2. Implementation of the portfolio optimization phase in the Tools4LEAs project

In the Tools4LEAs project optimization will be managed in collaborative way between the PPMO and the leaders of the approved projects that are part of the portfolio. In most cases, the projects will be executed by EACTDA members, who will have to manage the optimization of the resources within their organisations. The PPMO will also contribute to the optimization of the portfolio by providing an umbrella view to the available resources of EACTDA and its members, and then proposing implementation plans that avoid issues, conflicts, or that minimize risks.

Also, the PPMO will ensure appropriate communication and information flow between all EACTDA members and other key stakeholders, in order to disseminate the results of successful projects to the wider interested audience as well as to exchange lessons learned between projects executed by different EACTDA members.

It will also be the responsibility of the PPMO to ensure that the portfolio is constantly executing the projects that are of the highest interest to the end users (as of their needs and the tools development roadmap) considering the resources available and minimizing failure risks.

8. Portfolio monitor and control

8.1. Overview of the portfolio monitor and control processes

Monitoring portfolio performance and recommending changes to the portfolio component mix and portfolio component performance and compliance with organizational standards is an ongoing process and a critical aspect of the portfolio management.

It is of the utmost importance to understand when changes need to be made to the portfolio or to the portfolio management processes, and for this, a set of monitor and control supporting processes have to be implemented. These supporting processes include the execution, documentation, and communication of the decisions and the resulting actions taken.

8.2. Implementation of the portfolio monitor and control processes in the Tools4LEAs project

The PPMO will receive status and progress reports from all approved projects and it will monitor their compliance with the agreed scope and with EACTDA's best practices, guidelines, and standards. The PPMO will also assess and evaluate new tool development project proposals. And the PPMO will ensure that the portfolio goals and success metrics are regularly updated. With all this information, the PPMO will produce Portfolio Status Summary reports on a regular basis, indicating not only the status of the portfolio as a whole and of its components individually, but also highlighting issues and risks and recommending actions as appropriate. Some examples of these recommended actions could be:

- To suspend or cancel a project that is underperforming or that is no longer aligned with the goals of the portfolio.
- To approve or reject new tool development project proposals.
- To request a change in scope to an ongoing project.

9. Summary

9.1. Conclusion

In this document we have introduced the concept of project portfolio management, as defined by the Standard for Portfolio Management – Fourth edition (PMI), we have also introduced the concept of Project Portfolio Management Office (PPMO), and the phases of the portfolio lifecycle. For each of these concepts, we have also presented how they have been implemented in the Tools4LEAs project.

9.2. Evaluation

The initial version of this document (v1.0, released in August 2023) is based on the pre-existing (equivalent) document successfully used in the Tools4LEAs v1 project (July 2021 to June 2023).

9.3. Future work

This deliverable will have no official updates during the project. However, the portfolio management best practices and procedures might evolve and be improved if it is considered appropriate by the Project Portfolio Management Office.

ANNEX 1 – Project Portfolio management supporting materials

Portfolio Status Summary report template

Reporting date:									
Report author:									
Project	**Time**			**Budget**		**Progress**		**Business priority**	**Dependencies**
	Starts	**Ends**	**Status**	**Approved**	**Actuals**	**Status**	**Risks**		

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Portfolio management plan template

Below we present the portfolio management plan template that will be used during the project every time the composition of the portfolio is modified.

Portfolio owner:										
Last update:										
Portfolio strategy:										
Portfolio goals:										
Portfolio success metrics (SM):	SM#1:									
	SM#2:									
	SM#3:									
	…									

Project	Priority	Start / End dates	Management	Link to portfolio success metrics	Risks and issues		Resourcing requirements			
					Severity	Response plan	Human	Financial	Asset	IPR

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New projects selection criteria template

Business priority:	*Specify how well the project fits with the end-user needs and priorities*
Apt time:	*Is this a good moment to execute this project? Is it too early or too late? Why?*
Dependencies:	*Are there any known dependencies that might be a problem down the road?*
Intellectual property:	*Are there any IPR issues with the background?* *The results of all Tools4LEAs projects should be made available to European public security practitioners with no license costs and the source code should also be made available to them.*
Availability of resources:	*Are all the necessary resources (human, IPR, technical, data, material, etc.) needed to execute the project already available?*
Technological risk:	*What is the technological risk of the project? How mature is the pre-existing background?*
Probability of success:	*Is the probability of successfully executing the project high or very-high?*

New tool development project proposal template

During the course of the first year of the Tools4LEAs project, the new tool development project proposal template has been updated, being the latest version of it as of Jun'23 the one below.

Project proposal REF/ID:		*<To be completed by EACTDA Secretariat>*	
Project acronym:			
Project name:			
Project Leader:		*<name and affiliation>*	
Other Participants:		*<names and affiliations>*	
Project goal(s):			
Alignment with the Tools Development Roadmap:	**Related BR[2]**	*<add the reference/ID of the Business Requirement from the Tools Development Roadmap that this proposal responds to>*	
	Mapping to the BR objectives	**BR objective**	**Related project objective(s)**
Estimated budget:		*<Breakdown costs in the following categories: (1) Personnel, (2) Equipment, (3) Travel&Expense>*	
Proposed start date:			
Estimated duration:			
Proposed Scope:	**In**	*<Include here the description of *the work* that has to be done>*	
	Out	*<Include here the description of *the work*that does NOT have to be done>*	
Work Breakdown Structure (WBS):[3]		*<Decompose the scope of the project into smaller components that can be a product, data, service, or a combination thereof.*	
		ID / **Description** / **Owner** / **Due date**	
		1.x	
		…	
		…	
		…	
		…	
Schedule:		*<Include here a timeline or a GANTT chart, specifying planned start/end dates of the tasks/activities that will implement the WBS, timing of key milestones, and any relevant dependencies>*	
Availability of resources at the time of starting the project:		**Type** / **Yes / No** / **Observations**	
		Human	
		Technical	
		Data	
		Material	
		IPR	
		Identify the key stakeholders and team members by function, name and role.	

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[2] Business Requirement (BR)

[3] The WBS is organized around the primary products of the project (or planned outcomes) instead of the work needed to produce the products (planned actions). Since the planned outcomes are the desired ends of the project, they form a relatively stable set of categories in which the costs of the planned actions needed to achieve them can be collected. A well-designed WBS makes it easy to assign each project activity to one and only one terminal element of the WBS

Project organizational structure:	Role	Name & Email	Affiliation
	Team Leader / Project Manager		
	Technical Leader		
	Team member		
	…		
IPR:	*<List here the different modules/component/libraries that will be used and their correspondent licenses>* *<Bear in mind that all Tools4LEAs projects must deliver results that have no license costs for EU public security organisations and with access to the source code>*		
Other observations:	*<Add here any additional information that is relevant to document the BR>*		
Referenced documents:	*<Add here references and links to relevant documentation that can help better understanding the BR>* *<Include here always references to the Tools4LEAs project's software development and project management policies, procedures, and best practices>*		

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DETAILED RESPONSE/COMMENTS TO THE BUSINESS REQUIREMENTS

	Characteristic	Sub-characteristic	Requirement #	Priority	PROPOSER (YES / NO / PARTIALLY)	Add here a PROPOSER's description of how it will be implemented when considered relevant or appropriate.
Minimum functional requirements:	**Functional**	**Functional Completeness**				
		Functional Correctness				
		Functional Appropriateness				
Minimum non-functional requirements:						
	Performance efficiency	**Time Behaviour**				
		Resource Utilisation				
		Capacity				
	Compatibility	**Co-existence**				
		Interoperability				

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Usability	**Appropriateness Recognisability**					
	Learnability					
	Operability					
	User Error Protection					
	User Interface Aesthetics					
	Accessibility					

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	Reliability	Maturity				
		Availability				
		Fault Tolerance				
		Recoverability				
	Security	Confindentiality				
		Integrity				
		Non-repudiation				
		Authenticity				

		Accountability				
	Maintainability	Modularity				
		Reusability				
		Analysability				
		Modifiability				
		Testability				

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	Portability	**Adaptability**				
		Installability				
		Replaceability				

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New project proposal registry template

During the first year of the project, a project proposal registry was also created to keep track of all the proposals, including those already processed (approved or discarded), proposals under development, and also placeholder items, when needed, to figure out how many remaining proposals/projects might still be room for within the budget and time of the project.

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New Project Proposals registry

Last updated: 16/06/2023

Legend:	Status:	(1) WIP; (2) DECISION-PENDING; (3) APPROVED; (4) DISCARDED

Note: check the "Proposals Review Checklist" tab before processing any proposal

0

Total approved budget = € 75.000,00 APPROVED

€ 75.000,00 € -

#	Acronym	Name	Leader	Participants	Related BRs	Status	Start	End	EACTDA member/s personnel budget	All other costs	Observations
PROP-0001	ACME	New ACME sample tool	EACTDA	N/A	N/A	APPROVED	01/10/2023	30/10/2024	€ 75.000,00		
PROP-0002											
PROP-0003											
PROP-0004											
PROP-0005											
PROP-0006											
PROP-0007											
PROP-0009											
PROP-0008											
PROP-0010											
PROP-0011											
PROP-0012											
PROP-0013											
PROP-0014											
PROP-0015											
PROP-0016											
PROP-0017											
PROP-0018											
PROP-0019											
PROP-0020											

Project charter template

The Project Charter will serve as an internal document that captures high level planning information (scope, deliverables, assumptions, etc.) about the Project.

Once a project has been approved, the Project Manager creates the Project Charter in consultation with EACTDA's Technical Manager. Its purpose is to recognize the existence of the project and to begin the detailed planning process required to accomplish the Project goals.

Project acronym:		Agreement number:	
Project name:			
Start date:		**Duration:**	
Approved budget:			
Link to portfolio success metrics:	*List here the portfolio success metrics that this project will contribute to and indicate if the project fully satisfies the success metrics or if it only does it partially.*		
Project Goals:	*Describe the business need, opportunity or problem that the project was undertaken to address – i.e., the project justification.* *Ensure that the links to the end-user needs and to the tools development roadmaps are included.*		
Deliverables:	*Provide a high level list of "what" needs to be done in order to reach the goals of the project. Each deliverable should be sufficiently detailed so that the Project Team will understand what needs to be accomplished. Describe the deliverable using action words (verbs) such as "deliver, provide, create, research, etc.* *Deliverables should be measurable, so the Project Sponsor and Team can determine whether the deliverable has been successfully completed at the project's conclusion.*		
Scope:	*Include what is "in" and what is "out" of scope.* *In Scope is what the project will include to meet the requirements of the Project goals. Out of Scope excludes responsibilities, activities, deliverables or other areas that are not part of the Project.*		
Milestones:	*Include go/no-go decision points (and describe which will be the criteria to make such decisions), important events or deliverables, ….*		
Work Breakdown Structure (WBS):	*Decompose the total scope of the project into smaller components that can be a product, data, service, or a combination thereof.* *The WBS is organized around the primary products of the project (or planned outcomes) instead of the work needed to produce the products (planned actions). Since the planned outcomes are the desired ends of the project, they form a relatively stable set of categories in which the costs of the planned actions needed to achieve them can be collected. A well-designed WBS makes it easy to assign each project activity to one and only one terminal element of the WBS.*		

ID	Description	Owner	Due date
1.x			
…			

Assumptions, constraints, and dependencies:	*Identify the assumptions that were made to form the basis of defining scope. Also identify any assumptions that will be made for the purposes of planning the project. The objective here is to set the boundaries and address how the triple project management constraint (scope, time and cost) are potentially impacted/managed.* *List any constraints (potential factors that will impact the delivery or make it difficult to manage the project) on the project or dependencies on resources or funding to the project. Consider time, cost, dates and regulatory issues as constraints or dependencies to the project.*
Risks:	*List any known risk and include mitigation and/or contingency plans*
Related documents:	*Reference any related documents that were used to define scope and assumptions – e.g., project Proposal.*
Project organizational structure:	*Identify the key stakeholders and team members by function, name and role.*

Function	Name	Role

The Collaboration Agreements signed between EACTDA and the EACTDA members that were taking part in the development projects include, among other things, the project proposal, that is considered the project charter.

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Project report template

Project acronym:		**Agreement number:**	
Project name:			
Start date:		**Duration:**	
Approved budget:			
Report author:			
Reporting period:	*From dd/mm/yyyy to dd/mm/yyyy* *At minimum a monthly report will have to be provided to the PPMO*		

Update of previously reported issues:	Issue	Previously reported	Update

New issues:	Issue	Proposed course(s) of action	

Period's progress (Actual VS Plan):	*Describe the progress made during the period being reported and compare it with the plan. Report delays or any type of deviations.*
Project's progress (Actual VS Plan):	*Describe the progress made during the whole project until now and compare it with the plan. Report delays or any type of deviations.*

Risk log:	*Update status of the project's risk log*					
	Risk	Likelihood	Impact	Severity	Owner	Contingency / mitigation plan
	…					

WBS update:	*Update status of the WBS elements*			
	ID	WBS element	Due date	Status
	1.x			
	…			

Budget / Effort:	Budget planned	Budget actuals	Effort planned	Effort actuals

Project lessons learned template

Project acronym:		**Agreement number:**	
Project name:			
Start date:		**Duration:**	
Approved budget:			

What went well	Special recognition
What could have been done better	**What should have been done better/differently**

Next steps / Action item	Suggested timeframe	Responsible person / team	Action taken

"Last-Mile development" Project work-plan template

Tools4LEAs

Project ID: PROJ-00xx
XXXXX
XXXXX

EACTDA

IMPORTANT NOTE: This template must be adjusted to the needs and circumstances of each project

ID	Task / Activity / Milestone	More info.	Owner	Participant(s)	Phase
0	**RFPP & PROPOSAL PREPARATION phase**				PHASE 0 > RFPP & PROPOSAL PREPARATION
0.0	*Inform the DEV-Team about starting the Proposal preparation process*		EACTDA		
0.1	*Obtaining information about the background technology*				
0.1.1	Technical architecture and specifications		DEV Team		
0.1.2	Manuals (user guide, installation, …)		DEV-Team		
0.1.3	Videos, presentations, …		DEV-Team		
0.1.4	Give EACTDA access to the background tool/solution		DEV-Team		
0.1.5	Software Bills of Materials (SBOM) of the background		DEV-Team		
0.2	"Recruit" end-user domain experts	Yes	Capability Manager		
0.3	*Prepare the Request for Project Proposal (RFPP)*				
0.3.1	Create the first draft (based on inputs from domain experts and DEV)		EACTDA	DEV-Team	
0.3.2	Provide feedback to the first draft		Domain-experts	DEV-Team	
0.3.3	Produce the pre-final draft of the RFPP		EACTDA		
0.3.4	Provide feedback to the pre-final draft		Domain-experts	DEV-Team	
0.3.5	Inform the DEV team about the methodology, policies, temp	Yes	EACTDA	DEV Team	
0.3.6	Produce and submit the final version of the RFPP		EACTDA		
0.4	*Produce and submit the Proposal*		DEV-Team		
0.5	EACTDA assessment, recommendation, and approval request (inform EUA		EACTDA		
0.6	EACTDA Governing body (Board or General Assembly) to approve		Board or General Assembly		
0.7	End-User Advisory Board (EUAB) to exercise (or not) the VETO right		EUAB		
0.8	EACTDA to finalise the approval process and inform of the results		EACTDA		
1	**PROJECT INITIATION**				PHASE 1 > PROJECT KICK-OFF
1.0	*Collaboration Agreement (CA) preparation*	Yes			
1.0.1	Produce the CA draft and send it to the DEV-team for review		EACTDA		
1.0.2	Provide feedback to the draft		DEV-Team		
1.0.3	Produce the final version of the CA		EACTDA		
1.0.4	Sign the CA		EACTDA; DEV Team		
1.1	*Project Kick-off meeting*		EACTDA; DEV Team		
1.2	*IPR > Licensing-in of the background*	Yes	DEV-Team	EACTDA	
1.3	*Review and provide further details when needed to the Requ*	Yes	EACTDA	DEV-Team	
1.4	*Create and setup the DEV/TEST Gitlab instance*		EACTDA	DEV-Team	
2	**DEVELOPMENT, TESTING, and EVALUATION phase**				PHASE 2 > DEVELOPMENT, TESTING, and EVALUATION
2.0	*Development*				
2.0.1	Recruit DEV team (if needed)		DEV-Team		
2.0.2	DEV-Team to sign the NDAs	Yes	DEV-Team		
2.0.3	Present EACTDA's methodology (policies, tools, …) to the DE	Yes	EACTDA	DEV Team	
2.0.4	Train the DEV-Team on EACTDA's methodology (if needed)		EACTDA	DEV Team	
2.0.5	Produce and deliver the Architecture and Tech Specs of the t	Yes	DEV-Team		
2.0.6	Program / code development		DEV-Team		
2.0.7	Prepare and submit regular (monthly?) pre-final/intermediate "DEV-release		DEV-Team		
2.0.8	Smoke-test and provide feedback on the "DEV-releases"		EACTDA		
2.1	*Testing and Bug-fixing*				
2.1.1	Test planning and preparation		EACTDA TEST team		
2.1.1.1	Test plan	Yes			
2.1.1.2	Test design	Yes			
2.1.1.3	Test preparation (test environments, tools, resources, test scripts, data, …)				
2.1.2	Test Execution				
2.1.2.1	1st iteration				
2.1.2.1.1	DEV-release (code + docs)		DEV team		
2.1.2.1.2	Technical testing (and bug-reporting)		EACTDA TEST team		
2.1.2.1.3	Bug-fixing		DEV-Team	TEST team	
2.1.2.2	2nd iteration				
2.1.2.2.1	DEV-release (code + docs)		DEV-Team		
2.1.2.2.2	Technical testing (and bug-reporting)		EACTDA TEST team		
2.1.2.2.3	Bug-fixing		DEV-Team	EACTDA TEST team	
2.1.2.3	FINAL iteration				
2.1.2.3.1	DEV-release (code + docs)		DEV-Team		
2.1.2.3.2	Technical testing (and bug-reporting)		EACTDA TEST team		
2.1.2.3.3	Bug fixing				
2.1.3	Technical testing report preparation	Yes	EACTDA TEST team		
2.1.4	Prepare UAT software product package (code, binaries, docs, reports, …)		EACTDA TEST team		
2.2	*User Acceptance Testing (UAT)*				
2.2.1	Prepare UAT		Capability Manager		
2.2.1.1	Recruit end-user domain experts		Capability Manager		
2.2.1.2	Schedule the UAT		Capability Manager		
2.2.1.3	Prepare/obtain all the materials (tool, documentation, test reports,…)		Capability Manager	DEV/TEST teams	
2.2.2	Conduct UAT		Domain-experts	EACTDA; DEV-Team	
2.2.3	Report results of the UAT	Yes	Capability Manager		
2.4	*End-users evaluation of the tool (before the Dem&Eval event)*		EACTDA		
2.4.1	Inform the end users about the release so that they can prepare		EACTDA		
2.4.2	Prepare FINAL software product package (code, binaries, docs, reports, vide		EACTDA	DEV Team	
2.4.3	Prepare the "Support service" to be provided by EACTDA and DEV Team		EACTDA	DEV Team	
2.4.4	Release the tool to the end-users for their evaluation		EACTDA		
2.4.5	Provide the "Support service" during the evaluation period		EACTDA; DEV-Team		
2.4.6	Conduct the evaluation and provide the feedback		End-users		
2.4.7	Consolidate all evaluations and produce the evaluation-period report		EACTDA		
2.5	*Prepare and maintain regular (bi-weekly?) tracking meetings*		EACTDA	DEV-Team	
2.6	*Demonstration & Evaluation event*				
3	**PROJECT CLOSURE phase**				PHASE 3 > PROJECT CLOSURE
3.0	*Operational closure*				
3.0.1	Remove access to DEV/TEST environment (repositories, VPNs, …)		EACTDA		
3.0.2	Collect, clean-up, and archive all documentation		EACTDA	DEV Team	
3.0.3	License back from EACTDA to DEV-Team	Yes	EACTDA		
3.0.4	Upload the tool to the appropriate distribution repositories/channels		EACTDA	Europol	
3.1	*Financial and contractual closure*				
3.1.1	All invoices submitted		DEV-Team		
3.1.2	All invoices paid (80% of the 90%)		EACTDA		
3.1.3	Final payment complete (20% of the 90%)		EACTDA		

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