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| Programme | Connecting Europe Facility (CEF) |

Project Management

and Quality Assurance Plan

|  |  |
| --- | --- |
| Related WP | WP1 - Project Management |
| Deliverable number | D1.1 |
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# Introduction

The present document D1.1 Project Management and Quality Assurance Plan describes the eNEIDE approach of implementing an appropriate management and quality assessment framework.

The quantity and the quality of the eNEIDE project objectives demand a well defined management and coordination structure as well as an effective quality assessment framework. The Project Management Plan (PMP) has the objective of ensuring excellent outputs of the project activities and thorough quality review of the project deliverables and regular assessment of the eNEIDE progress and achievements. The present document, D1.1 Project Management and Quality Assurance Plan, describes the eNEIDE approach of implementing the management and quality assessment framework linking together all the project components. It specifies quality control procedures, including responsibilities (Project Coordinator, WP Leaders and other partners), risk management, documentation control, documentation formats and exchange rules, organisation of meetings etc.

The present PMP has been developed by the Project Coordinator and formally agreed by all partners at an early stage of the project. The PMP include the following key sections and types of information:

* Consortium
* Project Objectives
* Project Governance (roles and responsibilities of project bodies)
* Communication line
* Conflict resolution
* Time management
* Implementation plan
* Deliverables and Milestones Plan
* Quality of deliverables
* Document Management
* Internal Communication Structures
* Risk Management

As an essential management tool, the PMP will be rigorously applied, for example as check-lists for important procedures, and kept up-to-date throughout the project.

The progress of each partner will be regularly monitored by the Project Coordinator based on quarterly reports summarising progress, achievements and usage of resources to be prepared and submitted by each partner to the Project Coordinator and by the latter to INEA. This task also includes strategic monitoring of eNEIDE activities to ensure all project objectives are achieved in time.

To ensure the quality of the project product, each project deliverable or public document has to pass a quality assurance and assessment procedure defined in the PMP.

# Defininition Phase

# The Consortium

The eNEIDE consortium consists of the following partners :

1. Agenzia per l'Italia Digitale (AGID)

2. Autorità Nazionale AntiCorruzione (ANAC) - established in Italy

3. Intercent-ER (INTERCENT) - established in Italy

4. Regione Toscana (TOSCANA) - established in Italy

5. Azienda Regionale per l'Innovazione e gli Acquisti (ARIA) - established in Italy

6. Libera Università Internazionale degli Studi Sociali Guido Carli (LUISS) - established in Italy

# Project Objectives

This Action has the overall goal of improving the Italian public eProcurement framework by:

* The evolution of the national Contract Register Banca Dati Nazionale dei Contratti Pubblici (BDNCP).
* The adoption of the European Single Procurement Document (ESPD) based on the Exchange Data Model (EDM) version 2 self-contained and eCertis in the regional platforms of ARIA, Regione Toscana, Intercent-ER, including the adoption of eNotification through the integration of BDNCP with Tenders Electronic Daily (TED).

The Action will build upon results achieved through previous CEF Actions (2015-IT-IA-0108 and 2016-IT-IA-0038) whilst ensuring a more effective consistency with the Italian and European digitisation agendas for public procurement.

The Action will establish an IT architecture, designed to be modular and compliant with EU regulations and best practices in order to ensure a wide cross-border interoperability. As regards the evolution of BDNCP, it will be integrated with TED, enabling the national system to automatically complete the ePublication process at the end of the tendering authorisation phase.

# Reference documents

This Deliverable makes reference to a number of official documents with the aim of both avoiding unnecessary repetition and adding to them guidelines, prescriptions or obligations that are considered useful or necessary for orderly operations and progress of the Project work.

The Grant Agreement (GA) is the document formally referred as “Agreement number: INEA/CEF/ICT/A2018/1816304”. In particular, it consists of the main body, also indicated as “the Special Conditions”, which consists of 21 Articles, and seven Annexes. Annex II, named “General Conditions” shall take precedence over the other Annexes, but not over the “Special Conditions”. Of relevant importance for the present Deliverable are also: Annex I “Description of the Action”; and Annex IV “Mandates provided to the coordinator by the other beneficiaries”.

# Executive Summary

This Project Management Plan (PMP) sets the management rules, methods and practices to facilitate orderly cooperation in the eNEIDE Project.

The PMP refines and extends, in due operational detail, the management elements announced in the Grant Agreement.

It defines a set of rules for the organisation of day-to-day cooperative work, and internal and external communications. Special emphasis is devoted to secure spaces to share work in progress and to store deliverables.

The rules, guidelines and recommendations contained in this PMP serve the basic purpose of ensuring that each Partner has the same references for decision-making, reporting, delivery of results, control of information and quality assurance. Based on worldwide standards, the Plan also defines a governance framework to ease the work of eNEIDE management for delivering reports and software on time, within the budget and with adherence to expected specifications.

This document is to be considered a living document that will be maintained and kept up-to-date as deemed necessary in the course of the Project.

# Abbreviations and Acronyms

|  |  |
| --- | --- |
| **GA** | General Assembly or Grant Agreement |
| **PMB** | Project Management Board |
| **PC** | Project Coordinator |
| **TL** | Task Leader |
| **PL** | Partner Leader |
| **WPL** | Work Package Leader |
| **EU** | European Union |

# Project Governance

As the project involves a limited number of partners for a well-defined set of actions, and the consortium Partners have already experience in working together, an efficient and effective management structure will be established:

Each Partner will appoint a Partner Leader to coordinate its activities.

|  |  |  |
| --- | --- | --- |
| **Partner full name** | **Partner short name** | **Main contact (Partner Leader)** |
| Agenzia per l’Italia Digitale | AGID | Emanuela Mariotti |
| AUTORITÀ NAZIONALE ANTICORRUZIONE | ANAC | Stefano Fuligni |
| INTERCENT-ER | INTERCENTER | Alessia Orsi |
| REGIONE TOSCANA | TOSCANA | Marco Giovannetti |
| AZIENDA REGIONALE PER L'INNOVAZIONE E GLI ACQUISTI | ARIA | Bruno Rottoli |
| LIBERA UNIVERSITÀ INTERNAZIONALE DEGLI STUDI SOCIALI GUIDO CARLI | LUISS | Simone Cavallini |

Table 1: Project partners and main contact persons

The Partner Leader (PL) from the Project coordinator (AgID) is appointed as the Project Coordinator (PC).

|  |  |  |
| --- | --- | --- |
| **Name** | **Partner** | **Lead role** |
| Emanuela Mariotti | AgID | PC |

Table 2: Project Coordinator and Quality Manager

The five PL together will form the Project Management Board (PMB). The PMB will meet normally once a month. All decisions will be approved based on majority consensus. Whenever needed, the Project Coordinator will be in charge of resolving controversies in order to ensure a smooth execution of the project activities.

|  |  |
| --- | --- |
| **Partner** | **Partner Leader** |
| AGID | Emanuela Mariotti |
| ANAC | Stefano Fuligni |
| INTERCENTER | Alessia Orsi |
| TOSCANA | Marco Giovannetti |
| ARIA | Bruno Rottoli |
| LUISS | Simone Cavallini |

Table 3: Project Management Board (PMB)

The Project Coordinator will also take care of the overall management of the project and will be in charge for the monitoring of the overall activities and will report to the PMB.

A WP Leader will be appointed for each work package by the Partner responsible for the WP, and he/she will assure that the work package is delivered “on time and on quality”.

|  |  |  |
| --- | --- | --- |
| **Name** | **Partner** | **Lead role** |
| Emanuela Mariotti | AGID | WP1 leader |
| Stefano Fuligni | ANAC | WP2 leader |
| Fabio Massimi | AGID | WP3 leader |
| Roberto Reale | AGID | WP4 leader |
| Simone Cavallini | LUISS | WP5 leader |

Table 4: WP Leaders

# Roles and responsabilities of Project bodies

# Project Coordinator

The PC is responsible for monitoring project progress with respect to the work-plan, project spending, project financial issues, and for financial reporting. The PC plays a facilitating role and will also be in charge of negotiating and interfacing with the Commissions’ Project Officer(s).

Specifically, the PC’s responsibilities are:

* to issue and maintain the Project Management Plan, including the necessary definition of quality procedures and peer review mechanisms for the approval of deliverables, other intermediate results etc. The Plan will identify all actions and responsibility levels in order to pre-review the contents of deliverables, reports, tools, etc., and to provide technical assurance over the project results;
* to coordinate Administrative and Financial Management;
* to carry out risk management and assessment for applying all the contingency plans, if needed; to ensure timely delivery of results, definition, and approval of technical changes to the project roadmap and technical coordination among the WPs;
* to prepare a short internal progress report every quarter, summarising: achievements, difficulties, self-evaluation of the progress and forecast;
* to interface with stakeholders (institutional, technical, user representatives, citizens, business), both at the EU and at the national level;
* to coordinate work related to the management of financial resources like re-allocation of budget, reports of budget status, and so on;
* to produce and circulate agendas and formally binding minutes of all PMB meetings.
* to guide exploitation activities towards maximisation of project impact;
* to monitor and report progress and risks to the PMB.

# Work Package Leaders

The WP Leaders are responsible for ensuring the achievement of the objectives, tasks and deliverables mentioned in the Grant Agreement under each work package. The WP Leaders need to ensure that all deliverables from that WP are made available to the coordinator according to the pre- defined time schedule. If a performance shift within their respective work package exists they need to inform the consortium on duly time and propose corrective actions to reach the expected objectives.

Their main tasks are:

* to prepare and maintain a work plan for the work package;
* to organise regular feedback with the task leaders and project partners involved;
* to regularly report WP progress and any possible delays to the project coordinator;
* to contribute to the content reports as requested by project management.

# Communication line

Communication will be exchanged according to the following lines:

* Individual project partners report to their Work Package Leaders.
* Work Package Leaders report to the Project Coordinator about scientific and technical management of their WP.
* Project Coordinator reports to the Project Management Board about the overall management process and about communications by the Commission relevant to all the parties.

# Conflict resolution

In case of problems in the consortium, which may have an impact on the project progress, a procedure will be used to resolve the conflict. It can be summarized as follows:

* Conflict between two partners: the Project Coordinator should mediate the disputes and is responsible for finding a way to solve the problem. It will propose a solution to the parties. If they do not accept it, then the management board will decide on the proposed solution.
* Conflict between the Project Coordinator and a partner: the conflict is discussed through the Project Management Board.

# Time management

The management of the top-level scheduling and planning is the responsibility of the Project Coordinator. Regarding each Work Package, the WP Leader is in charge of the internal scheduling and planning. Thus it is requested to these responsible partners to elaborate and maintain detailed planning of the execution of the tasks. The top-level planning is used to monitor the progress of the whole project.

# Implementation plan

The Project Coordinator is responsible for:

* collecting reports, other deliverables and specific requested documents from the Parties

and reviewing their consistency ;

* overseeing deadlines and milestones of activities and controlling the quality of

deliverables.

# Deliverables and Milestones Plan

Deliverables and milestone have to be completed on time to safeguard the proper conduct of work and transfer of funding. The Coordinator has to submit the deliverables. Therefore deadlines given by the Coordinator have to be met in order to assure upload of the deliverable according to time schedule. The Coordinator will inform the EC officer about potential delays and corresponding rationales.

# Quality of deliverables

The content of each deliverable report depends on the type of provided information. As a general principle, the responsibility for the content of each deliverable report is always with the author(s). Nevertheless, the reports should always meet a set of requirements, based on the three aspects for quality of information, namely, completeness, correctness and punctuality, described below. These requirements result in a set of quality criteria for project deliverable reports.

* *CRITERION 1: Completeness*. Information provided in the deliverable report must be reliable and must correspond with reality. This means that all background information used in the reports should be appropriately supported by references. Foreground information should be supplied in a clear fashion and be sufficiently supported, such that misinterpretation will be avoided.
* *CRITERION 2: Accuracy*. Information used in the deliverable report should be focused on the key issues and be written in a fashion that takes into consideration the scope of the specific research work and its target audience.
* *CRITERION 3: Relevance*. All information used should be provided to the depth needed for the purpose of the reports.
* *CRITERION 4: Depth*. Appearance and structure. Although deliverable reports will be authored by different partners within the framework of eNEIDE, it is important that reports are prepared with uniform appearance and structure, such that they appear as originating from a single initiative. It is therefore necessary to observe the Project Deliverable template.
* *CRITERION 5: Adherence to standard*
* *CRITERION 6: Punctuality*

# Document Management and Internal Communication

# Internal Communication Structures

Internal communication is first and foremost based on the concept of openness and transparency. An active communication strategy is implemented to establish a strong project identity in order to obtain maximum transparency for all partners involved, and to increase synergy in cooperation.

* Everyday communication among the WPs, the partners, etc. is established mainly through e-mails and a central mailing list including all project partners.
* Web-conferencing is used for regular online meetings. Web calls are followed by short minutes, where the main developments that were discussed during these calls will be outlined.
* Face-to-face communication (during physical project meetings).

# Document Management

GitHub will be used as a document management system, in order to address the document management needs of the project. In particular, activities, documents, meetings, reporting and news will be managed through such GitHub, ensuring support to project teams along the entire project management lifecycle.

The project will leverage on the following tools to support a proper coordination and share of information:

* A common repository to share both documents for design and development and administrative material
* A software repository including appropriate configuration management tools
* A testing and bug-tracking system to support software development and system operations.

# Templates

Document templates have been or will be created in order to have a consistent communication of the project. All document templates will be used strictly by all the partners.

# Risk Management

# Objective

The implementation of a risk management procedure aims at providing a structured approach to project monitoring through the identification of risks and proper consideration of mitigation strategies, a the improvement of plans, schedules and budgets for the achievement of the Project objectives.

# Risk Management Procedure

The basic risk management methodology to be followed in the project and which is mainly being fed by the internal surveys as well as the quarterly reports and internal discussions, consists of four subsequent steps:

* Risk Identification – areas of potential risk are identified and classified
* Impact - impact the risk could have on the project
* Probability of occurrence – the probability of events is determined and the consequences associated with their occurrence are examined.
* Risk Remedial Actions – methods are produced to reduce or control the risk, e.g. switch to alternative technologies.

|  |  |  |  |
| --- | --- | --- | --- |
| Description of possible risk | Impact | Probability of occurrence | Remedial actions |
| Unexpected unavailability of core human resources | high | low | The staffing phase of the project will arrange for the presence of peer resources for core roles. These resources, while non-operating, will be kept aligned on the content, allowing for quick replacement on need. |
| Underperformance of a partner | medium | very low | Partners have a track of positive performance. Nevertheless, there is a redundancy in competencies of the partners so that a compensation can be easily put in place. |
| Identification of critical issues with the platforms (e.g. incompatible technologies, high cost for industrialization, insufficient documentation) | high | very low | Some partners were involved in European activities, and have a clear understanding of the underlying platforms (access points). Should an issue occur, the international community can be enquired for support. |
| Delays, additional costs | high | low | The consortium Partners are ready to allocate additional own resources as needed, to overcome possible delays |
| Normative changes | low | medium | The architecture will be built around a consolidated technology framework that will allow to minimize reworks in case of normative changes. |
| Failures during dissemination and exploitation of results | high | very low | The project includes major partners from Government and Industry. This provides a broad field of exploitation and dissemination possibilities. The project has assigned a significant amount of resources to dissemination and will continuously monitor and evaluate dissemination and exploitation results. |
| The outcome of the project does not get widely adopted | high | very low | The project includes the major national authority representatives and the project is built in line with national strategies. |

Table 8: Risk Management

# Conclusions

This Document reflects the management rules, guidelines and internal standards as understood by all Consortium Members as of 31/12/2019. The document is subject to updating after each PMB meeting, if felt necessary, following an appropriate decision concerning any part of it.