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1 INTRODUCTION

1.1 Purpose of the document

This document provides a definition of the Global Implementation Plan (GIP), and its associated reporting and review documents, for use by each sector that undertakes a project within the IDA II programme.

1.2 Intended readership

The intended readership for this document is as follows:
- EC Project Officers and Project Leaders for IDA projects
- Sandy Callagan - EC DGIII Project Officer for this contract
- Project Controller - Jon Fairclough - Anite Systems
- Consultants who form the project team.

1.3 Overview

Section 2 explains the aim behind the Global Implementation Plan and the process of which it is part.

Section 3 describes how each of the GIP documents should be created.

Section 4 provides advice on the use of the generic templates in the appendices.

Appendix A provides a template generic Global Implementation Plan.

Appendix B provides a template generic Progress Report to be used to track progress against the GIP.

Appendix C provides a template generic Post-Implementation Review document to be used to assess whether an IDA project has achieved the aims set out for it in its GIP.

1.4 Key Terminology

The following concepts are key to understanding the GIP, reporting and post implementation review processes defined in this document.

1.4.1 Cost-Benefit Dimensions

A dimension is a scale upon which costs and benefits can be evaluated. For example six important cost-benefit dimensions are:
- Business (also known as the Financial cost-benefit dimension)
- Social
- Environment
- Quality
- Technology
- Management.
Benefits increase the rating in a dimension whilst costs reduce the rating in that dimension.

1.4.2 Cost-Benefit Characteristics

A characteristic identifies a quantity that exists in a dimension. For example:
- distance, area and volume are characteristic quantities in a spatial dimension,
- revenue and costs are characteristics of the business dimension,
- unemployment is a characteristic of the social dimension,
- air quality is a characteristic of the environmental dimension,
- reliability is a characteristic of the quality dimension,
- scientific and engineering capability is a characteristic of the technology dimension and
- management capability is a characteristic of the management dimension.

Characteristics can be defined for each dimension. There may be multiple characteristics for each dimension.

A particular characteristic may be either be viewed as measuring the extent of a benefit (a positive outcome) or a cost (a negative outcome). For example:
- a characteristic that measures the social dimension in terms of cost is the level of "unemployment", whereas
- a characteristic that measures this dimension in terms of benefit is the level of "employment".

1.4.3 Cost and Benefit Metrics

A metric is a measure for a characteristic. Measurements of metrics enable quantitative evaluation of characteristics. Each characteristic may be measured in terms of one or more metrics.

1.5 Definitions, acronyms and abbreviations

These are taken primarily from the Glossary in the Management and Quality Assurance Strategy for IDA Projects.

<table>
<thead>
<tr>
<th>Term</th>
<th>Meaning : Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEC</td>
<td>Commission of the European Communities</td>
</tr>
<tr>
<td>CS</td>
<td>Computer Systems</td>
</tr>
<tr>
<td>DG</td>
<td>Directorate General of the Commission of the European Communities</td>
</tr>
<tr>
<td>EC</td>
<td>European Communities</td>
</tr>
<tr>
<td>EM</td>
<td>EuroMethod</td>
</tr>
<tr>
<td>EuroMethod</td>
<td>A method developed by DGIII to harmonise customer-supplier relationships in the field of IS projects and Services and to harmonise methods</td>
</tr>
<tr>
<td>FSA</td>
<td>Final System Acceptance</td>
</tr>
<tr>
<td>IDA</td>
<td>Interchange of Data between Administrations</td>
</tr>
</tbody>
</table>

1 Characteristics are sometimes known as "constructs"
2 A “variable” is a synonym for a metric.
<table>
<thead>
<tr>
<th>Term</th>
<th>Meaning : Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>IDA network</td>
<td>a trans-European telematic network for administrations established or continued under this decision. Such a network is established on the initiative of the Community as a user of or a party to the network or as a beneficiary having an interest in ensuring its implementation.</td>
</tr>
<tr>
<td>IDA project</td>
<td>A set of co-ordinated actions to facilitate data communications to support Community Policy or Activities</td>
</tr>
<tr>
<td>IDA-MS</td>
<td>IDA Management System</td>
</tr>
<tr>
<td>IPO</td>
<td>IDA Programme Office</td>
</tr>
<tr>
<td>IS</td>
<td>Information Systems</td>
</tr>
<tr>
<td>ISO</td>
<td>International Standards Organisation</td>
</tr>
<tr>
<td>ISTG</td>
<td>Inter-Services Technical Group</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>MaXXIme</td>
<td>The IS methodology developed and used by DGXXI</td>
</tr>
<tr>
<td>MS</td>
<td>Member States</td>
</tr>
<tr>
<td>OQP</td>
<td>Operational Quality Plan</td>
</tr>
<tr>
<td>PgMS</td>
<td>Programme Management System</td>
</tr>
<tr>
<td>PM</td>
<td>Project Manager</td>
</tr>
<tr>
<td>PMC</td>
<td>Project Management Committee</td>
</tr>
<tr>
<td>PMM</td>
<td>Project Management Methodology</td>
</tr>
<tr>
<td>PQP</td>
<td>Project Quality Plan</td>
</tr>
<tr>
<td>Project</td>
<td>A set of co-ordinated activities which start when a decision is taken to satisfy a need and which end when that need is satisfied by the deliverables. An undertaking with pre-specified objectives, magnitude and duration. A temporary organisation carrying out an adaptation. The objective of the project is to deliver deliverables that satisfy the customer requirements. A project contains a production sub-system, performing the actual tasks of producing deliverables, and a decision sub-system, controlling the production sub-system, called project management.</td>
</tr>
<tr>
<td>Project Leader</td>
<td>The day-to-day CEC Project Manager</td>
</tr>
<tr>
<td>Project Management</td>
<td>The activities concerned with project planning and project control.</td>
</tr>
<tr>
<td>Project Manager</td>
<td>The person responsible for managing a project. In the IDA-MS context, this term (used without qualification) identifies the supplier Project Manager.</td>
</tr>
<tr>
<td>Project Officer</td>
<td>The DGIII Project Manager, who may also be the Project Leader</td>
</tr>
<tr>
<td>PSA</td>
<td>Provisional Site Acceptance</td>
</tr>
<tr>
<td>PSAT</td>
<td>Provisional Site Acceptance Test</td>
</tr>
<tr>
<td>PSC</td>
<td>Project Steering Committee</td>
</tr>
<tr>
<td>QA</td>
<td>Quality Assurance</td>
</tr>
<tr>
<td>QC</td>
<td>Quality Control</td>
</tr>
<tr>
<td>QMS</td>
<td>Quality Management System</td>
</tr>
<tr>
<td>QU</td>
<td>Anite Systems Quality Unit</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>Research and Development</td>
</tr>
<tr>
<td>RFP</td>
<td>Request for Proposal (Call for Tender, Invitation to Tender)</td>
</tr>
<tr>
<td>Sectoral network</td>
<td>A trans-European telematic network for administrations, devoted to the implementation or the administrative support of one particular Community policy or activity.</td>
</tr>
<tr>
<td>Term</td>
<td>Meaning : Description</td>
</tr>
<tr>
<td>-------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>TAC / TAG</td>
<td>The Telematics in Administrations Committee / Group (TAC/TAG) is the committee of Member State Representatives which assists the Commission with the implementation of the IDA Programme and ensures co-ordination within and between Member States, and with the Commission.</td>
</tr>
<tr>
<td>Telematic network</td>
<td>a comprehensive data communication system, comprising not only the physical infrastructure and connections, but also the service and application layers which are built on top of this infrastructure, thus enabling the interchange of information electronically between organisations and individuals.</td>
</tr>
</tbody>
</table>

1.6 References

a. European Commission Open Call for Tenders - IDA Programme  
   Ref: DGIII/97/36 - IDA-001.08/01/Qualit


c. Framework Contract for informatics services in the context of the Quality Assurance and Quality Control of IDA Projects - Number 500872 between the European Commission and Anite Systems Ltd

d. Specific Agreement Number 1 (500872.1) based on Framework Contract Number 500872 between the European Commission and Anite Systems Ltd

e. Communication from the [European] Commission concerning the evaluation of the IDA programme and a second phase of the IDA programme, 12 Dec 97, COM(97) 661 final, 97/0340 (COD), 97/0341 (SYN)

f. Management and Quality Assurance Strategy for IDA Projects, 16 Dec 97, Issue 1.0

 g. Project Management Plan Writing Guide (generic project quality plan), currently draft under contracts 52870, 52869, 52885, 18/52865

h. New IDA Reporting Guidelines, 14 Aug 96, Version 1, EC DGIII

i. Global Implementation Plan template, 11 Oct 96, ref l:\ida\projinfo\reportin\glo_tpl, EC DGIII/B/6

j. Project Report template, 18 Sep 96, ref l:\ida\projinfo\reportin\prog_tpl, EC DGIII/B/6

k. Operations Report template, 11 Oct 96, ref l:\ida\projinfo\reportin\oper_tpl, EC DGIII/B/6

l. Final Report template, 11 Oct 96, ref l:\ida\projinfo\reportin\fin_tpl, EC DGIII/B/6

m. IDA Project Reporting - Analysis of Project Report Questionnaires, 6Aug 97, ref 70806rpt, EC DGIII
2 AIMS OF GLOBAL IMPLEMENTATION PLANNING

2.1 Requirement for a Global Implementation Plan

/1 The IDA II Decision [e] (Article 5 on page 24) indicates that new IDA projects shall produce a Global Implementation Plan which will act as the key defining document for the project.

/2 This GIP needs to be supplemented by periodic Progress Reports that track how the project is performing against the GIP, and complemented by a Post Implementation Review that assesses the completed project against the aims set out in the GIP.

2.2 IDA Project Lifecycle

/1 The IDA II Decision [e] also defines a standard lifecycle for an IDA project which is explained in the table below, which shows how the GIP fits into the project process.

<table>
<thead>
<tr>
<th>Phase</th>
<th>Activities</th>
<th>GIP Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preparatory</td>
<td>Establishment of the objectives, scope, and rationale for the project.</td>
<td>The documentary output of this phase provides the key inputs to the construction of the GIP.</td>
</tr>
<tr>
<td></td>
<td>Achievement of the necessary commitment and understanding amongst the participants through appropriate consulting.</td>
<td></td>
</tr>
<tr>
<td>Feasibility</td>
<td>Establishment of the Global Implementation Plan</td>
<td>First Issue of GIP - agreed to by all participants</td>
</tr>
<tr>
<td>Development and Validation</td>
<td>The construction, testing, evaluation and monitoring of a small-scale version of the proposed solution for the network(s).</td>
<td>GIP is revised in the light of experience learnt and reissued.</td>
</tr>
<tr>
<td>Implementation</td>
<td>The establishment of a fully functional network(s)</td>
<td>GIP guides and controls the implementation.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>GIP provides the start point for a Post-Implementation Review.</td>
</tr>
</tbody>
</table>

2.3 IDA Project Characteristics

/1 IDA projects have a number of characteristics that make them special. These characteristics have an impact on the approach that needs to be taken to project planning, reporting and evaluation. The characteristics are identified in the Management and Quality Assurance Strategy for IDA Projects [f] and are reproduced here for convenience.

a. The technical environment of each project is different.

b. The deliverable of the project is not a business end in itself but rather it is a tool for use in business processes.

c. The project frequently supports a new business process.
d. The rationale for the project can be either co-operative or imposed by legislation.

e. Projects can address the needs of one specific sector (sectoral projects) or a common need of many sectors (horizontal projects).

f. The project participants are very heterogeneous.

g. The users are generally in administrations or organisations in all Member States.

h. The organisational structure for addressing the same project may differ from one country to the next.

i. The end-users are not necessarily involved in the management of the project.

j. The CEC is not necessarily a user of the project deliverables.

k. Co-ordination between DGs is frequently essential.

l. Subsidiarity must be respected, allowing Member States to decide how or whether to implement a solution.

/2 The production of Global Implementation Plans needs to take into consideration the issues that will arise from whichever of the above characteristics apply for each sector.

2.4 GIP Information Lifecycle

/1 The diagram below shows how the lifecycle for GIP information.
2.5 GIP Document Inter-relationships

The diagram below shows the inter-relationships between the GIP documents.
3 THE PLANNING PROCESS

3.1 Global Implementation Plan

3.1.1 Author
/1 The GIP should be authored by
- the Project Leader from the sectoral DG which owns the IDA project, who may seek support from, and will need plan agreement of
- the Project Officer from DGIII in charge of overseeing the project.

3.1.2 Inputs
/1 There will be two main streams of input to the GIP.
- The first stream of input will embody the strategic goals of the sector owning the project. The content of this information is more important than precise format in which it is provided. It should comprise a master plan for the sector derived via a strategic analysis including steps of assessing
  - the external environment via a PEST (political, economic, social, technical) analysis and/or a stakeholder analysis,
  - the internal environment via a multiple value-chain analysis and
  - a synthesis into a SWOT (strengths, weakness, opportunities, threats) analysis.
/2 This will then provide the sector with a strategic direction to its development needs. The portfolio of current systems should then be assessed to identify where developments are required which can then be placed in priority order with their inter-dependencies identified. The resultant portfolio of systems requiring development (some IDA and some not) places the specific project addressed by the GIP into a wider sectoral context. Without this preceding activity there is a risk that the specific project and thus its GIP will be produced in a vacuum resulting in a development that is not aligned to the sector’s strategic goals, introducing the risk that the users may be reluctant to accept and use the final system.
- The second input stream will come from the IDA programme in terms of information available about existing technology, projects and networks. Making use of technical investigations already performed at an IDA level may give the project a head-start and avoid it repeating investigations already performed elsewhere. There may be solution architectures embodied in live networks for other sectors that are of relevance. There may also be useful development-stage lessons to be learnt and approaches to be adopted by studying analogous projects in other sectors.
/3 Collectively the two input streams should provide the objectives, scope, and rationale for the project; and demonstrate the achievement of the necessary commitment and understanding amongst the participants.
3.1.3 Purpose

The purpose of the GIP is to ensure that

- all relevant input information to the sectoral projects is identified
- all parties involved are identified
- goals, strategies, actions and control steps are identified
- all inter-dependencies and responsibilities are clear
- financial contributions by the Community and Member States, on the basis of their legitimate interest in the system/network, are clear and agreed

3.1.4 Readers

The readership of the GIP will be diverse, it must be written so that it is accessible to all types of reader. Specifically the following parties are likely to have an interest in the document.

- The Member State Administrations within the sector, at various levels
  - policy level,
  - service delivery level,
  - technical infrastructure provision level.
- The DG with responsibility for the sector.
- Other DGs that either may interact with the sector or may simply have an interest in learning from other IDA projects.
- Community level Advisory or Administrative Committees within the sector that decide policy within the sector.
- The Telematics in Administrations Group (TAG), previously the Telematics in Administrations Committee (TAC).
- DG III IDA Unit
- External contractors who may be engaged to perform parts of the work.
3.1.5 Relationship with other Documents

The IDA Management System (IDA-MS) consists of a number of levels. The location within IDA-MS of a GIP is shown below.

<table>
<thead>
<tr>
<th>IDA-MS Level</th>
<th>Component</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>IDA Management Policy</td>
</tr>
<tr>
<td>2</td>
<td>Management and Quality Assurance Strategy for Projects</td>
</tr>
<tr>
<td>3</td>
<td>Global Implementation Plan for sector “A”</td>
</tr>
<tr>
<td>4</td>
<td>Project Quality Plan by contractor on project “A.1”</td>
</tr>
<tr>
<td></td>
<td>Project Quality Plan by contractor on project “A.2”</td>
</tr>
<tr>
<td></td>
<td>Global Implementation Plan for sector “B”</td>
</tr>
<tr>
<td></td>
<td>Project Quality Plan by contractor on project “B.1”</td>
</tr>
<tr>
<td></td>
<td>Project Quality Plan by contractor on project “B.2”</td>
</tr>
</tbody>
</table>

3.1.6 GIP Quality Criteria

The GIP will need to exhibit the following attributes for it to have achieved its aim.

- Address an appropriate timeframe - probably between 1 and 3 years.
- Identify all the inter-dependencies between all participants in the project so that the responsibilities and obligations of all parties are clearly understood.
- Provide measurable intermediate targets for both costs and benefits so that progress can be assessed during the project.
- Provide measurable targets for both costs and benefits against which the final system can be evaluated during its post implementation review.
- Show that IDA generic services have been:
  - reviewed,
  - adopted where-ever appropriate, and
  - where not adopted a justification has been provided
- Provide information in a format that can easily be converted into a Call For Tender specification.
- Provide a workable and agreed framework for the sharing of development and operational costs for the system/network between the Commission and the Member States, on the basis of their legitimate interest in the system and the extent to which they derive benefit from the system.

3.2 Reports

IDA systems/networks are usually implemented in stages. It is common for a system/network to consist of a portion that is under-development / implementation and another portion that is holding/carrying live data. The report detailed here reflects that reality.
by reporting on both aspects of the system/network together. The emphasis on development or operation should be adjusted by the author of the report to reflect the relative importance of each portion of the system at the time of the report.

3.2.1 Author

The Progress Report should be authored by

- the Project Leader from the sectoral DG which owns the IDA project.

3.2.2 Inputs

The inputs to the Progress Report production process are

- the GIP against which progress is being reported
- PQPs that control each individual sub-contract within the project
- internal and contractor progress reports for each individual sub-contract within the project
- operational data from live components of the system

3.2.3 Purpose

The purpose of the reports are to ensure that

- all relevant progress information about the sectoral projects is identified
- all parties involved are kept up to date
- any revisions to goals, strategies, actions and control steps are identified
- all ongoing inter-dependencies and responsibilities are clear

3.2.4 Readers

The readership of the Progress Report will be diverse, it must be written so that it is accessible to all types of reader. Specifically the following parties are likely to have an interest in the document.

- The Member State Administrations within the sector, at various levels
  - policy level,
  - service delivery level,
  - technical infrastructure provision level.
- The DG with responsibility for the sector.
- Other DGs that either may interact with the sector or may simply have an interest in learning from other IDA projects.
- Community level Advisory or Administrative Committees within the sector that decide policy within the sector.
The Telematics in Administrations Group (TAG), previously the Telematics in Administrations Committee (TAC).

DG III IDA Unit

External contractors who may be engaged to perform parts of the work.

3.2.5 Relationship with other Documents

The Progress Report should critically summarise information that is readily available in other documents, rather than simply duplicate it.

3.2.6 Report Quality Criteria

The Progress Report will need to exhibit the following attributes for it to have achieved its aim:

- To contain easily assimilated information that is meaningful to its readership.
- To be delivered quickly enough for the information it contains to still be current, so that appropriate action can be prompted at the earliest opportunity.
- To maintain the active interest of its readership in the progress of the project being reported.
- To be produced at an appropriate frequency - this will usually be quarterly, but may during periods of significant activity be usefully increased to monthly. The report comments primarily on a "window" covering the reporting period just past and the upcoming period (ie for a quarterly report a six month window, for a monthly report a two-month window).
- To make clear:
  - whether the project is on schedule
  - the probability of achieving the intended benefits
  - the probability of minimising the foreseen costs
  - the key bottlenecks which run the risk of slowing the project
  - the extent to which all participants are actively and constructively meeting their obligations
  - to identify the financial status of the project
- To indicate the status of any operational elements of the system/network
- To highlight how the external environment and associated sectoral strategy - which give context to the project - have evolved since the last report and what impact, if any, such changes may have on the project.
- To provide
  - items of good practice of which other projects may usefully take advantage
  - "good news" for inclusion in IDA publicity
3.3 Post Implementation Review

3.3.1 Author

The Post Implementation Review should be co-authored by
- the Project Leader from the sectoral DG which owns the IDA project and
- the Project Officer from DGIII in charge of overseeing the project.

3.3.2 Inputs

The Inputs to the Post Implementation Review will be:
- the GIP
- the Progress Reports for the project
- data collected on benefits and costs during the project

3.3.3 Purpose

The purpose of the Post Implementation Review is to ensure that
- all relevant information about the sectoral projects is identified
- all parties involved are able to contribute views on the outcome of the sectoral initiative
- the extent to which benefits have been achieved and costs minimised is clear
- lessons are learnt in terms of goals, strategies, actions and control steps

3.3.4 Readers

The readership of the Post Implementation Review will be diverse; it must be written so that it is accessible to all types of reader. Specifically the following parties are likely to have an interest in the document.
- The Member State Administrations within the sector, at various levels
  - policy level,
  - service delivery level,
  - technical infrastructure provision level.
- The DG with responsibility for the sector.
- Other DGs that either may interact with the sector or may simply have an interest in learning from other IDA projects.
- Community level Advisory or Administrative Committees within the sector that decide policy within the sector.
- The Telematics in Administrations Group (TAG), previously the Telematics in Administrations Committee (TAC).
- DG III IDA Unit
- External contractors who may be engaged to perform parts of the work.

### 3.3.5 Relationship with other Documents

The Post Implementation Review for the project will form a key input to the periodic evaluation that is conducted of the IDA programme once every 3 years.

### 3.3.6 Post Implementation Review Quality Criteria

The Post Implementation Review will need to exhibit the following attributes for it to have achieved its aim.

- Be produced within one year of the end of the Implementation Phase for the project. An initial draft addressing the performance of the project (as opposed to the system and its benefits/costs) should be produced within 3 months of the end of the Implementation Phase for the project; i.e., while memories of the project are still fresh, relevant involved personnel easily available, and any contractor Final Reports are under consideration.

- Address the full range of issues that concern the various stake-holders in the project and resultant system/network.

- Provide information - structured by cost-benefit dimension and quantified where appropriate - that allows the project to be assessed in terms of its achievement of planned and actual
  - benefits realised
  - costs incurred

- Presented in a format consistent with this procedure so that when all Post Implementation Reviews are evaluated together a consistent picture of IDA project behaviour and results can be derived.

- An indication of the “next steps” for the system/network and how its subsequent performance is to be monitored and assessed.
4 HOW TO USE THE GENERIC DOCUMENTS

The generic documents described in the appendices of this document are also available as individual MS Word template documents. They should form the start point for creating a specific instance of each document for a given project. They should also be used as review checklists to confirm the adequacy of the actual documents during the agreement and validation stages for the plans, reports and review.
A GENERIC GLOBAL IMPLEMENTATION PLAN

A.1 Introduction

A.1.1 Purpose of the document

/1 Describe the purpose of the document.

A.1.2 Intended readership

/1 Specify the intended readership for the document

A.1.3 Overview

/1 Guide the reader through the document

A.1.4 Definitions, acronyms and abbreviations

/1 Define all terms that it is likely any of the potential readers will not be familiar with.

| Term | Meaning : Description |

A.1.5 References

/1 Provide details of all other documents referred to by this document.

A.2 Project Context

/1 Describe the sector’s strategy and how the system/network this project creates will contribute to the realisation of that strategy.

/2 Explain the relationship between the project and all relevant

- predecessor,
- current, and
- successor

projects.

/3 Describe how lessons learnt from other IDA networks and projects, in terms of

- analogous functionality,
- technical approaches, and
- project management approaches

are to be taken into account by this project.
A.2 Deliverables

A.2.1 Summary

/1 Describe what the project is going to achieve in terms of organisational and technical change.

/2 List the objectives of the projects - wherever possible in quantifiable terms.

A.2.2 Organisational Change

/1 Describe the all the users, operators and suppliers that will constitute the final operational configuration of the system. For each group identify what they do currently and how this will change after the system/network has been implemented.

A.2.3 Technical Change

A.2.3.1 Functional Level

/1 Describe the functionality of the system/network. Consider the following issues:

a. **Relation to Other Systems** - describe in sufficient detail the system/network’s relationship to other systems - both IDA and non-IDA. A block diagram may be presented showing the major components of other systems, interconnections, and external interfaces.

b. **General Constraints** - Describe any items that will limit the developer's options for building the system. It should provide background information and seek to justify the constraints.

c. **Overall Description** - Include a top-down description of the system/network in the form of a logical model. Diagrams, tables and explanatory text may be included.

d. **Key Specific Requirements** - The key requirements are summarised in this section. This is not a full specification as this will be produced later in the project lifecycle. At this stage enough detail should be provided so that it is clear what the essential requirements are, and what is desirable but not essential. Each requirement must include an identifier. Essential requirements must be marked as such; non-essential requirements should be marked with a measure of desirability (e.g. scale of 1, 2, 3). For incremental delivery, each requirement must include a measure of priority so that the project can decide the production schedule. Each requirement must be verifiable. Unstable requirements should be marked as such. The functional requirements should be listed in a top-down structured manner and then “qualified” in terms of the list of functional attributes given below. Not all requirements will need each attribute.
   - Performance Requirements
   - Interface Requirements
- Operational Requirements
- Resource Requirements
- Verification Requirements
- Acceptance Testing Requirements
- Documentation Requirements
- Security Requirements
- Portability Requirements
- Quality Requirements
- Reliability Requirements
- Maintainability Requirements
- Safety Requirements

It may also be useful to include separate sections on certain of the non-functional requirements where these are system/network-wide.

A.2.3.2 Technical Level

Describe the technical approach for achieving the functionality. This section should summarise:

- the physical environment of the target system/network, i.e. where is the system going to be used and by whom?
- the hardware environment in the target system, i.e. what computer(s)/network(s) does the application have to run on?
- the operating environment in the target system, i.e. what operating systems are used?
- the hardware environment in the development system/network, i.e. what computer(s) does the application have to be developed on?
- the operating environment in the development system, i.e. what software development environment is to be used? or what software tools are to be used?

A.3 Organisation

A.3.1 Roles

List in as much detail as possible, including named roles and people, dates and interdependencies the roles for participants from each of the following types of organisation.

- The Member State Administrations within the sector, at various levels
  - policy level,
- service delivery level,
- technical infrastructure provision level.

- The DG with responsibility for the sector.
- Other DGs that either may interact with the sector.
- Community level Advisory or Administrative Committees within the sector that decide policy within the sector.
- The Telematics in Administrations Group (TAG), previously the Telematics in Administrations Committee (TAC).
- DG III IDA Unit
- External contractors who may be engaged to perform parts of the work.

A.3.2 Protocol for Assignment of Roles

/1 Describe how each participant in the project will be
- notified of a task,
- how they will confirm acceptance of their willingness to perform the task,
- how the performance of the task will be tracked and
- how escalation of non-performance will be handled.

A.3.3 Active Validation Role

/1 Most roles will vary between projects, but one key role that will need to be performed by all participants in all projects is that of active validation. Experience shows that merely distributing a document and asking for comments and then presuming tacit assent does not lead to understanding and buy-in by all project participants. A key role that must be described - in terms of how it will be performed by all participants - is thus that of active validation. In practice this will normally mean the need to attend workshops that can be used to validate requirements and confirm

- that all participants have the same understanding of the system/network
- that all participants agree to use the system

/2 A buy-in to performing active validation must be evident from all participants.

A.3.4 Other Roles

/1 List the other key roles on the project, such as Project Officer, Project Leader, Project Manager for each sub-project / contracted piece of work.
A.4 Benefits and Costs

A.4.1 Key Terminology

1 Include the explanatory text from section 1.4 of this document within the plan for those readers who may not be familiar with the IDA-MS / GIP’s approach to measuring benefits and costs.

A.4.1.1 Cost-Benefit Dimensions

1 A dimension is a scale upon which costs and benefits can be evaluated. For example six important cost-benefit dimensions are:
- Business (also known as the Financial cost-benefit dimension)
- Social
- Environment
- Quality
- Technology
- Management.

2 Benefits increase the rating in that dimension whilst costs reduce the rating in that dimension.

3 Unlike the physical dimensions of mass, length, time and electric charge, cost-benefit dimensions are not necessarily orthogonal, i.e. scores in one dimension can be resolved into a score in another dimension. However the more orthogonal the dimensions are, the more the uncertainty is magnified, as indicated schematically in Figure 4.1.1

\[\text{Figure 4.1.1 Small uncertainties in one dimension can lead to large uncertainties in another dimension}\]

Figure 4.1.1 shows three axes in the plane of the paper. The angle between X and Z is greater than that between X and Y, and the uncertainties in a measurement in X scale accordingly.

A.4.1.2 Cost-Benefit Characteristics

1 A characteristic\(^3\) identifies a quantity that exists in a dimension. For example

\(^3\)Characteristics are sometimes known as “constructs”
distance, area and volume are characteristic quantities in a spatial dimension,

- revenue and costs are characteristics of the business dimension,
- unemployment is a characteristic of the social dimension,
- air quality is a characteristic of the environmental dimension,
- reliability is a characteristic of the quality dimension,
- scientific and engineering capability is a characteristic of the technology dimension and
- management capability is a characteristic of the management dimension.

Characteristics can be defined for each dimension. There may be multiple characteristics for each dimension.

A particular characteristic may be either be viewed as measuring the extent of a **benefit** (a positive outcome) or a **cost** (a negative outcome). For example

- a characteristic that measures the social dimension in terms of **cost** is the level of "unemployment", whereas
- a characteristic that measures this dimension in terms of **benefit** is the level of "employment".

Some characteristics, such as functionality, are classified as benefits in the sense that more of the characteristic is (usually) a benefit.

### A.4.1.3 Cost and Benefit Metrics

A **metric** is a MEasure for a characTeRistIC. Measurements of metrics enable quantitative evaluation of characteristics. Table 4.1.3.A below contains example metrics for the dimensions and characteristics quoted above.

---

4 A “variable” is a synonym for a metric.
<table>
<thead>
<tr>
<th>Dimension</th>
<th>Cost/Ben</th>
<th>Characteristic</th>
<th>Example Metric</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spatial</td>
<td>-</td>
<td>Length</td>
<td>Number of kilometres</td>
</tr>
<tr>
<td>Business</td>
<td>Benefit</td>
<td>Revenue</td>
<td>Income from sales in ECU</td>
</tr>
<tr>
<td>Social</td>
<td>Cost</td>
<td>Unemployment</td>
<td>Number of people between 16 and 60 available for work who are without a job</td>
</tr>
<tr>
<td>Environment</td>
<td>Cost</td>
<td>Air Quality</td>
<td>Nitrogen Dioxide content in parts per million</td>
</tr>
<tr>
<td>Quality</td>
<td>Benefit</td>
<td>Reliability</td>
<td>Mean Time Between Failures</td>
</tr>
<tr>
<td>Technology</td>
<td>Benefit</td>
<td>Scientific and Engineering Knowledge</td>
<td>Number of papers published on a subject.</td>
</tr>
<tr>
<td>Management</td>
<td>Benefit</td>
<td>Management Capability</td>
<td>Number of years of experience in the domain.</td>
</tr>
</tbody>
</table>

*Table 4.1.3.A Example metrics*

/2 Each characteristic may be measured in terms of one or more metrics.

/3 A scoring process can then result in final values as follows

- each metric is rated,
- each characteristic is rated by combining all of its metrics’ rating,
- each dimension is rated by combining the ratings of each of its characteristics (ie the benefits realised and costs incurred in that dimension).

**A.4.2 Achievement of Benefits and Minimisation of Costs**

/1 Include the following text below that provides a summary definition of *benefit* and *cost*.

/2 For an IDA project a *benefit* is an outcome of a project that results in improvements to services provided by the Commission and/or European Agencies and/or Member State Administrations.

/3 For an IDA project a *change* - such as the introduction of an IDA system/network - as well as bringing desired benefits (positive outcomes) may also result in unwanted costs (negative outcomes). These are different from the simple absence of positive benefits. Costs can be present even when positive benefits may have been achieved.

/4 *Costs* can be elucidated in terms of how they arise, either from:

- a badly executed project where mistakes occurred - which could be avoided by better project execution - or from
- a well executed project - which nonetheless was faced with issues that no amount of planning or forethought could completely eliminate. This second type of cost can be further sub-divided into
- people related costs - such as the way people react to change and how it can negatively impact motivation
- job related costs - such as the way in which the informal and thus flexible aspects of a job that handle non-standard cases within a process can be wiped-out by a less flexible mechanistic system
- IT related costs - such as the computer system being more vulnerable to a catastrophe than a manual system or not performing with the hoped for response levels.

/5 For each dimension in turn, identify

- **each benefit** (positive outcome) indicate its cost-benefit dimension, characteristic and metric. Do this in a manner that allows the necessary information is to be collected during the project to enable the post-implementation review to assess the outcome of the project against its stated benefits.

  (Benefits, especially ones related to organisational change, do not tend to happen as an accidental by-product of a system/network being delivered. The likelihood of achievement of benefits will be much greater if their realisation is actively managed).

- Describe the parties responsible and the steps they will take to maximise the likelihood of each of the benefits being achieved.

- (Where it appears that a benefit may be hard to measure, identify benefits in other dimensions that may be easier to measure and are reasonably well correlated to the initial benefit. Explain the nature of the correlation).

- **each cost** (negative outcome) indicate its cost-benefit dimension, characteristic and metric. Do this in a manner that allows the necessary information is to be collected during the project to enable the post-implementation review to assess the outcome of the project against its stated benefits.

  - Identify the steps, and people responsible for taking them, to minimise the likelihood of the listed costs being incurred.

/6 For some IDA networks, there is a requirement by Council Decision that they **must** be established. In such cases, the cost-benefit approach takes as a “given” that the network must be established, and should focus upon

- the degree of achievement of the policy goal - how effective is the resultant network at implementing its design goals, and

- how the achievement of the policy goal was reached - how efficiently the network was constructed.

A.4.2.1 Business Dimension

/1 List all Benefits as specified above

/2 List all Costs as specified above
A.4.2.2 Social Dimension
/1 List all Benefits as specified above
/2 List all Costs as specified above

A.4.2.3 Environmental Dimension
/1 List all Benefits as specified above
/2 List all Costs as specified above

A.4.2.4 Quality Dimension
/1 List all Benefits as specified above
/2 List all Costs as specified above

A.4.2.5 Technology Dimension
/1 List all Benefits as specified above
/2 List all Costs as specified above

A.4.2.6 Management Dimension
/1 List all Benefits as specified above
/2 List all Costs as specified above

A.5 Financial Cost Sharing
/1 Provide a description of the financial costs associated with the development of the system/network.

/2 Provide a description of the financial costs associated with the operational system upon the conclusion of the implementation phase. These are likely to comprise both

- operational financial costs associated with running the initial configuration of the system/network, and
- maintenance financial costs related to the problem correction and functionality enhancement to the system/network that results in revised configurations.

/3 Present an analysis of all the financial costs that categorises them as either fixed or variable.

/4 Describe a schema that will enable all financial costs both development and post-implementation to be equitably shared between the Community and the Member States on the basis of “cui bono” (who benefits pays). Provide evidence that all participants have indicated their willingness to abide by this schema.
A.6 Work Plan

A.6.1 Process model

/1 Define the project phases.
/2 Define the criteria for starting and ending each phase.

A.6.2 Tasks

/1 Within each phase, for each major work package define the:
   - inputs,
   - outputs,
   - production and verification tasks, and
   - resources (i.e. budget, staff and equipment) allocated

A.6.3 IDA Generic Services

/1 Describe which IDA generic services have been considered for use, and for each one identify either how it will be used or why it is not applicable.

A.6.4 Timetable

/1 Describe when each phase and constituent major work packages will start and end.
/2 A table of events is recommended for simple schedules; a Gantt chart should be prepared with a planning tool for complex schedules with many tasks and inter-task dependencies.
B GENERIC PROGRESS REPORT

B.1 Introduction

B.1.1 Purpose of the document
/1 Describe the purpose of the document.

B.1.2 Intended readership
/1 Specify the intended readership for the document

B.1.3 Overview
/1 Guide the reader through the document

B.1.4 Definitions, acronyms and abbreviations
/1 Define all terms that it is likely any of the potential readers will not be familiar with.

<table>
<thead>
<tr>
<th>Term</th>
<th>Meaning / Description</th>
</tr>
</thead>
</table>

B.1.5 References
/1 Provide details of all other documents referred to by this document.

B.2 Overview of the project

B.3 Project status

B.3.1 Project context
/1 Explain how the external environment and associated sectoral strategy - which give context to the project - have evolved since the last report and what impact, if any, such changes may have on the project.

B.3.2 Project benefits and costs
/1 Using the structure in the GIP

- List the
  - initial planned benefits and
- identify any extra benefits that have come to light
  - Comment on the probability of achieving them, and indicate any extra actions that need to be taken (be as specific as possible - include roles, named people, target dates).
- initially foreseen costs and
- identify any other costs that have come to light
  - Comment on the probability of minimising them, and indicate any extra actions that need to be taken (be as specific as possible - include roles, named people, target dates).

**B.3.2.1 Business Dimension**

1. List all Benefits as specified above
2. List all Costs as specified above

**B.3.2.2 Social Dimension**

1. List all Benefits as specified above
2. List all Costs as specified above

**B.3.2.3 Environmental Dimension**

1. List all Benefits as specified above
2. List all Costs as specified above

**B.3.2.4 Quality Dimension**

1. List all Benefits as specified above
2. List all Costs as specified above

**B.3.2.5 Technology Dimension**

1. List all Benefits as specified above
2. List all Costs as specified above

**B.3.2.6 Management Dimension**

1. List all Benefits as specified above
2. List all Costs as specified above

**B.3.3 Project activities**

1. List the project work packages started, continuing or completed during the reporting period. Summarise their status (e.g. in progress, suspended, completed etc).
Identify any bottlenecks which run the risk of slowing the project.

Give an indication of whether the project is “on schedule” overall.

**B.4 Project deliverables status**

List all the Project deliverables and summarise their status (not started, started, delivered, accepted). Group this according to their classification within the GIP, namely:

- Organisational Change
- Technical Change

**B.5 Project work plan**

Forecast what progress is expected on each Project work package in the next reporting period.

Include an updated schedule from each contract that is controlled by a distinct Project Quality Plan.

**B.6 Budget**

Report on budget usage of project

- during the reporting period,
- cumulatively to-date, and
- forecast for the rest of the project.

Derive a total financial cost figure and compare this with the initial planned budget, provide an analysis of the reasons behind and implications of any variances.

**B.7 Operational Status**

If no components of the system are live at the time of report issue omit this section.

**B.7.1 Current Configuration**

Identify at a business level which components of the system are live.

**B.7.2 Usage Levels**

Provide an indication of

- Member State Administrations using the live system
- Number of users within each MSA
- Distribution of usage of elements of system/network across the MSA’s.

Describe the Technical Status of the live elements of the system/network.
- identify the technology in use,
  - servers,
  - access points,
  - software and software products
- list any major technical problems.

B.7.3 Data Volumes

/1 Identify the volumes of data used by the system/network
  - number of messages / interactions
  - total size of messages / interactions
  - provide graphical trends for data volumes

B.7.4 Operational Financial Costs

/1 Identify and state financial costs for
  - data storage
  - data transmission
  - operations centre / help desk services
  - any other elements
  - totals.

B.7.5 Reliability

/1 Provide statistics and trends on availability and problems

B.7.6 User Perception

/1 Highlight any user feedback on the system/network - both positive and negative

B.8 Dissemination

B.8.1 Best Practice

/1 Identify any techniques that could be beneficially re-used by other IDA projects.

B.8.2 Publicity

/1 Provide a press-release style statement of achievements that could be included in IDA publicity material.
B.9 Roles

For each of the roles identified in the GIP, comment upon whether each participant is providing a suitable quality of input that will result in the project achieving its goals.
C GENERIC POST-IMPLEMENTATION REVIEW

C.1 Introduction

C.1.1 Purpose of the document

Describe the purpose of the document.

C.1.2 Intended readership

Specify the intended readership for the document.

C.1.3 Overview

Guide the reader through the document.

C.1.4 Definitions, acronyms and abbreviations

Define all terms that it is likely any of the potential readers will not be familiar with.

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</tr>
</thead>
</table>

C.1.5 References

Provide details of all other documents referred to by this document.

C.2 Overview of the project

Summarise the purpose of the project and its final status. Summarise the major issues that have arisen during the project.

C.3 Project Outcome

C.3.1 Project context

Explain how the external environment and associated sectoral strategy - which give context to the project - have evolved during the project and what impact, if any, such changes may have had on the project.

C.3.2 Project benefits and costs

Using the structure in the GIP

- List the
  - initial planned benefits and
  - identify any extra benefits that have come to light
- Comment on the extent to which these have been achieved.
- Where they have not been achieved indicate any extra actions that need to be taken (be as specific as possible - include roles, named people, target dates).
  - initially foreseen costs and
  - identify any other costs that have come to light
    - Comment on the extent to which these were minimised.
    - For those that were not minimised indicate any extra actions that need to be taken (be as specific as possible - include roles, named people, target dates).

C.3.2.1 Business Dimension
/1 List all Benefits as specified above
/2 List all Costs as specified above

C.3.2.2 Social Dimension
/1 List all Benefits as specified above
/2 List all Costs as specified above

C.3.2.3 Environmental Dimension
/1 List all Benefits as specified above
/2 List all Costs as specified above

C.3.2.4 Quality Dimension
/1 List all Benefits as specified above
/2 List all Costs as specified above

C.3.2.5 Technology Dimension
/1 List all Benefits as specified above
/2 List all Costs as specified above

C.3.2.6 Management Dimension
/1 List all Benefits as specified above
/2 List all Costs as specified above
C.3.3 Project activities

/1 Describe the project’s main work packages and comment on how they went, which were successful, which had problems, how could similar problems be avoided by future IDA projects.

/2 Identify any bottlenecks which slowed the project. Explain how similar bottlenecks could be avoided by future IDA projects.

/3 Give an indication of whether the project was delivered “on schedule” overall.

C.4 Project deliverables

/1 List all the Project’s major deliverables and summarise their status (not delivered, started, delivered, accepted). Group this according to their classification within the GIP, namely:

- Organisational Change
- Technical Change

C.5 Project work method

/1 Review the project’s Process Model in the GIP and comment on its strengths and weaknesses.

C.6 Budget

/1 Report on budget usage of project

/2 Derive a total financial cost figure and compare this with the initial planned budget, provide an analysis of the reasons behind and implications of any variances.

C.7 Cost Sharing

/1 Review the financial cost sharing section of the GIP and revise it and include it here to indicate how costs are to be shared between the Commission and Member States for the future operation of the system.

C.8 Roles

/1 For each of the roles identified in the GIP, comment upon whether it was an effective allocation of responsibilities.

/2 Identify how a similar project in the future should have its roles structured.

C.9 Next Steps

/1 Identify what needs to be done so that the benefits already realised are maintained and enhanced (be as specific as possible - include roles, named people, target dates).
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           Project Team
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<th>Signature</th>
<th>Date</th>
<th>Role</th>
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<td></td>
<td></td>
<td>Project Manager</td>
</tr>
<tr>
<td>Reviewer</td>
<td>Jon Fairclough</td>
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<td>Project Controller</td>
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