⟨⑤⟩ ChatGPT

Appendix H – Project Plan, Team & Effort Estimates

Phase overview & timeline

The project comprises **three phases**: Proof-of-Operation (PoO), Pilot and Production/Expansion. The timeline below assumes contract award in **Q1 2026** (aligned with the addendum) and uses weeks as the unit of measure. Actual dates will be confirmed with DGov.

Phase	Duration	Key activities	Exit criteria
Phase 0 – Proof-of-Operation	5 weeks	Deliver SDK and documentation; set up demonstration environment; execute issuance, presentation, revocation and selective disclosure scenarios; provide security and interoperability evidence.	Successful demonstration and acceptance by DGov; sign-off on capability and integration.
Phase 1 – Pilot (Stages 1-4)	12 months	Implementation & integration; restricted pilot (gov users); preview pilot (controlled citizens); evaluation & iteration.	Functional completeness; satisfaction of KPIs (user adoption, performance, security); readiness for production.
Phase 2 – Production & Expansion	2–6 years (extensions)	Scale to additional credentials and agencies; optimise multi-tenancy; add optional modules (biometrics, offline features); continuous improvement.	Achieve or exceed SLA targets; maintain certifications; positive stakeholder feedback.

A simplified Gantt chart is presented below.

Week	Activity	Phase
0–1	Project kick-off, confirm requirements, set up contract & governance	PoO
1–3	Develop and deliver SDKs, integrate with test environment	PoO
3–5	Demonstrate PoO scenarios; DGov evaluation	PoO
6–14	Production environment setup, integration with DTP/IdX	Pilot Stage 1
15–26	Restricted pilot: onboard government users, gather feedback	Pilot Stage 2

Week	Activity	Phase
27–40	Preview pilot: controlled citizen rollout, monitor performance	Pilot Stage 3
41–52	Evaluate pilot results, refine solution, prepare production plan	Pilot Stage 4
Year 2+	Scale to new credentials/agencies; R&D for optional modules	Production

Team composition & effort estimates

The table below provides **minimum / likely / maximum** Full-Time Equivalent (FTE) estimates for key roles during the PoO and Pilot phases. Effort may scale during Production depending on the number of credentials and agencies.

Role	PoO FTE (min/likely/max)	Pilot FTE (min/likely/max)	Responsibilities
Project Manager	0.2 / 0.3 / 0.4	0.3 / 0.5 / 0.6	Overall delivery management, stakeholder liaison, risk management.
Business Analyst / QA	0.2 / 0.4 / 0.5	0.5 / 0.8 / 1.0	Requirements refinement, test planning, acceptance criteria, documentation.
Backend Developers (C#)	0.5 / 1.0 / 1.5	1.0 / 2.0 / 3.0	Implement APIs, database logic, PKI integration, configuration management.
Mobile SDK Developer (Flutter)	0.3 / 0.5 / 0.8	0.5 / 1.0 / 1.5	Develop and maintain the Flutter SDK; ensure UX quality and offline support.
Web/Verifier SDK Developer (JS/TS)	0.2 / 0.4 / 0.6	0.3 / 0.5 / 0.8	Build web SDK for verifiers; integrate UI components.
SRE / DevOps Engineer	0.3 / 0.5 / 0.7	0.5 / 1.0 / 1.5	Provision infrastructure, manage CI/CD, monitoring and incident response.
Security Engineer / Cryptographer	0.1 / 0.3 / 0.5	0.3 / 0.5 / 0.7	Perform threat modelling, cryptographic design, security testing and compliance.
Support / Training Specialist	0.1 / 0.2 / 0.3	0.3 / 0.5 / 0.8	Develop training materials, deliver sessions, design chatbot scripts and runbooks.

These estimates assume synergy across roles; some team members may perform multiple roles concurrently. Additional resources may be seconded from DGov or the ServiceWA development partner for integration and user research.

RACI matrix

The RACI (Responsible, Accountable, Consulted, Informed) matrix below maps key activities to stakeholders.

Activity	DGov	ServiceWA development partner	Wallet provider	Issuer agencies	Notes
Requirements & governance	A	C	R	C	DGov owns requirements; we collaborate on clarifications.
SDK development	C	R	A	C	Our team provides SDK; ServiceWA integrates it.
Integration with DTP/IdX	C	A	R	C	ServiceWA dev partner leads integration; we provide support.
PKI / trust registry	A	C	R	C	DGov manages root CA; our platform manages issuer CAs and trust lists.
Proof-of-Operation	A	C	R	C	DGov evaluates; we deliver PoO environment.
Pilot rollout	A	R	R	C	Joint effort between DGov, ServiceWA and wallet provider; agencies supply credentials.
Security & compliance	A	C	R	C	We are responsible for platform security; DGov ensures compliance alignment.
Support & training	A	R	R	C	Wallet provider delivers Tier 0/1 support; DGov and ServiceWA handle escalations.
Change management	A	C	R	C	CAB includes DGov, ServiceWA and our team.

Key: **R** = Responsible, **A** = Accountable, **C** = Consulted, **I** = Informed.

Risk register

The following risks have been identified. Each risk is rated for probability (Low [L], Medium [M], High [H]) and impact (Low, Medium, High). Mitigations are proposed.

Risk	Probability / Impact	Mitigation
Integration complexity with ServiceWA/DTP	M / H	Establish early integration workshops; provide sample code and sandbox; allocate dedicated integration engineer; maintain open communication.
Standards compliance delayed	M / M	Start certification process early; engage with standards bodies; track progress against roadmap; perform self-assessments.
Performance bottlenecks under load	L / H	Perform rigorous performance testing; implement autoscaling; monitor metrics closely during pilot; prepare capacity plans.
Security breach or cryptographic compromise	L / H	Use FIPS-validated HSMs; enforce key rotation; conduct regular penetration tests; maintain incident response plan.
Data sovereignty / compliance failure	L / H	Ensure all resources remain in AU regions; use automated compliance checks; undergo external audits.
User adoption challenges	M / M	Provide comprehensive training and support materials; work with DGov on citizen outreach; gather feedback and iterate features.
Third-party service dependencies (e.g., IdX)	M / M	Implement retry logic and caching; establish SLAs with IdX; design for offline fallback where possible.
Organisational change or policy shifts	M / M	Maintain flexibility in platform configuration; design multi-tenant options; engage regularly with DGov to align with policy updates.

This appendix equips stakeholders with a clear plan, resource estimates and governance structure to deliver the digital wallet project successfully.