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<p><b>CUST-DEV2</b></p> <p><b>[REMOVED]</b></p>		

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DOCUMENT HISTORY	

## DOCUMENT HISTORY

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# 1. Introduction

## 1.1 Purpose of the Framework Quality Plan

The FQP shall describe the procedures, methods and tools that CUST-DEV2 will use during its Framework Contract. It shall describe how CUST-DEV2 will perform work and ensure the level of quality.

Except if new procedures or deviations to PQP(s) or TEMPO are needed, references to existing PQP(s) or TEMPO shall be performed.

## 1.2 Structure of this document

The first sections of this document are:

- Document History;
- Table of content;
- Lists of tables and figures;
- Introduction (this section);
- Applicable and Reference documents;
- Terminology.

The FQP then provides an overview of the Framework Contract (section 4). It describes the Framework objectives, the global planning and how CUST-DEV2 will organise its team.

Section 5 deals with the document control. It describes the order of precedence, the preparation, approval and maintenance of the document.

Section 6 deals with activities description and procedures. It is the main section that describes, for every work package, the methods, tools and procedures that CUST-DEV2 will use to perform the work.

Section 7 deals with Quality Management. It describes the Framework quality objectives, the Continuous Service Improvement Programme (CSIP) and the activities performed by CUST-DEV2 to enable Quality Assurance (QA), Quality Control (QC) and Quality Measurement.

Section 8 deals with co-ordination and management of the activities under the Framework Contract. It describes how CUST-DEV2 will measure progress and how escalation, contractual modifications, reporting and common practices will be handled. Furthermore, it provides more detail about CUST-DEV2 Change Management, Configuration Management, Reporting, Common Practises and Release Management approach.

Section 9 deals with Security and Safety.

Section 10 deals with Risk Management.

The Annexes provide more information about the various processes and other aspects of the FQP.

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### 1.3 Boundaries of this FQP

The FQP will not document the internal processes and procedures of CUST-DEV2 where there is no direct interaction between DG TAXUD and CUST-DEV2. Audits on these internal procedures can be done on site. The link between the FQP processes and the internal processes will be the WP reference presented in the WBS.

[image]

On the FQP level the following will be detailed:

1. WBS work packages in scope of the FQP with a short description of the activities, the deliverables and the link to the procedure for the WP, e.g. Produce Proposals.
2. Linked to the WP the FQP will describe the procedure at the level of detail known at the moment of creation of the FQP, e.g. Demand Management. A reference to TEMPO will be made if the procedure exists in TEMPO.

The intention for the level of detail is defined as:

- A high level description of each process;
  - Processes already applied have to be detailed;
  - Where there is interaction between DG TAXUD the process will be detailed.
3. If at the moment of creation of the FQP a sub-procedure related to the procedure is known in detail, the sub-procedure will also be documented in the FQP, e.g. the RfE process.

On the level of the Internal CUST-DEV2 procedures, the following can be found:

1. The link with the WBS, the WP.
2. The internal procedure: how CUST-DEV2 is handling the internal procedures, where no communication is defined with DG TAXUD, e.g. how CUST-DEV2 is managing the demands internally in the team.
3. The internal procedure will also refer to ADM, the Accenture Delivery Methods, which describe the standards used for the internal processes and procedures by CUST-DEV2.

The agreement has been made between DG TAXUD and CUST-DEV2 to have a delayed implementation for the detail of the processes and procedures not yet applied by CUST-DEV2. CUST-DEV2 intends to evaluate after each RfA of a QTM the need to create, to update or to detail the related process and procedure. The additional information will be implemented in the next update of the FQP following the normal change management process. The objective is to reach full coverage of processes after one year.

The list below shows the work packages and the level of detail:

<b>WP</b>	<b>WP Description</b>	<b>Section with High Level Description in the Main FQP Document</b>	<b>Annex with Detailed Procedure</b>
WP.0	Project Management	Section 6.2	
WP.0.1	Produce and Maintain the FQP	Section 6.2.1	

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WP.0.4	Produce Proposals for Specific Contracts and Requests for Action	Section 6.2.3	Annex 30 RfE Process
WP.0.5	(SA), Internal Audit (IA), Team Organization and Management of Internal activities: Quality Assurance (QA), Quality Control (QC), Risk Management (RM), Self-Assessment	Section 6.2.4	Annex 15 Quality Management
WP.0.5.5	Internal Team Organisation and Management	Section 6.2.4.5	Annex 3 Knowledge Management
WP.0.6	Interaction and Coordination with the Commission	Section 6.2.5	
WP.0.7	Reporting	Section 6.2.6	
WP.0.8	Planning	Section 6.2.7	
WP.0.9	Co-operate with the Commission during Quality, Process and Security Audits	Section 6.2.8	
WP.0.10	Delivery of Artefacts	Section 6.2.9	
WP.0.11	Manage Procurement of Necessary Products and Services	Section 6.2.10	Annex 28 HW/SW procurement
WP.2	Take-Over	Section 6.3	<ul style="list-style-type: none"> <li>Annex 33 Detailed Take Over Plan</li> <li>Annex 3 Knowledge Management</li> </ul>
WP.6	Specifications	Section 6.5	<ul style="list-style-type: none"> <li>Annex 17 Application Development</li> <li>Annex 31 BPM Process</li> </ul>
WP.7	Build and Test	Section 6.6	Annex 17 Application Development
WP.8.1.1	Service Desk	Section 6.7.1.1	Annex 13 and 14 Incident and Problem Management
WP.8.1.2	Incident Management	Section 6.7.1.2	Annex 13 Incident Management
WP.8.1.3	Problem Management	Section 6.7.1.3	Annex 14 Problem Management
WP.8.1.4	Configuration Management	Section 6.7.1.4	Annex 2 Configuration Management

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WP.8.1.5	Change Management	Section 6.7.1.5	Annex 1 Change Management
WP.8.1.6	Release Management	Section 6.7.1.6	Annex 5 Release Management
WP.8.3	The Business Perspective	Section 6.7.2	
WP.8.4	Application Management	Section 6.7.3	Annex 17 Application Development
WP.8.5	Security Management	Section 6.7.4	
WP.8.6	ICT Infrastructure Management	Section 6.7.5	Annex 32 Infrastructure Management
WP.8.8	Support Outside Business Hours	Section 6.7.7	
WP.10	Deliverables and Services on Request in the scope of the Framework Contract	Section 6.8	

## 1.4 Field of Application

This Framework Quality Plan is applicable to all services and activities supplied by the CUST-DEV2 Contractor within the scope of all Specific Contracts under the Framework Contract [removed].

## 1.5 Deviations from TEMPO

Below are listed the deviations of the document from the TEMPO templates.

- Hardware and Software.  
Hardware and Software configuration and purchase are in scope of [removed]. The Hardware and Software procurement procedure is detailed in Annex 28 of the FQP.
- Prerequisites  
No prerequisites activities that other parties need are defined at the moment this FQP was created.
- Environmental Activities  
No environmental activities are defined at the moment this FQP was created.
- Supplied Products  
No Supplied Products applicable for several Work Packages are defined at the moment the FQP was created.
- Methods, Techniques and Tools.  
Tools linked to a process are described where the process described. Methods, Techniques and other tools are not fully specified at the moment this FQP was created
- Technical Standards and Codes of practice, Guidelines, Rules and Conventions.

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At the moment that the FQP was created, knowledge transfer was still ongoing. Standards and guidelines will be defined when CUST-DEV2 has had all the knowledge transfer sessions.

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REFERENCE AND APPLICABLE DOCUMENTS	

## 2. Reference and Applicable Documents

This section presents two lists of relevant programme related documents. They are divided into applicable and reference documents.

### 2.1 Reference Documents

<i><b>Id</b></i>	<i><b>Reference</b></i>	<i><b>Title</b></i>	<i><b>Version</b></i>
[RD1]	CUSTOMS-PQP	Customs Quality Plan	1.6
[RD2]	TMP-TEC-QA	TEMPO Quality Assurance Technique – TMP-TEC-QA	1.20
[RD3]	TMP-TEM-FQP	TEMPO: Template for Framework Quality Plan	1.01
[RD4]	TMP-REF-QMT	TEMPO: Quality Management Reference Manual	1.20
[RD6]	TMP-REF-SRM	TEMPO: Information Security Reference Manual	1.20
[RD7]	TMP-POL-ISP	TEMPO: Information Security Policy	1.30
[RD8]	TMP-REF-PM	TEMPO: Project Management Reference Manual	1.30
[RD9]	TMP-REF-RM	TEMPO: Risk Management Reference Manual	1.10
[RD10]	TMP-REF-ICTIM	TEMPO: ICT Infrastructure Management Reference Manual	1.10
[RD11]	TMP-GDL-HTO	TEMPO: Hand Over – Take Over Guide	1.01
[RD12]	TMP-REF-PRE	TEMPO: Pre-study Lifecycle	2.10
[RD13]	TMP-REF-CLA	TEMPO: Classic Development Lifecycle	2.10
[RD14]	TMP-GDL-SSL	TEMPO: Service Management Lifecycle Deliverables Guide	2.10
[RD15]	TMP-REF-SLM	TEMPO: Service Level Management Reference Manual	1.41
[RD16]	TMP-REF-ITSCM	TEMPO: IT Service Continuity Management Reference Manual	1.50
[RD17]	TMP-GDL-DRP	TEMPO: Disaster Recovery Plan Guide	2.01
[RD18]	TMP-REF-CFM	TEMPO: Configuration Management Reference Manual	1.20
[RD19]	TMP-REF-INM	TEMPO: Incident Management Reference Manual	1.20

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[RD20]	TMP-GDL-DEA	TEMPO: Deliverables Acceptance Guide	0.17
[RD21]	CUD2-[removed]-Security Plan	Security Plan	1.00
[RD22]	TMP-REF-PRE	TEMPO Pre Study Life Cycle	2.10
[RD23]	TMP-TEC-TPH	TEMPO: Test Phases	1.00
[RD24]	CUSTDEV2_type_1_remote_intervention-part1_V20100827	Security Convention	To be created
[RD25]	TMP-ref-tst	Tempo testing reference guide	1 10
[RD26]	TMP-TMP-PRC_03	TEMPO: Procedure	/
[RD27]	TMP-ATP 1 00	TEMPO: Acceptance Test Plan	1.00
[RD28]	TMP-REF-APD	TEMPO: Application Development Reference Manual	3.03
[RD29]	TMP-REF-APM	TEMPO: Application Management Reference Manual	1.10
[RD30]	TMP-REF-TES	TEMPO Trans European Systems Reference Manual	1.21
[RD31]	TMP-REF-SDLC	TEMPO Security Software Development Lifecycle	1.00

Table 2-1: Reference documents

## 2.2 Applicable Documents

<i><b>Id</b></i>	<i><b>Reference</b></i>	<i><b>Title</b></i>	<i><b>Version</b></i>
[AD1]	N/A	Open call for tenders [removed] Provision of services for specification, development, maintenance and support of customs IT systems (CUST-DEV2)	Dated 11/03/09
[AD2]	N/A	Response to the open call for tenders [removed] – CUST-DEV2	Dated 19/05/09
[AD3]	N/A	Framework Contract [removed] for Informatics Services and Products for specification, development, maintenance and support of customs systems – (CUST-DEV2)	Dated 18/02/10
[AD4]	CUD2_[removed]	[removed] under the Framework Contract [removed]	Dated 18/06/10
[AD5]	CUD2-[removed]-CQP	CUST-DEV2 SC02 Contract Quality Plan (CQP)	0.20



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<i><b>Id</b></i>	<i><b>Reference</b></i>	<i><b>Title</b></i>	<i><b>Version</b></i>
[AD6]	CUD2-[removed]	[removed] under the Framework Contract [removed]	Dated 15/06/10

Table 2-2: Applicable documents

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TERMINOLOGY	

### 3. Terminology

#### 3.1 Abbreviations and Acronyms

A list of all abbreviations and acronyms used in this document is provided in “Annex 19 – Abbreviations and acronyms”.

#### 3.2 Definitions

Term	Definition
Commission	European Commission
Contract	See Framework Contract
Framework Contract	The Framework Contract concluded between DG TAXUD and CUST-DEV2 [AD3].
Scrum	An iterative, incremental framework for project management and agile software development
Specific Contract	A contract concluded between DG TAXUD and CUST-DEV2 under the Framework Contract.

Table 3-1: List of definitions

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## 4. Presentation of the Framework Contract

- Objectives are described under section 4.1;
- The global planning is described under section 4.2;
- The organisation and responsibilities are described under section 4.3.

### 4.1 Framework Contract Objectives

This section provides the objectives of the Framework Contract.

#### 4.1.1 General Presentation

The Customs 2013 Programme (Decision [removed] of the European Parliament and the Council) provides a legal and financial basis for the operation, maintenance, development and improvement of electronic information exchange systems between national administrations.

On 15 January 2008, the European Parliament and the Council adopted [removed] on a paperless environment for customs and trade, which foresees that the Commission and the Member States set up secure, integrated, interoperable and accessible electronic customs systems for the exchange of data contained in customs declarations, documents accompanying customs declarations and certificates and the exchange of other relevant information.

The Framework Contract [removed], known as CUST-DEV2, covers the takeover, procurement of services and deliverables related to the specification, development, maintenance and support of the customs systems and applications.

An important part of the Framework Contract is the Modernised Customs Code (MCC), which aims to provide simpler rules and fully interoperable computerised procedures. It will give way to the Single Window and One-Stop-Shop concepts.

##### 4.1.1.1 Activities coverage

The Framework Contract covers all aspects listed below. Each title is a link to the detailed information.

- 6.2 Project Management
  - 6.2.1 Produce & Maintain the FQP
  - 6.2.2 Produce & Maintain the CQP
  - 6.2.3 Produce Proposals for Specific Contracts (SC) and Requests for Action (RfA)
  - 6.2.4 Internal activities: Quality Assurance (QA), Quality Control (QC), Risk Management (RM), Self Assessment (SA), Internal Auditing (IA), Team Organisation and Management
    - 6.2.4.1 Internal QA: Promote Compliance
    - 6.2.4.2 Internal QC
    - 6.2.4.3 Risk Management
    - 6.2.4.4 Self Assessment and Internal Audit: Control Compliance
    - 6.2.4.5 Internal Team Organisation and Management

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- 6.2.5 Internal Team Organisation and Management
- 6.2.6 Reporting
- 6.2.7 Planning
- 6.2.8 Co-operation with the Commission during Quality, Process and Security Audits
- 6.2.9 Delivery of Artefacts
- 6.2.10 Manage Procurement of Necessary Products and Services
- 6.3 Take Over **Error! Reference source not found.**
  - 6.3.1 Define the Detailed Take-Over Plan
  - 6.3.2 Take-Over of activities
- 6.4 Hand Over
  - 6.4.1 Define the Detailed Hand-Over Plan
  - 6.4.2 Hand Over of all Documentation, Source Code, Infrastructure
  - 6.4.3 Training & Support
- 6.5 Specifications
  - 6.5.1 Feasibility Study
  - 6.5.2 Business & System Modelling
  - 6.5.3 Requirements
  - 6.5.4 Functional Specifications
  - 6.5.5 Design
  - 6.5.6 System Scope Management
    - 6.5.6.1 Scope Document (SD)
    - 6.5.6.2 Deployment Plan (DP)
  - 6.5.7 Evolutive Maintenance of the Specifications
  - 6.5.8 Corrective Maintenance of Specifications
    - 6.5.8.1 Corrective Maintenance of the Specifications which have been taken over
    - 6.5.8.2 Deployment Plan (DP)
- 6.6 Build and Test
  - 6.6.1 Develop and Document Programs or Software Components
  - 6.6.2 Produce Supporting Manuals
  - 6.6.3 Produce Test Specifications
    - 6.6.3.1 Produce the Master Test Plan (MTP)
    - 6.6.3.2 Produce the Test Design Specifications (TDS) for FAT, PSAT and SAT

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- 6.6.3.3 Produce the Test Design Specifications (TDS) for Conformance Testing
    - 6.6.3.4 Produce the Acceptance Test Plan (ATP) for the Pre-Site Acceptance Testing (PSAT)
    - 6.6.3.5 Produce the Acceptance Test Plan (ATP) for the Factory Acceptance Testing (FAT), the Site Acceptance Testing (SAT)
    - 6.6.3.6 Produce the Acceptance Test Plan (ATP) for the Qualification Testing (QT)
    - 6.6.3.7 Produce the Conformance Test Acceptance Test Plan (CTATP) for the Conformance Testing (CT)
    - 6.6.3.8 Produce Scenarios for the Performance and Stress Tests
  - 6.6.4 Perform Tests
    - 6.6.4.1 Unit Testing
    - 6.6.4.2 Integration Testing
    - 6.6.4.3 Acceptance Testing (FAT)
    - 6.6.4.4 Qualification Testing (QT)
    - 6.6.4.5 Performance and Stress Testing
  - 6.6.5 Release Assembling and Packaging
  - 6.6.6 Evolutive Maintenance of the Build and Test Software and Documents
  - 6.6.7 Corrective Maintenance of the Build and Test Software and Documents
    - 6.6.7.1 Corrective Maintenance of the Build and Test Software and Documents Which Have Been Taken Over (scope WP.2)
    - 6.6.7.2 Corrective Maintenance of the New Deliverables (scope WP.7)
- 6.7 Service Management
  - 6.7.1 Service Support
    - 6.7.1.1 Service Desk
    - 6.7.1.2 Incident Management
      - 6.7.1.2.1 *Specifications and Software Incidents (scope WP.6 and WP.7)*
      - 6.7.1.2.2 *Service Requests*
    - 6.7.1.3 Problem Management (scope WP.6 and WP.7)
    - 6.7.1.4 Configuration Management
      - 6.7.1.4.1 *Maintain the Specification and Planning of the Evolution of the Central application configuration baseline*
    - 6.7.1.5 Change Management
      - 6.7.1.5.1 *Change Management Process*
      - 6.7.1.5.2 *Change Advisory Board (CAB) Meetings*
    - 6.7.1.6 Release Management

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- 6.7.1.6 Release Management
- 6.7.2 The Business Perspective: Liaison with NAs, CUST-DEV2 and the Commission services
  - 6.7.2.1 National Administrations Working Group Meetings and their Related Sub-groups
    - 6.7.2.1.1 *Performance*
    - 6.7.2.1.2 *Attendance*
  - 6.7.2.2 , Workshop, Demonstration
    - 6.7.2.2.1 *Performance*
    - 6.7.2.2.2 *Attendance*
    - 6.7.2.2.3 *Hosting Facilities and Infrastructure*
    - 6.7.2.2.4 *Reporting*
  - 6.7.2.3 Missions
  - 6.7.2.4 Support to the National Administrations and the Commission Services
  - 6.7.2.5 Technical Meetings with the Commission and/or other Third Parties involved in the programme or related projects
  - 6.7.2.6 Service Meetings
  - 6.7.2.7 Delivery and Management of Translations
- 6.7.3 Application Management
  - 6.7.3.1 Deployment of Applications
    - 6.7.3.1.1 *Support to PSAT, SAT, Qualification Testing and running-in activities*
  - 6.7.3.2 Deployment of Trans-European systems
    - 6.7.3.2.1 *Support to Conformance Testing Activities*
  - 6.7.3.3 Support to Operation of Applications & T&S
  - 6.7.3.4 Technical Review of the Deliverables of Other Contractors
- 6.7.4 Security Management
  - 6.7.4.1 Produce a Security Plan
  - 6.7.4.2 Integrate Security Requirements
- 6.7.5 ICT Infrastructure Management
  - 6.7.5.1 Set up and Maintain the Office Infrastructure
  - 6.7.5.2 Set up, Install, Operate and Maintain the IT and Telecom Infrastructure
- 6.7.7 Support Outside Business Hours
- 6.8 Deliverables and services on request in the scope of the Framework Contract

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#### 4.1.1.2 Application coverage

The table shown below presents all activities covered by this Framework Contract.

Category	Item
Architecture Framework	CCNProxy (HTTP Bridge)
Architecture Framework	CSI Bridge
Architecture Framework	DDCOM
Architecture Framework	eCustoms Documentation Specifications
Architecture Framework	eCustoms Security Specifications
Architecture Framework	eCustoms Technical Architecture Documentation
Architecture Framework	MCC IT architecture and IT Security Policy (performed under QTM)
Architecture Framework	TATAF
Architecture Framework	UM
Centrally Developed Application	CN
Centrally Developed Application	EBTI3
Centrally Developed Application	ISPP
Centrally Developed Application	SPEED-ECN
Centrally Developed Application	SSTA
Centrally Developed Application	ST Injector
Centrally Developed Application	STTA
Centrally Developed Application	Suspensions
Centrally Developed Application	ART2
Centrally Developed Application	COPIS
Centrally Developed Application	CS-MIS
Centrally Developed Application	CS-RD
Centrally Developed Application	CS-RD2
Centrally Developed Application	ECICS2
Centrally Developed Application	EOS (AEO / EORI)
Centrally Developed Application	GWS
Centrally Developed Application	SMS
Centrally Developed Application	Surveillance2
Centrally Developed Application	TTA
Centrally Developed Application	CRMS
Centrally Developed Application	DDS2

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Category	Item
Centrally Developed Application	QUOTA2
Centrally Developed Application	TARIC3
Centrally Developed Application	TASMAN
Supporting Application	CSE/CTP Lite
Trans European System	ECS
Trans European System	ICS
Trans European System	NCTS Phase 4
Trans European System	NCTS TIR Russia

Table 4-1 - List of applications covered by the FC

The applications and systems will be taken over during the first phase of the Framework Contract, and will subsequently be put in maintenance for the duration of the Framework Contract. Further developments of these and new applications are at the core of the Framework Contract in later phases.

#### 4.1.2 Deviations

No deviations from TEMPO or the Customs-PQP [RD1] have been identified.

### 4.2 Global Planning

The planning for the activities to be performed is defined in each Specific Contract under the current Framework Contract.

### 4.3 Organisation and Responsibilities

This section describes the team organisation, the key roles and responsibilities and the communication interface with DG TAXUD. This includes the key persons from DG TAXUD.

Sub-contractors will act as team members for which no specific organisation is applicable. The rules of the CUST-DEV2 organisation are applicable.

#### 4.3.1 General organisation

The general organisation and the relationships between DG TAXUD and the other contractors and more precisely the CUST-DEV2 Contractor are described in section 5 of the CUSTOMS-PQP [RD28].



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The overall organisation and environment of the FC [removed] [AD3] is shown in the table below:

	Level	DG TAXUD	DG TAXUD Other Contractors or Other DGs	CUST-DEV2
Executive & Program Management	Strategic (L0)	Director		Account Manager
	Direction (L1)	Head of Unit Information Technology		Consortium Board of Directors
Client Interaction	Co-ordination (L2)	Project Managers		Project Management Team
	Operational (L3)	Applications Managers	<ul style="list-style-type: none"> <li>• QAC Contractor</li> <li>• CO Contractor – 1<sup>st</sup> level Support Contractor</li> <li>• EC Data Centre</li> <li>• EC Telecom Centre</li> <li>• EC Central Help Desks</li> <li>• ITSM contractor</li> </ul>	<ul style="list-style-type: none"> <li>• Applications Managers</li> <li>• Project Teams</li> </ul>

Table 4-1: General organisation of CUST-DEV2

From a TEMPO point of view, DG TAXUD representatives are the CPT (Central Project Team). The CPT organisation is detailed in the CUSTOMS-PQP [RD1].

A QAC Contractor, a CO Contractor and a 1<sup>st</sup> level Support Contractor have been appointed by DG TAXUD; their responsibilities are detailed in their contractual documents and are outlined in the CUSTOMS-PQP [RD1].

The Data Centre, the Telecom Centre and the Central Help Desks are part of the Commission but are external to DG TAXUD.

The decision process is organised into four different communication levels.

**Operational Level (L3):** manages day-to-day work, examines problems and issues, proposes solutions for the co-ordination level and ensures knowledge transfer.

**Co-ordination Level (L2):** manages the operational level, solves problems and issues, monitors the Service provision, ensures good Service provision co-ordination, validates deliverables and reports to the direction level.

**Direction Level (L1):** manages the co-ordination level, makes decisions about issues that cannot be solved at the co-ordination level, solves financial and contractual issues, monitors the

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progress at the co-ordination level, validates milestones, ensures co-ordination between DG TAXUD, the Head of Unit, the Contractor and the other contractors of DGs and reports to the strategic level.

**Strategic Level (L0):** makes decisions about the issues not solved at the direction level and has global information about relevant decisions, scheduling and organisation.

The escalation process is described in section 8.3 Escalation.

## 4.3.2 CUST-DEV2 Contractor Project Team

### 4.3.2.1 Organisational Structure

The organisational hierarchy of the CUST-DEV2 Project Team is presented in the following diagram:

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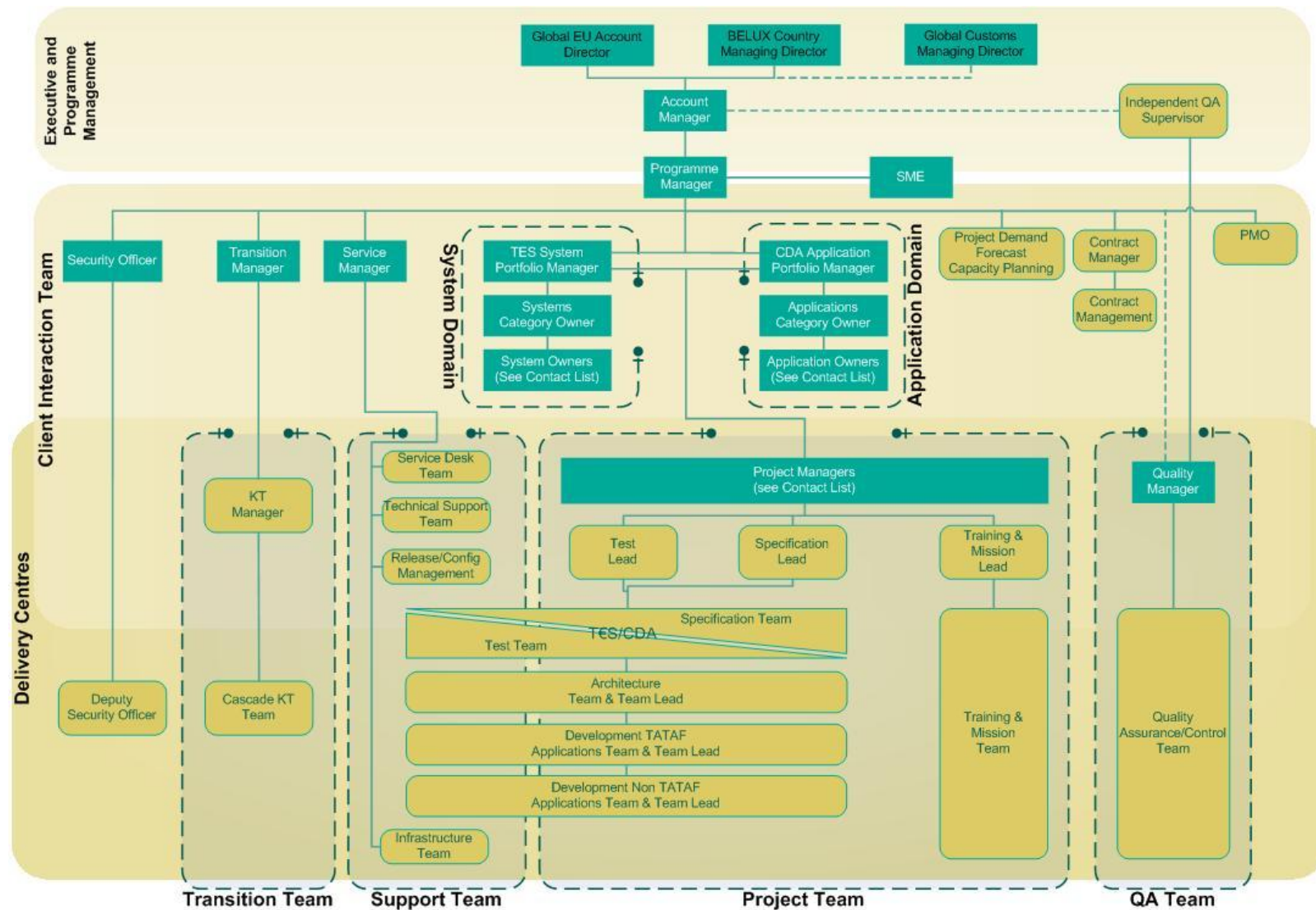


Figure 4-1: CUST-DEV2 Team Organisational Structure

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The CUST-DEV2 Project Team is composed of different levels:

- The Executive and Programme Management Level, commercially responsible for the contract, the business result and the client relationship;
- The Client Interaction Team Level responsible of the delivery of the services defined in the scope of the multiple projects from the programme, for the quality assurance of the deliverables and for the administration activities of the different projects;
- The Delivery Centre Level will take care of the applications and systems development, maintenance and will provide back office support to the teams working on the programme.

#### **4.3.2.2 Mission and Responsibilities**

In general the following roles are mapping the organisation structure as defined in section 4.3.2.1. But in some cases roles are taken up by the same resource depending on the occasion.

##### ***4.3.2.2.1 The Account Manager***

###### ***Mission***

The Account Manager is commercially responsible for the contract and the client relationship. He will align with key client stakeholders and manage client satisfaction. He is the person of contact at the executive level. He is not involved in the daily operations, and can therefore take the necessary distance from the delivery team, and objectively intervene when necessary based on input from all concerned teams. The Account Manager will intervene if any escalation is necessary.

###### ***Responsibilities***

- In charge of the overall client relationship
  - o Identification and discussion of client strategic key messages and initiatives;
  - o Review of planned/potential significant events and key metrics / budget parameters;
  - o He discusses with the client on a high level on how the delivered services can be improved;
  - o Review Monthly Service Reports and Monthly Progress Reports;

##### ***4.3.2.2.2 Independent Quality Assurance Supervisor***

###### ***Mission***

Additionally to the CUST-DEV2 Quality Assurance Manager, Accenture appoints an Independent Quality Assurance Supervisor, external to the CUST-DEV2 team, to ensure the overall quality of the project. He is responsible for ensuring a proper implementation of the quality standards imposed by CUST-DEV2 upon its contracts. For CUST-DEV2, the QA supervisor will be one of Accenture's global leads for Systems Integration projects in Public Services.

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### ***Responsibilities***

- Coordinate Quality Assurance Reviews
  - o The quality assurance review is the Accenture internal process in place to assess if the quality process is correctly applied by the CUST-DEV2 team;
  - o Reviews and assesses if the activities of CUST-DEV2 are in line with the scope of the contract;
  - o Document the quality assurance reviews using the Quality Assurance Memo;
  - o Provide input for the development of the client satisfaction plan<sup>1</sup>;
  - o Conduct a quality assurance review debrief, with appropriate operating group management based on the issues and risks identified.
- Coordinate Process and Product Quality Assurance Reviews
  - o Objectively tracks issues regarding the quality rules and follows the issues to resolution and closure;
  - o Ensure that the project team establishes and maintains records for quality assurance activities;
  - o Use the process and product quality assurance review report to document the review results;
  - o Conduct process and product quality assurance reviews of five core management plans: Project Plan, Project Measurement Plan<sup>2</sup>, Risk Management Plan, Configuration Management Plan, and Quality Management Plan.
- Analyse Review Results and Track Quality Issues to Closure
  - o Evaluate and review the results of the quality reviews;
  - o Ensure all quality review actions are tracked, analysed, and progressed through to closure ;
  - o Evaluate the project execution of the quality review process. Using peer review data to identify areas for process improvement or areas where corrective action may be necessary;
- Document and communicate the results of the reviews.

#### ***4.3.2.2.3 Programme Manager***

##### ***Mission***

The Programme Manager is responsible for the overall programme management and hence accountable for the delivery of programme capabilities and business results. He will coordinate all the efforts required to provide services to DG TAXUD and will act as the single point of contact when DG TAXUD wishes to discuss any strategy on a high level point of view where CUST-DEV2 is involved or where DG TAXUD needs

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<sup>1</sup> This input is provided by CUST-DEV2 as part of the quality assurance and is independent of the CUST-DEV2 activities of deliverables.

<sup>2</sup> The document contains both internal measurements, i.e. cost performance index and schedule performance index, as well as performance indexes reported to the client.

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assistance of CUST-DEV2. He reports to the Account Manager and the Independent Quality Assurance Supervisor and has daily informal meetings and touch points with his project managers. This includes at least one weekly formal internal Program Management meeting, involving the project managers, PMO team, System Architecture Team , Quality Assurance Manager, the Service Manager and the Security officer. A status of the programme, including risks and issues, is discussed and actions are assigned, executed and followed up.

### ***Responsibilities***

- In charge of programme management and project initiation
  - o Manage implementation (project scope definition and planning through delivery) of a programme including multiple projects;
  - o Project initiation with regards to clarifying project scope, staffing the team, communicating roles and responsibilities, developing work plans and schedules;
  - o Provide input to functional specifications and detailed system design, ensures deliverables are agreed within the project schedule.
- Responsible for business relationships
  - o Manage work of cross-functional teams implementing technologies and systems solutions involving multiple components, interfaces and user groups;
  - o Facilitate issues resolution and trade-off decisions with other teams, senior management and DG TAXUD leads;
  - o Ensure Steering Committee members receive the right information at the right time regarding programme performance;
  - o Understand and meet the expectations of Steering Committee members;
  - o Serve as the point of contact for the Steering Committee members and governance team.
- Responsible for resource management
  - o Set overall direction for the programme team;
  - o May manage vendor/supplier/contract resources;
  - o Provide internal team with overall team status and updates.
- In charge of communication management
  - o Prepare presentations to communicate program goals;
  - o Provide the different DG TAXUD leads and product management technical and analytical information;
  - o Document, communicate and administer key project management (e.g. scope, schedule, issue, risk, quality, and communication);
  - o Act as “hub,” collecting information from the internal project team and communicating status to project management.
- Follow up of the budget, financial tracking and invoicing;
  - o With the assistance of the project management office for the reporting on these items.
- Performance reporting
  - o Monitor progress to ensure program objectives are delivered on time and within budget, and business results are realised. Be the final point of approval for contingency plans, scope changes;
  - o Review of finished project and provide feedback on delivery approach.

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#### **4.3.2.2.4 Project Management Office**

##### ***Mission***

The Project Management Office (PMO) is supporting the Programme Manager and the entire CUST-DEV2 team in terms of administrative, financial and contractual support. The PMO team will define and maintain the standards and processes related to Project Management activities. The PMO Team reports to the Programme Manager and interacts frequently with the different team leads mentioned below.

##### ***Responsibilities***

- Reporting
  - o Tracks all data related to budget, finances and invoicing;
  - o Compiles the MPR and MSR, based on the data collected from the different Project Managers;
  - o Keeps the DTM and Consumption Sheet up-to-date.
- Minute internal meetings
- Responsible for archiving of project management documents
- Document management
  - o SharePoint creation and maintenance;
  - o Ensure that the correct templates are used as defined in TEMPO, the FQP or the CQP;
  - o Operate the submission of deliverables.

#### **4.3.2.2.5 System Architecture Team**

##### ***Mission***

The System Architecture Team lead and members overlook the overall design of all the activities under Work Package 6, making sure there is consistency between applications, re-using common technical components and architecture services, avoiding that developments are duplicated. It is also overlooking the architecture from a functional perspective, with the end client in mind, the traders and the national administrations, avoiding that there is duplication of data entry.

The System Architecture team will therefore interact with the application development teams and team leads, upfront and during the application development lifecycle.

The System Architecture team lead reports to the Programme Manager. The team members will interact with specifications and development team leads, as well as leads involved in feasibility studies and other analysis oriented activities.

##### ***Responsibilities***

- Provide functional expertise
  - o Assures that the functional specifications are compliant with the overall application architecture;

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- o Provide inputs and guidance for the functional specifications team;
  - o Evaluates the impact of changes;
  - o Provide their inputs as the expert in Customs for business process modelling.
- Provide technical expertise
  - o Provide inputs and guidance for the team members responsible for the technical;
  - o Provide security expertise to the specification team;
  - o Bring innovations initiated by CUST-DEV2 to DG TAXUD.
- Maintain Enterprise Architecture
  - o Provide expertise and vision for the eCustoms;
  - o Defines an overall Business and Enterprise systems architectural blueprint (WP.6.5) and release plan (WP.6.7.2);
  - o Challenge current architecture and propose innovations.

#### **4.3.2.2.6 Quality Assurance Manager**

##### ***Mission***

The Quality Assurance Manager is responsible for the overall quality control on the programme. This covers the proper definition and implementation of control mechanisms and procedures covering specification, software and documentation. He reports independently from the other team leads and team members to the Independent QA Supervisor, informs the programme and account managers on quality assurance issues. The QA Manager can escalate any quality issue very high in the Accenture organisation, because he reports to the Independent Quality Assurance Supervisor.

##### ***Responsibilities***

- Introduce quality assurance in the project
  - o Assist the project manager to develop a project-specific process based on the FQP;
  - o Coordinate with the QA contractor for the QA FAT missions;
  - o Work with the project manager to define and maintain the quality management processes and procedures;
  - o Ensure that the project team understands the quality management procedures and processes;
  - o Document the quality management process improvement needed and update the Quality Management Plan;
  - o Act as the main point of contact towards DG TAXUD QA activities (Audit process, Self Assessment, CSIP);
  - o Ensure compliance with the CUST-DEV2 Quality Process as defined in the FQP and CQP [AD5].
- Review individual Peer Review Feedback Forms
  - o Analyse Peer Review metrics as indicated in the Project Measurement Plan;
  - o Raise any issues indicated by the metrics to the Project Manager.
- Organise audits, training and coaching



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- o Formulate quality compliance audits;
  - o Coordinate and cooperate with the Commission and the auditing party during quality and security audits;
  - o Conduct all required Quality Assurance training;
  - o Plan and organise the internal quality inspections (audits, assessments) & ensures availability of inspection records;
  - o Track non-compliances and corrective actions till closure;
  - o Provide coaching and mentoring on process improvement.
- Verifies and validates the peer review activities of the CUST-DEV2 team
  - o Verify that the project meets the quality requirements defined for the projects;
  - o Validate that stakeholder expectations are met, processes and deliverables/work products comply with programme standards and procedures;
  - o Communicate action items to relevant stakeholders.
- Produces, maintains and improves
  - o The Quality Plans;
  - o The Project Internal Processes;
  - o The Project Internal Procedure.
- Attend the Quality Management Meetings
- Keep watch over the Continuous Service Improvement Programme (CSIP)
  - o Collect feedback on CSIP initiatives;
  - o Monitor the effectiveness of suggested improvements;
  - o Develop and deliver continuous improvement processes, best practices, and training;
  - o Provide management and leadership tasks to plan and implement improvements.

#### ***4.3.2.2.7 Quality Assurance/Control Team Members***

##### ***Mission***

The Quality Assurance team works on the overall quality control on the programme. This covers the proper definition and implementation of control mechanisms and procedures covering all work packages.

##### ***Responsibilities***

- Apply and conduct review procedures
  - o Internal quality control and review of major deliverables, prior to delivery to the Commission, ensuring that all quality criteria are met;
  - o Organise/coordinate the QA team;
  - o Review the team's implementation of the Framework and Contract Quality Plans at defined points in the process;
  - o Coordinate with QA Manager on QA results, and coach the project on correcting non-conformance items;
  - o Conduct PPQA reviews of the Project Management Plan and the Framework and Contract Quality Plans;

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- o Conduct best practices reviews and quality reviews of required project documentation;
  - o Participate in quality management review, as outlined in the Framework and Contract Quality Plans (see “Annex 15 – Quality Management”), ensuring the application design and related work products satisfy the requirements.
- Create and update internal quality documentation
- Apply knowledge sharing regarding QA/QC aspects
  - o Document and communicate the results of the reviews;
  - o Collect artefacts and best practices from the project;
  - o Share best practices and knowledge capital with project.
- Participate in audits, training and coaching
  - o Conduct quality compliance audits;
  - o Provide training on processes and associated tools for Change Requests, SIRs, risk management, and issue management in project-specific tools (Accenture Delivery Tools);
  - o Facilitate all required Quality Assurance training

#### **4.3.2.2.8 The Portfolio Managers**

##### ***Mission***

One Portfolio Manager will be assigned for Systems and One for Applications. He is responsible for co-ordinating and aligning the efforts of the different Category Owners, Application Owners and Project Managers assigned to the applications belonging to the respective family. He reports to the Programme Manager.

##### ***Responsibilities***

The Portfolio Managers ensures that all application projects are on track. He reports to the Programme Manager on progress, and escalates internally in CUST-DEV2 and to DG TAXUD when progress isn't going according to the plan:

- Maintain comprehensive and in-depth knowledge of the business areas;
- Is responsible for the creation of the offers in answer on an RfE. He prepares the offer together with his team;
- Ensure effective addressing of business, functional and technical needs and uniformity in implementations across portfolio application;
- Contribute to and promote the business and technical vision;
- Gather and interpret feedback received on portfolio applications & propose improvement actions;
- Investigate, together with Architecture team, the impact of business and technological evolution and propose to DG TAXUD solutions best fulfilling the related strategy and needs.

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#### **4.3.2.2.9 Category Owner (Systems and Applications)**

##### ***Mission***

A Category Owner will be assigned for each category of applications or systems. He will co-ordinate the services defined in the scope of the category. He will back-up the application or system owner as the single point of contact. He reports to the Portfolio Manager.

##### ***Responsibilities***

- Responsible for planning the category activities.
  - o The Category Owner is a more senior resource than the application/system owners. He has the responsibility to assist and guide the application/system owners;
  - o Determine together with the system/application owner and the project manager the project approach, staffing, responsibilities, and schedule;
  - o Assist the Portfolio Manager with the development and/or review of estimates and estimating assumptions for the project's schedule, effort, and cost using established estimating models, best practices, and past experience. The resulting estimates account for all activities in the project scope, including project management and application development tasks, software quality assurance reviews, and vendor and contract management activities;
  - o Define together with the system/application owner and the project manager the team member roles and expectations, and ensure timely feedback;
  - o Organize training to assure that the knowledge of the applications/systems is distributed over the system/application owners and to assure that there is always a backup resource.
- Ensure team management
  - o Manage relationships and coordinate work between different teams at different locations;
  - o Ensure that the project team follows all quality assurance processes, including periodic reviews and transitions.

#### **4.3.2.2.10 Systems/Applications Owner**

##### ***Mission***

A System/Application Owner will be assigned for each application or system. He will co-ordinate the services defined in the scope of the application or system. He will be the single point of contact for his application or system. He reports to the Category Owner.

##### ***Responsibilities***

- Responsible for planning of the activities for his application or system.
  - o Assist the category owner to determine together with the project manager the project approach, staffing, responsibilities, and schedule;
  - o Assist the Portfolio Manager and the category owner with the development and/or review of estimates and estimating assumptions for the project's

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schedule, effort, and cost using established estimating models, best practices, and past experience. The resulting estimates account for all activities in the project scope, including project management and application development tasks, software quality assurance reviews, and vendor and contract management activities;

- o Assist the category owner to determine with the project manager the team member roles and expectations, and ensure timely feedback.
- In charge of application / system development
  - o Review, and be responsible for, the overall development and integration of requirements for his application or system.

#### **4.3.2.2.11 Project Manager**

##### ***Mission***

For each project that will be defined in the context of the programme, a Project Manager will be assigned. He will be responsible for the delivery of the services defined in the scope of the project and will act as the single point of contact for project related discussions. He also will play a co-ordinating role over the various phases of the project and reports to the Portfolio Manager. He will hold at least one weekly formal internal project management meeting with his team to discuss progress upon training, testing, specifications and development.

##### ***Responsibilities***

- Responsible for planning of the project
  - o Determine the project approach, staffing, responsibilities, and schedule;
  - o Develop and/or review estimates and estimating assumptions for the project's schedule, effort, and cost using established estimating models, best practices, and past experience. The resulting estimates account for all activities in the project scope, including project management and application development tasks, software quality assurance reviews, and vendor and contract management activities;
  - o Define team member roles and expectations, and ensure timely feedback. Ensure that project resources receive any necessary training and are used effectively.
- In charge of project development
  - o Review, and be responsible for, the overall development and integration of requirements;
  - o Measure and monitor progress at clearly defined points in the process to ensure that the project is delivered on time, within budget, and that it meets or exceeds expectations. Balance scope, schedule, budget, quality, and risks;
  - o Define the project iterations strategy. Manage and evaluate iterations;
  - o With other leads, develop, implement, and maintain the Project Plan;
  - o Assist the Service Manager with the configuration management;
  - o Assist with other leads in the risk management, the security management, the project measurement, and the Framework and Contract Quality Plans.

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- Ensure project team management
  - o Ensure that all requirements, project plans, and changes to commitment are communicated to all affected team members;
  - o Manage relationships and coordinate work between different teams at different locations. Manage relationships with all suppliers and subcontractors. Monitor their progress and their adherence to the contract;
  - o Ensure that the project team follows all quality assurance processes, including periodic reviews and transitions.
- In charge of quality and change management
  - o When QA organise audits or polls, the Project Manager has to participate;
  - o Identify and communicate any cross-area or cross-release issues that may affect other areas of the project;
  - o Support evolutive maintenance;
  - o Review and manage all changes to the requirements through a formally defined scope change process (see Annex 1 of this Framework Quality Plan concerning the Change Management);
  - o Report and coordinate the changes with the service manager who is responsible for the overall change management.
- Responsible for delivery and relationship management
  - o Represent the project team at DG TAXUD meetings;
  - o Ensure that the end product fulfils the contract and meets the Steering Committee members' expectations. The verification will be done by the acceptance of the deliverables related to the Work Package.

#### ***4.3.2.2.12 Training Team Lead***

##### ***Mission***

The Training Team Lead will be responsible for the preparation, execution and follow-up and delivery of the various trainings, workshops, demos and missions that are foreseen. He reports to the respective Project Manager.

##### ***Responsibilities***

- In charge of managing functions
  - o Review the training, performance support, and organisation design deliverables throughout development to ensure quality and traceability to requirements;
  - o Ensure that the developers responsible for developing any technical architectures or applications for the training and performance support products thoroughly understand the requirements and designs;
  - o Ensure that the organisation has the necessary infrastructure to support the training in an ongoing basis;
  - o Ensure that the training adheres to all quality management plans and standards by participating in quality management reviews.

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- Ensure communication
  - o Work with the Project Manager to determine which messages to communicate;
  - o Develop and revise communications at the direction of the Project Manager;
  - o Continually align key messages with the changing business context.
- Knowledge Management
  - o Maintenance of baselines, tools and accessibility.
- Maintain the internal training matrix
  - o Assess knowledge level and skills of staff;
  - o Ensure induction process for new staff members or upon new role assignments.
- Responsible for cross-over and end-user issues
  - o Work with the DG TAXUD training contact to evaluate the training and determine improvements;
  - o Participate in quality management reviews by examining training, performance support, and communication work products to ensure that they meet requirements and standards and accomplish their objectives while helping the project managers responsible for the applications;
  - o Work with the DG TAXUD to define and review all training, communication, performance support, and organisation design requirements, goals, and strategies.
- Responsible for training functions
  - o Assist in analysing training needs and designing the training and performance support products;
  - o Pilot the training. Work with the DG TAXUD training contact to evaluate the results;
  - o Monitor the execution of training throughout deployment;
  - o Work with the project manager to determine the training schedule and deployment needs;
  - o Evaluate the effectiveness of training and education, and recommend improvements.

#### **4.3.2.2.13 Training Team Members**

##### ***Mission***

The Training Team Member will prepare, execute and follow-up of all the trainings, workshops, demos that are foreseen. An extensive collaboration with the other teams within the project as well as with the maintenance teams will allow proper input collection. He reports to his respective Project Manager.

##### ***Main Responsibilities***

- General Project activities
  - o Adhere to format standards and guidelines;

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- o Plan and execute communication events and processes.
- Ensure the good progress of the following missions (see Work Package 8.3.3. : Missions)
  - o On-site training.
- Organise the technical needs
  - o Define a training schedule;
  - o Prepare training logistics (e.g. participant list and schedule participants);
  - o Gather information on individuals affected by the change;
  - o Collect and follow up on any communications feedback coming from a centralised point of contact (e.g., a project e-mail box);
  - o Conduct and manage the training, performance support, and organisation analysis, design, and build effort.
- Describe the training requirements
  - o Design the training, communications, and performance support standards and deliverables.
- Defining training needs and evaluation
  - o Adhering to format standards and guidelines, assist in analysing training needs and designing the training and performance support products;
  - o Review the training, performance support, and organisation design deliverables throughout development to ensure quality and traceability to requirements;
  - o Build and test the training or performance support products for the application.

#### ***4.3.2.2.14 Specifications Team Lead***

##### ***Mission***

The specifications team lead is responsible for the analysis and design of an application or a system defined in the context of the Framework Contract. He coordinates the activities within the specifications team and assures proper communication between the team and the Project Manager. See “TEMPO: Classic Development Lifecycle” [RD13] and “TEMPO: Application Management – Reference Manual” [RD28].

##### ***Main Responsibilities***

- Responsible for requirements and design
  - o Lead the application and technical architecture analysis, design, and implementation, and ensure that the product fulfils the requirements;
  - o Plan and assign the specifications work tasks;
  - o Ensure the traceability of changes performed in the context of corrective or evolutive maintenance activities;
  - o Ensure that consistent specifications sets are maintained per application;
  - o Work with the users and team members to define the data requirements and design of the application;

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- o Uses the business process as to drive out the full set of application requirements: functional, quality, integration, and security;
  - o Assist in defining and reviewing the technical requirements for the application, including security, integration, performance, quality, and operations requirements;
  - o Validate the design with the stakeholders to ensure that the design satisfies the requirements.
- Responsible at team level for Configuration Management
  - o Ensure that correct versioning rules exist and are applied in practice;
  - o Ensure that the full history of specifications is kept for reference purposes.
- Responsible of the training prerequisites in term of knowledge and previous training
  - o Collect training needs;
  - o Transfert the training needs to training team;
  - o Ensure availability of support documentation (test plans, specifications).
- Managing transversal issues
  - o Identify and communicate to the appropriate team lead any cross-area or cross-release issues that may affect other areas of the project;
  - o Based on the activity and data flow diagrams, create an inventory of all cross-application interactions or interfaces, also referred to as business events or messages;
  - o Maintain and design the data flow and sequencing of events within the integration solution across applications;
  - o Determine how many staging environment instances are needed and can be supported for Development (interfaces and application), Test, Training, Staging, Production and Production Support. Production and Production Support is only for the mirror environment at the RIGA DC. The production environment at DG TAXUD is out of scope.
- Responsible for People Management
  - o Supervise the team members in completing designs;
  - o Work with the project manager to define the roles and responsibilities assigned to each team responsible for participating in the implementation (design and build) and review of a specific interface between two or more applications;
  - o Guide and manage the team.
- In charge of in and outward communication
  - o Inform the project manager of any issues that may affect any other project areas;
  - o Participate in transitioning the designs to the development team, and ensure a clear and complete understanding of the designs;
  - o Serve as liaison to the business community, to ensure that its needs are fully understood by the project team.
- Reporting & quality management
  - o Serve as a liaison to the business community. Participate in a user and task analysis to maintain the business community's perspective;
  - o Review application and technical architecture deliverables throughout development to ensure quality and requirement traceability;
  - o Set up the Requirements Traceability Matrix;
  - o Contribute to work offer estimates;
  - o Ensure adherence to all quality management plans and standards by participating in quality management reviews;



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- o Participate in quality management reviews to ensure adherence to all quality management plans and standards.

#### ***4.3.2.2.15 Functional Specifications Team Member***

##### ***Mission***

A functional specification team member works on the functional analysis and design of an application or a system.

##### ***Main Responsibilities***

- Feasibility studies
  - o Give enough information to decision makers to enable them to decide on activation of subsequent development phases for a given system or applications;
  - o It can cover various items following the request of the DG TAXUD Some examples of these are: a problem statement, high-level requirements, business cases and impact assessment;
  - o Prepare a costing plan and a time schedule.
- Business and System Modelling
  - o Production of a Business Process Model of a system.
- Participate in application and system requirements and in system and process design
  - o Use the business process to drive out application requirements and metrics;
  - o Design the application/system to meet the business process design and application/system requirements;
  - o Analyse the use cases and activity diagrams to identify any additional integration requirements;
  - o Extend the conceptual design of the overall integration solution by developing the process, data, and application integration components into a functional design;
  - o Work with specifications team lead to make sure that the architecture components interact to fulfil the requirements and meet performance goals.
- Create and maintain the Requirements Traceability Matrix
- Take part in the testing phase
  - o Assist in translating requirements and use cases into test conditions and expected results for product, performance, and user acceptance testing;
  - o Evaluate whether the results meet performance goals.
- Produce and maintain functional and design specifications
  - o Transfer knowledge to the design, development and maintenance teams;
  - o Respond to Help Desk calls related to the specifications;
  - o Perform corrective and evolutive maintenance of the specifications;
  - o Perform missions, training and support when related to the specification.
- Participate in communication
  - o Inform the team lead, other team members and project manager of any issues that may affect any other areas of the project;
  - o Document the application to facilitate maintenance;
  - o Inform the test lead of any issues that may affect the schedule, budget, or quality of the product or the testing process;
  - o Complete all appropriate documentation required by the developers, testers, deployment team and support team that will maintain the application or system.
- Design application components

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- o Design the interface(s) for each business process activity;
- o Design individual technology components of the application development, execution, or operations architecture.

#### **4.3.2.2.16 Technical Specifications Team Member**

##### ***Mission***

A technical specification team member works on the technical analysis and design of an application or a system.

##### ***Main Responsibilities***

- Define and integrate technical requirements
  - o Assist in defining and reviewing the data and technical requirements as well as the structure of the application or the system, including security, integration, performance, quality, and operations requirements;
  - o Assess the impact of the integration requirements on the technical architecture and specify the integration service requirements;
  - o Fully understand the capabilities and limitations of the technical environments that comes with any packaged software used by the project;
  - o Review and integrate the technical architecture requirements for the development, execution, and operations environments. Make all final decisions regarding hardware, network products, system software, and security;
  - o Work with the customer and end users to define application or system and technical requirements. Ensure that these requirements tie back to the established customer requirements and performance goals and that the technical direction is consistent with the client's long-term strategy.
- Support the Requirements Traceability Matrix
- Participate in the design
  - o Model and design the application or the system data structure, storage, and integration;
  - o Validate the design with the stakeholders to ensure that the design satisfies the requirements;
  - o Own the design, build, and test of all technical architecture components/solutions (e.g., development, execution, and operations environment solutions).
- Perform evaluations
  - o Support the development and test teams with the creation of test data;
  - o Participate in quality management reviews;
  - o Design and implement quick wins, and evaluate whether the results meet performance goals.
- Produce and manage specifications
  - o Transfer knowledge to the design, development and maintenance teams;
  - o Respond to Help Desk calls related to the specifications;
  - o Perform corrective and evolutive maintenance of the specifications;
  - o Work with other architects to ensure that the application will meet the objectives and performance goals as defined in the requirements;
  - o Perform missions, training and support when related to the specification.
- Participate in communication

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- o Inform the team lead, other team members and project manager of any issues that may affect any other areas of the project;
- o Document the application or the system to facilitate maintenance;
- o Inform the test lead of any issues that may affect the schedule, budget, or quality of the product or the testing process;
- o Complete all appropriate documentation required by the developers, testers, deployment team, and support team that will maintain the application.

#### ***4.3.2.2.17 Test Team Lead***

##### ***Mission***

The test team lead is responsible for defining and executing test plans, test scenarios and tests, which will serve as the basis for the Factory Acceptance Testing (FAT). The knowledge within the team will also be used to provide support to the ITSM during PSAT & SAT.

##### ***Main Responsibilities***

- Define the test requirements
  - o Work with the functional and technical specifications teams to plan one or more of the following: component, assembly, product, performance, user acceptance, and technical architecture tests;
  - o Determine all testing environment requirements and tools;
  - o Work with the development lead to plan the application pilot;
  - o Allocate test resources to application tests in a multi-test environment.
- Execute performance verifications
  - o Develop performance testing strategy and establish performance testing standards;
  - o Review the development process to ensure that defect tracking (identification, fixing, re-testing and migration of defects) is properly addressed. If not, define the defect tracking process and incorporate it into the overall development process;
  - o Measure and monitor progress during each test to ensure that the application is tested, validated, and piloted on time and within budget, and that it meets or exceeds expectations;
  - o Review test, validation, and pilot results to ensure that they meet the entry and exit criteria.
- Perform management tasks
  - o Ensure that the team follows the testing standards, guidelines, and testing methodology as specified in the testing approach; The testing approach is handled in Annex 17 where is stated that CUST-DEV2 will adopt the testing procedure as defined in the TEMPO Testing reference guide [RD25].
  - o Manage testers' work throughout test plan development and test execution to ensure that testing is on time and within budget;
  - o Work with supervisor and human resources to resolve people/performance issues;
  - o Participate in quality management reviews to ensure adherence to all quality management plans and standards.
- Responsible of the training prerequisites in term of knowledge and previous training

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- o Collect training needs;
  - o Transfer the training needs to training team;
  - o Ensure availability of support documentation (test plans, specifications).
- Responsible for communication
  - o Ensure that all testing results are easily accessible and understandable;
  - o Communicate all testing results to the relevant parties;
  - o Escalate testing matters to group lead as appropriate;
  - o Ensure that all the technical process documentation is up to date.

#### ***4.3.2.2.18 Test Team Member***

##### ***Mission***

The test team will define and execute test plans, test scenarios and tests, which will serve as the basis for the Factory Acceptance Testing (FAT). The knowledge within the team will also be used to provide support to the ITSM during PSAT & SAT.

##### ***Main Responsibilities***

- Develop and Execute tests
  - o Develop common test data, test scripts, test conditions, input test data, and expected results for one or more test plans, including component, assembly, product, performance, user acceptance and technical architecture tests;
  - o Develop, update, and maintain testing standards and procedures;
  - o Execute test scripts;
  - o Record test results.
- Participate in reporting
  - o Record problems and issues in accordance with the project's problem and issue management plans;
  - o Inform the test lead of any issues that may affect the schedule, budget, or quality of the product or the testing process;
  - o Report tracking documents.
- Take part of the resolving process
  - o Investigate the cause of assigned defect;
  - o Determine Regression Test Scope;
  - o Work with the application team to resolve any issues that arise out of the testing process.

#### ***4.3.2.2.19 Service Manager***

##### ***Mission***

There is one Service Manager for all service support teams. He will take responsibility for the aspects that relate to the services delivered in the context of the contract (e.g. corrective maintenance, incident and problem management, change management, etc.). He is also the main contact point for discussions around Service Management. He reports to the Programme Manager, and interacts with the project managers and his respective team leads to prepare for the service introduction of new applications or systems.

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He is responsible for the Quality of Service and the respect of the SLA's related to the support, the service desk and the maintenance.

He manages the Service Desk team, technical support team, the release team, configuration team and the Infrastructure team on a daily basis. The team leads of these teams report to the Service Manager. Team leads of the 3 sub-teams for service desk, maintenance and infrastructure interact with each other on a daily basis.

### ***Main Responsibilities***

- Responsible for corrective maintenance of the applications or system and specifications both initially taken over and those developed during the contract life
  - o Overall maintenance activities;
  - o Use user acceptance tests.
- Responsible for incident and problem management & resolution
  - o Record problems and issue management plans;
  - o Investigate, diagnose and resolve incidents;
  - o Identify and communicate any cross-area or cross-release issues that may affect other areas of the project;
  - o Provide management information about incident management quality and operations.
- Responsible for interface with clients
  - o Simplify and manage the client interface;
  - o Schedule meetings with the client stakeholders;
  - o Work with client(s) in order to verify whether a project fulfils requirements;
  - o Answering infrastructure related questions;
  - o SLA Maintenance.
- Responsible for Change Management
  - o Prioritise and classify changes;
  - o Coordinate change impact assessment;
  - o Coordinate approval and scheduling of changes;
  - o Conduct post implementation reviews.
  - o Coordinate with the Project Managers.
- Responsible for Configuration Management
  - o Create, manage, maintain, and communicate the Configuration Management Plan and any Configuration Management standards and procedures;
  - o Ensure that any updates to the Plan are communicated to appropriate project team members;
  - o Establish a project schedule for Configuration Management activities with the project manager;
  - o Track and report on Configuration Management status/audits;

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- o Is responsible for the Configuration Management library tools;
- o Works with the security officer on the security tools.

#### ***4.3.2.2.20 Service Desk Team Lead***

##### ***Mission***

The Service Desk Team Lead is responsible for the execution of the service support tasks as defined in WP.8.1.1, WP.8.1.2 and WP.8.1.3.

##### ***Main Responsibilities***

- Responsible for the operations tasks
  - o Ensure that the Service Desk team follows the maintenance standards, guidelines and methodology defined in the internal processes of CUST-DEV2;
  - o Work with the team members to determine change control and impact analysis;
  - o Identify, clarify, and resolve support activity issues and risks, escalating them as needed;
  - o Create and maintain the planning of the Service Desk team;
  - o Provide initial incident support.
- In charge of corrective and day-to-day tasks
  - o Resolve issues and remove barriers by determining and taking appropriate corrective actions;
  - o Perform planning and re-estimating;
  - o Decide and obtain agreement from DG TAXUD on the appropriate resolution;
  - o Monitor corrective action to completion;
  - o Control of the internal server monitoring.

More detail on these activities can be found in annex 13 Incident Management and annex 14 Problem Management.

- Communication
  - o Inform the service manager of any issue that may affect any other project areas;
  - o Communicate all support, and enhancement responsibilities for each system component (including interfaces).
- Initiate requests for change

#### ***4.3.2.2.21 Service Desk Team Member***

##### ***Mission***

The Service Desk Team Member will take part in the execution of the service support tasks.

##### ***Main Responsibilities***

- Participate to overall operation tasks

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- o Work with the support team members and development team to determine change control and impact analysis for the applications and the application related databases;
- o Manage calls;
- o Incident management and problem resolution;
  - Create work-around, if applicable;
  - Create resolution, if applicable;
  - Communicate resolution information to ITSM;
  - Create a permanent fix for the incident;
  - Interact with the development teams if specific technical skills are needed;
  - Interact with the application/system owners if specific functional knowledge is needed.
- o Adhere to SLA targets related to this activity;
- o Problem management;
- o Respond to RfIs and RfDs;
- o Maintain the Requirements Traceability Matrix when change is needed due to a corrective change;
- o Ability to identify, to clarify and resolve support activity issues and risks, escalating them as needed.
- Participate to corrective and day-to-day tasks for the CUST-DEV2 internal servers
  - o Provide a day-to-day clean up and back-up of databases if needed;
  - o Work with other architects to ensure that the application will meet the objectives and performance goals as defined in the requirements;
  - o Restoration of normal service operation as quickly as possible with minimum disruption to the business;
  - o Resolve issues and take appropriate corrective actions;
  - o Server monitoring.
- Documentation
  - o Document the application to facilitate maintenance;
  - o Document all maintenance, support, and enhancement responsibilities for each system component (including interfaces).

#### ***4.3.2.2.22 Technical Support Team Member***

##### ***Mission***

The Technical Support Team will be responsible on site support at DG TAXUD or ITSM. The team members have an overall view on the installation procedures for all the applications.

##### ***Main Responsibilities***

- Deliver support for pSAT and SAT.
- Work with the development team to prepare pSAT an SAT.

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#### **4.3.2.2.23 Application Development and Maintenance Team Lead**

##### ***Mission***

A development team lead is responsible for the build and test of the applications and prototypes. He will be assigned to co-ordinate the various activities and to assure proper communication between the team and the Service Desk Team Lead. A similar profile is needed for some maintenance support of developed applications.

##### ***Main Responsibilities***

- Responsible for development phase
  - o Ensure that the team follows the development/maintenance standards, guidelines and methodology as specified in the development approach;
  - o Measure and monitor progress during each development phase to ensure that the application is tested, validated, and piloted on time and within budget, and that it meets or exceeds expectations;
  - o Review the development process to ensure that defect tracking (identification, fixing, re-testing and migration of defects) is properly addressed. If not, define the defect tracking process and incorporate it into the overall development process;
  - o Participate in quality management reviews as outlined to ensure adherence to all quality management plans and standards.
- In charge of application databases
  - o Work with the team members to determine change control and impact analysis for the databases;
  - o Provide input on any design decisions for interfacing or for integrating databases.
- Support test and development process
  - o Participate in transitions of the application or technical architecture components to the testers;
  - o Work with the deployment lead to plan the application pilot;
  - o Support the efforts of the test lead and deployment lead to plan, manage, and deploy the application.
- Responsible at team level for Configuration Management
  - o Ensure that correct versioning rules exist and are applied in practice;
  - o Ensure that the full history of applications is kept for reference purposes.
- Responsible of the training prerequisites in term of knowledge and previous training
  - o Collect training needs;
  - o Transfer the training needs to training team;
  - o Ensure availability of support documentation (test plans, specifications).
- Responsible for application maintenance
  - o Support the Service Desk Team for corrective maintenance (Identify / document bugs; Analyse and correct; Test, Integration test, User acceptance test, Transport to prod);
  - o Ensure the traceability of changes performed in the context of corrective or evolutive maintenance activities;
  - o Support evolutive maintenance.
- Is being consulted and participates during impact analysis
- In charge of internal and external communication



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- o Inform the project manager of any issues that may affect any other areas of the project;
- o Communicate and document actions and changes in procedures needed to optimise performance of the Application Development and Maintenance Team.

#### ***4.3.2.2.24 Application Development and Maintenance Team Members***

##### ***Mission***

A development team member works on the build and test of an application. A similar profile is needed for maintenance support of developed applications.

##### ***Main Responsibilities***

- Participate in application, technical architecture and database development
  - o Produce, maintain and document software code;
  - o Configure, build, design and test custom components as part of the application as well as the technical architecture components;
  - o Work with other team members to make sure that the configuration and custom components meet application requirements and performance goals;
  - o Responsible of unit, integration and regression testing;
  - o Work with the System Architecture Team to plan one or more of the following: component, assembly, product, performance, user acceptance, and technical architecture tests;
  - o Generate, configure, update and optimise the performance and design of the databases.
- Participate in application maintenance
  - o Responsible of missions, training and support when related to the applications;
  - o Resolving “bugs” and implementing workarounds in case a bug cannot be fixed immediately;
  - o Corrective maintenance (Define and document the reported bugs; Analyse and correct; Test, Integration test, User acceptance test, Transport to prod);
  - o Identify, clarify, and resolve maintenance activity issues and risks, escalating them as needed.
- Take part in the problem solving
  - o Respond to Help Desk calls related to the applications;
  - o Record problems and issues in accordance with the project's problem and issue management plans;
  - o Resolve any issues that arise out of the testing process;
  - o Fix any defects and performance problems discovered in testing.
- Participate in communication and documentation
  - o Inform the team lead, other team members and project manager of any issues that may affect any other areas of the project;
  - o Document the application to facilitate maintenance;
  - o Inform the test lead of any issues that may affect the schedule, budget, or quality of the product or the testing process.
- follow the development/maintenance standards, guidelines and methodology as specified in the development approach

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#### ***4.3.2.2.25 Infrastructure Team Lead***

##### ***Mission***

The infrastructure team lead is responsible for the set-up, the monitoring and the maintenance of the development and test environments. The infrastructure team lead will be also responsible for the release installations on the CUST-DEV2 test environment.

The infrastructure team lead is the point of contact for the customer discussions around infrastructure.

##### ***Main Responsibilities***

- Define Infrastructure blueprint;
- Assess the IT environment needs according to the need for the future project;
- Distribute environment availability between testing teams for release testing;
- Communicate environment outage;
- Assist customer for technical support related to infrastructure;
- Plan ICT environment renewal;
- Manage relation with infrastructure vendor support.

#### ***4.3.2.2.26 Infrastructure Team Member***

##### ***Mission***

The infrastructure team member takes part in the set-up, the monitoring and the maintenance of the development and test environments. The infrastructure team member takes care of the release installations on the CUST-DEV2 test environment.

##### ***Main Responsibilities***

- Monitor and maintain factory and factory acceptance test environments
  - o Monitor connectivity;
  - o Monitor application status;
  - o Monitor disk spaces.
- Assembling and configuring new computer hardware
- Installation of software
  - o taken-over applications;
  - o Functional or technical solution updates;
  - o Project related applications.
- Manage security of the environment
  - o Update in the firewall;
  - o Manage access to the server.
- Manage the Configuration Management tool

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- o Manage code deliverables;
- o Create automation tools for installation.
- Administrate Databases
  - o Creation and monitoring of databases stored on the CUST-DEV2 project servers located in the [removed].
- Define Infrastructure blueprint.

#### 4.3.2.2.27 Security Officer

##### ***Mission***

The Security Officer is the central point of contact for Information Security Governance activities, including protection of sensitive data related to customers, employees and shareholders. He reports to the Programme Manager and will interact with all team leads and potentially team lead members to ensure that security aspects and procedures as defined in the Security Plan are correctly implemented and adhered to.

##### ***Main Responsibilities***

- Develop and maintain security policies and guidelines;
- Awareness-raising and communication on policies and procedures;
- Point of contact with the DG TAXUD LISO to report on incidents, audits and overall activities;
- Provide to project team(s) training and coaching on security matters;
- Track, report and handle Security Incidents;
- Perform Security Compliance Audit Activities;
- Manages all Security Projects and Initiatives;
- Responsible for areas such as business continuity planning, loss prevention, fraud prevention and privacy.

### 4.3.3 Assignment of roles

Who is assigned to which role is detailed in Annex 06 – Contact List.

The process of how resources are assigned to a role is an internal CUST-DEV2 process and will not be documented in the FQP.

The backup for the main roles is defined as follows:

Project Role	Backup Role
Account Manager	BELUX Country Managing Director
Programme Manager	Account Manager
Contract Manager	Programme Manager
Portfolio Manager	Programme Manager
System/ Application Category Owner	Portfolio Manager
Application or System Owner	System/ Application Category Owner
Service Manager	Programme Manager
Transition Manager	Programme Manager

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Project Role	Backup Role
Project Manager	Portfolio Manager
Security officer	Service Manager
Quality Manager	Programme Manager

### 4.3.4 Communication Plan

This section describes the communication domains, the communication formats, the communication means and the Authority levels that are applicable.

Additional security requirements will be detailed in the security plan (see WP 8.4.1, section 6.7.4.1).

#### 4.3.4.1 Communication Formats

Communication formats to be used within the scope of the CUST-DEV2 Program are listed below.

- **Letter** is a document that is signed and registered;
- **Deliverables** listed in the Framework Contract, a Specific Contract, minutes of a meeting in RfA and referenced in the DTM;
- **Proposal** for Specific Contract, On Demand or QTM activities are signed and registered;
- **Minutes of Meeting** are registered and archived without being signed;
- **Technical Note** is registered and archived without being signed;
- **Review Database** is an Author's Position (APO) MS Access Database used between DG TAXUD and its contractors to communicate comments on deliverables. Note that this Database is a TEMPO component in use at DGTAXUD;
- **Electronic mail** is the message body, the addressees, the sender, the date, the enclosed files, etc. of the electronic message;
- **Vocal communication** is unrecorded communication as there is communication by telephone and oral communication during meetings which is not registered in the meeting minutes;
- **Mission Request** is a form used as input in the mission processing;
- **Mission Report** is a form, part of the output of the mission processing.

#### 4.3.4.2 Objectives of the Communication Process

An efficient communication process between CUST-DEV2 and DG TAXUD is a key success factor. Its objectives are:

- diffusion of information;
- facilitation of the decision process;
- knowledge transfer.

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#### **4.3.4.3 Means of Communication**

The means used for communication of information are:

- postal mail;
- courier service;
- electronic mail;
- fax;
- telephone.

#### **4.3.4.4 Communication Domains**

The communication procedure that is applied depends on the type of the information exchanged. Three domains have been identified:

- **Official domain**

All information to be registered and committed either by DG TAXUD's management or by CUST-DEV2's management.

All information dealing with contractual, financial or administrative matters.

- **Technical domain**

Any information related to matters discussed between DG TAXUD and CUST-DEV2 and not dealing with contractual, financial or administrative matters.

- **Informal domain**

This is any information that is not to be traced or registered.

It must be stressed that informal domain information is not under the responsibility of the organisation management that its originator belongs to. No procedure is thus attached to the informal domain.

#### **4.3.4.5 Communication plan with DG TAXUD**

This section describes the communication plan with DG TAXUD. It covers the communication domains, the communication formats, the communication means and the Authority levels that are applicable.

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<b>Communication Domain</b>	<b>Communication Format</b>
<b>Official Domain</b>	<ul style="list-style-type: none"> <li>• Letter (including Acceptance Letter, Request for Offer, Request for Estimate, Request for Action);</li> <li>• Deliverable Document;</li> <li>• Review Database on Deliverables;</li> <li>• Estimate /Proposals;</li> <li>• Electronic mail;</li> <li>• “Contractual” documents: <ul style="list-style-type: none"> <li>o Monthly Progress Reports</li> <li>o Agenda of Bilateral Monthly Meeting</li> <li>o Minutes of Bilateral Monthly Meeting</li> </ul> </li> </ul>
<b>Technical Domain</b>	<ul style="list-style-type: none"> <li>• Technical Note;</li> <li>• Mission Request;</li> <li>• Mission Report;</li> <li>• Electronic mail;</li> <li>• Review Database on deliverables;</li> <li>• Deliverables or ad hoc meetings;</li> <li>• Draft version of Deliverables Documents.</li> </ul>
<b>Informal Domain</b>	<ul style="list-style-type: none"> <li>• Vocal communication;</li> <li>• Electronic mail;</li> <li>• Any document transmitted without a reference.</li> </ul>

Table 4-2: Communication domains and formats

#### **4.3.4.6 Communication plan with other contractors**

Beside DG TAXUD, CUST-DEV2 communicates also with other contractors, i.e. ITSM and QAC:

- Communications between CUST-DEV2 and ITSM are processed through the Service Desk and CUST-DEV2 Dispatching Services;
- Communications between CUST-DEV2 and the QA Contractor are processed through deliverables submission.

#### **4.3.4.7 Communication Procedures**

##### **4.3.4.7.1 Official Domain**

The members of the steering committee can exchange information on steering committee topics.

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Signed letters are sent by e-mail in PDF format.

See section 0, 4.3.4.7.4 and 4.3.4.7.6 for the detailed procedure of all communication formats.

#### **4.3.4.7.2 Technical Domain**

The only actors authorised to communicate information from this domain are, from DG TAXUD:

- Contract Management Team;
- Project Managers;
- Applications Management Teams.

The only actors authorised to communicate information from this domain are, from CUST-DEV2:

- Members of the CUST-DEV2 Management Team;
- CUST-DEV2 Portfolio Managers.

Other contractors can also be involved in technical communication, e.g. QAC and ITSM.

The subject field of all mails exchanged in the Technical Domain must start with "CUST-DEV2:". CUST-DEV2 will utilise the formats as defined in TEMPO.

DG TAXUD has to be in copy of all the communication.

#### **4.3.4.7.3 Electronic mails for the Official Domain**

Electronic mail can be used to submit documents from the Official Domain to DG TAXUD, following the rules described in "Annex 36 - Deliverables Submission Procedure" and in "Annex 37 - R5 Related Deliveries - Email Guidelines".

#### **4.3.4.7.4 Deliveries on physical media**

The deliveries of document deliverables are made by electronic mails according to the rules defined in the previous section. Any deliverable may also be delivered on a physical media (e.g. CD-ROM) or on Content Management systems (e.g. CIRCA) if its size does not allow to submit it by mail. CUST-DEV2 has to provide three copies of the data carrier: two copies for DG TAXUD single point of entry and one copy for the QAC Contractor. If more parties are involved (e.g. DG TAXUD PSU, CO or ITSM Contractor), additional copies have to be provided accordingly. An e-mail from CUST-DEV2 informs DG TAXUD of the delivery.

CD-ROM must always be delivered with a Delivery Note (see "Annex 18 – Delivery Note Template" of this FQP).

These deliveries must be handed over to either:

- the Contract Manager or;

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- the Project Office Coordinator or;
- the Project Assistant.

#### **4.3.4.7.5 Deliveries by means of FTP**

For deliverables of which the size is too big to be sent by email, CUST-DEV2 intends to examine the possibility to deliver these by means of FTP.

#### **4.3.4.7.6 Deliverables file names**

To avoid problems with firewalls deliverables are enclosed in zip files. To help the identification of the deliverable with the contractual agreement (i.e. Specific Contract, OD or QTM), the following file naming convention is used for any file name (except when different file naming has been requested by DG TAXUD):

CUST-DEV2-<CONTRACT>-<ORDER>-<DTM REFERENCE>-<FRIENDLY NAME>-<VERSION NUMBER>-<STATUS>
---

Where

- <CONTRACT>:
  - o “FC” in case the deliverables pertain to the Framework Contract;
  - o “SCnn” in the event that the deliverables pertain to a Specific Contract (e.g. SC01 for Specific Contract 1).
- <ORDER> is in upper case and depends on the ordering mechanism used:
  - o For the ordering directly through the Specific Contract <ORDER> is the two characters “FP”;
  - o For the ordering via the Request for Action ordering mechanism, <ORDER> is the three characters “RFA” followed by the RFA number in three digits (e.g. “RFA755”).
  - o For the ordering via the Quoted Time and Means ordering mechanism, <ORDER> is the three characters “QTM” followed by the QTM number of the QTM Action in three digits (e.g. “QTM010”).
- <DTM REFERENCE> is the reference in the DTM (e.g. “DLV-0.1-1”).
- <FRIENDLY NAME> is a free text used to ease immediate identification of the deliverable.
- <VERSION NUMBER> indicates the version status of the deliverable and its format differs in case the deliverable is a Document or a System/Application:
  - o For document deliverables, the version number format is “vX.YZ-LL” where:
    - “v” is not variable and means “version”;
    - “X” denotes the major issue number;
    - “Y” denotes the minor issue number;
    - “Z” denotes a draft number or 0 for issued documents;



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- “LL” denotes the document language.
- o For System/Application deliverables, the version number is “vXX.YY.ZZ” where:
  - “v” is not variable and means “version”;
  - “XX” denotes a major release;
  - “YY” denotes minor release (service pack);
  - “ZZ” denotes a patch.
- <STATUS> is the status as defined in TEMPO: Deliverables Acceptance Guide [RD20] (SfI, SfR or SfA).

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## **5. Control of the Framework Quality Plan**

### **5.1 Order of Precedence**

This section describes the order of precedence of FQP with other documents like PQP(s) and Framework Contract.

The order of precedence of Quality Plans and Contracts inside the Framework Contract [removed] is defined as such (from the most important document to the least important one):

1. Framework Contract [removed] ([AD3]);
2. Specific Contracts under the Framework Contract [removed];
3. The Specific Contracts Contract Quality Plan;
4. This Framework Quality Plan for the information which is not defined in the Contract Quality Plan;
5. The CUSTOMS-PQP [RD1] for the information which is not defined in the Contract Quality Plan and Framework Quality Plan;
6. TEMPO for the information that is not defined in the aforementioned documents.

### **5.2 Preparation**

The FQP is created by CUST-DEV2 and is based on TEMPO.

### **5.3 Acceptance**

The CUST-DEV2 Project Manager will submit the FQP for internal review to the Project Management Team. After internal approval, the FQP is submitted for Information, Review and Acceptance to DG TAXUD and will follow the review cycle as described in the Framework Contract [AD3] and TEMPO [RD20].

### **5.4 Maintenance of the FQP**

The maintenance of the FQP is an activity defined in Framework Contract [removed] under Work Package 0.1.

Any modification proposed to the present document (once accepted) will be subject to the change management procedure as defined in section 8.5 Change Management.

Once the action request for changes to the FQP is officially approved and ordered by DG TAXUD, the activity is performed by CUST-DEV2.

### **5.5 Follow - up activities**

The quality control procedures, including quality reviews and acceptance, as defined in section 7, are applicable to this document.

### **5.6 Lack of adherence to the FQP**

When a lack of adherence to the FQP is detected, it is registered in the internal Quality Assurance Records by CUST-DEV2 Project Manager together with the assessed impacts and the proposed corrective actions. Those records are presented and discussed with DG TAXUD during the BMM (Bilateral Monthly Meeting).

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## 6. Activities and Procedures

This section describes the procedures to be used for every Work Package.

### 6.1 The Work Breakdown Structure

This section describes the breakdown structure covered by the FC.

WP.0	Project Management
WP.0.1	Produce and Maintain the FQP
WP.0.3	Produce and Maintain the CQP
WP.0.4	Produce Proposals for Specific Contracts and Requests for Action
WP.0.5	(SA), Internal Audit (IA), Team Organization and Management Internal activities: Quality Assurance (QA), Quality Control (QC), Risk Management(RM), Self-Assessment
WP.0.6	Interaction and Coordination with the Commission
WP.0.7	Reporting
WP.0.8	Planning
WP.0.9	Co-operate with the Commission during Quality, Process and Security Audits
WP.0.10	Delivery of Artefacts
WP.0.11	Manage Procurement of Necessary Products and Services
WP.2	Take-Over
WP.2.0	Define the Detailed Take-over Plan
WP.2.1	Take-Over of Activities
WP.6	Specifications
WP.6.1	Feasibility Study
WP.6.2	Business & System Modelling
WP.6.3	Requirements
WP.6.4	Functional Specifications
WP.6.5	Design
WP.6.6	System Scope Management
WP.6.8	Evolutionary Maintenance of the Specifications
WP.6.9	Corrective Maintenance of the Specifications
WP.7	Build and Test
WP.7.1	Develop and Document Programmes or Software Components

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WP.7.2	Produce Supporting Manuals
WP.7.3	Produce Test Specifications
WP.7.4	Perform Tests
WP.7.5	Release Assembling and Packaging
WP.7.8	Evolutionary Maintenance of the Build and Test Software Documents
WP.7.9	Corrective Maintenance of the Build and Test Software Documents
WP.8	Service Management
WP.8.1	Service Desk
WP.8.3	The Business Perspective
WP.8.4	Application Management
WP.8.5	Security Management
WP.8.6	ICT Infrastructure Management
WP.8.8	Support Outside Business Hours
WP.10	Deliverables and Services on Request in the scope of the Framework Contract

## 6.2 Work Package 0: Project Management

### 6.2.1 Work Package 0.1: Produce & Maintain the FQP

Id	WP.0.1
Activities	<p>To produce, deliver and maintain the Framework Quality Plan (FQP), ensuring that activities described in this technical annex comply with the Programme Quality Plan (PQP) of the Customs programme.</p> <p>The FQP will contain among other topics:</p> <ul style="list-style-type: none"> <li>• a Work Breakdown Structure (WBS) of the activities (see section 6.1);</li> <li>• the structure of the overall Monthly Progress Report (MPR) and the Monthly Service Report (MSR); see Annex 8 – “Structure of the MPR” and Annex 9 – “Structure of the MSR” of this FQP;</li> <li>• a description of a Deliverable Tracking Matrix (DTM), see Annex 10 – “Deliverable Tracking Matrix” of this FQP;</li> <li>• a description of the planning schedule in Gantt presentation, see Annex 11 – “Planning Schedule” of this FQP;</li> <li>• the overall CUST-DEV2 process model (application management (see section 6.7.3 of this FQP), incident management (see section 6.7.1.2 of this FQP), problem</li> </ul>

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	<p>management (see section 6.7.1.3 of this FQP), change management (see section 6.7.1.5 of this FQP), configuration management (see section 6.7.1.4 of this FQP), release management (see section 6.7.1.6 of this FQP).), the internal processes in application for the contract (see section 6.2.4 of this FQP), including team organisation and composition, Quality Assurance and Control procedures and the escalation process and rules;</p> <ul style="list-style-type: none"> <li>• the “interaction model” between Commission and contractor (see section 8.1.1.4 of this FQP and section 3.2 of the Technical Annex of the Framework Contract [AD3] for information on the interaction model);</li> <li>• the Continuous Service Improvement Programme (CSIP) (see Annex 15 of this FQP);</li> <li>• the generic Operational Level Agreement (OLA) which defines service quality requirements, quality of services, quality targets, objective metrics to measure performance achieved and monitoring means for all services to be provided during the course of the framework contract. It includes the generic definition of the SQI which will be commonly re-used across all specific contracts (SC's). It can refer to the SLAs of DG TAXUD towards its customers, OLAs between the Commission and its partners and ToC between the NAs and the Commission. The specific OLA applicable to each of the specific contracts shall be part of the Contract Quality Plan (CQP) produced under WP.0.3 in section 6.2.2 of this FQP;</li> <li>• business continuity (section 9.4 of this FQP), disaster recovery plan (section 6.7.5.2 of this FQP);</li> <li>• security policy and associated controls (section 9.2 of this FQP).</li> </ul> <p>The FQP will need revisions, reflecting the evolution of the programme, quality procedures, CSIP and OLA.</p> <p>The FQP and OLA template is available from TEMPO.</p>
Results	Deliverable(s)
	<p>DLV-0.1-1: FQP, including generic OLA and the Continuous Service Improvement Programme (CSIP)</p> <p>DLV-0.1-2: Evolutive Version of the FQP</p>
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a [removed] including the budget for the Work Package;</li> </ul>

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	<ul style="list-style-type: none"> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	Standard workstation configuration, including Microsoft Office and Microsoft Project.
Verification	<ul style="list-style-type: none"> <li>• Review by CUST-DEV2 project management;</li> <li>• Submission for Information to DG TAXUD;</li> <li>• Review and Acceptance by DG TAXUD according to the appropriate procedures described in section 8.4 Review and Acceptance Procedure;</li> <li>• Reporting in the Monthly Progress Report.</li> </ul>
Procedure	<p>See section 5 Control of the Framework Quality Plan</p> <ul style="list-style-type: none"> <li>• Preparation by the CUST-DEV2 QA Manager and Project Management using TEMPO;</li> <li>• Both DG TAXUD and CUST-DEV2 may launch a change request procedure to ask for a modification of the document. Once approved and ordered by DG TAXUD, CUST-DEV2 performs the activity.</li> </ul> <p>The internal reviews of CUST-DEV2 will include correctness of the FQP.</p>

### 6.2.2 Work Package 0.3: Produce & Maintain the CQP

<b>Id</b>	<b>WP.0.3</b>
Activities	<p>CUST-DEV2 has to produce, deliver and maintain the Contract Quality Plan (CQP) for each specific contract (SC) issued under the framework contract which defines the specifics applicable for the SC. The CQP must be compliant with the FQP produced as described under WP.0.1.</p> <p>The CQP will contain, among other topics of relevance for the SC to which the CQP relates:</p> <ul style="list-style-type: none"> <li>• the detailed Work Breakdown Structure (WBS) of the activities;</li> <li>• the structure of Monthly Progress Report (MPR) applicable to the specific contract and the Monthly Service Report (MSR) related to the specific contract, if applicable;</li> <li>• the contractual OLA which defines specific service quality requirements, specific quality of services, specific quality targets, objective metrics to measure performance achieved and monitoring means for all services to be provided during the course of the specific contract (see section 2.5 of the technical annex of the Framework Contract [AD3] for more information on the OLA);</li> </ul>

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	<ul style="list-style-type: none"> <li>any deviation/addition to the PQP and/or the FQP.</li> </ul> <p>The CQP will need revisions, reflecting the evolution of the programme, quality procedures, and contractual OLA.</p> <p>The CQP and OLA templates are available from TEMPO.</p>
Results	Deliverable(s)
	DLV-0.3-1: CQP, including a specific OLA DLV-0.3-2: Evolutive Version of CQP
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>Signature of Framework Contract [removed];</li> <li>Signature of a Specific Contract including the budget for the Work Package;</li> <li>Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	Standard workstation configuration, including Microsoft Office and Microsoft Project.
Verification	<ul style="list-style-type: none"> <li>Review and Acceptance by DG TAXUD according to the appropriate procedures described in section 8.4 Review and Acceptance Procedure;</li> <li>Reporting in the Monthly Progress Report.</li> </ul>
Procedure	<ul style="list-style-type: none"> <li>Preparation by the CUST-DEV2 QA Manager and Project Management using TEMPO;</li> <li>Both DG TAXUD and CUST-DEV2 may launch a change request procedure to ask for a modification of the document. Once approved and ordered by DG TAXUD, CUST-DEV2 performs the activity;</li> <li>The internal reviews of CUST-DEV2 will include correctness of the CQP.</li> </ul>

### 6.2.3 Work Package 0.4: Produce Proposals for Specific Contracts (SC) and Requests for Action (RfA)

<b>Id</b>	<b>WP.0.4</b>
Activities	<p>In the context of demand management, CUST-DEV2 has to produce proposals on request from the Commission for specific contracts (SC) and for Requests for Action (RfA) to provide services and deliverables in the context of this FC. The Commission will request proposals for SCs via the Request for Offer (RFO) form, and proposals for triggers and RFAs via the Evaluation Request (ER) and Request for Estimation (RfE) forms respectively. If applicable, the amount of effort proposed to perform the work covered by SC/RfA will be justified by</p>

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	<p>using the COSMIC FFP Function Point Analysis methodology on the description of the productivity rate specified in the financial sheet. The measurement will be expressed in Cfsu units and will be documented in a report annexed to the proposal/offer submitted by the CUST-DEV2 contractor in response to ER, RfO or RfE. The quotes must be expressed in quantities of service units, and associated unit prices, with reference to the specific contract and its related budget provisions. The quality of the SC &amp; RfA proposal process will be monitored by means of the time required to receive an acceptable offer/estimate.</p> <p>Each proposal/offer will go through an internal review cycle (T1/T2/T3) which will be defined by DG TAXUD in the RfO, ER or RfE. The timely reception of an accepted proposal/offer will be measured by a Specific Quality Indicator (SQI09 in particular). This SQI value will contribute to the calculation of the Global Quality Indicator (GQI) value applied on the level of the RFA (refer to section 1.3.3 of the technical annex of the Framework Contract [AD3] for more information on the definition of SQIs).</p> <p>The templates used for the RfE and RFA are the ones defined in TEMPO.</p>
Results	Deliverable(s)
	DLV-0.4-1: SC offer in response to RfO DLV-0.4-2: Proposal/Offer in response to ER or in response to RfE
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Reception from DG TAXUD of an RfO for SC, RfE or ER for RfA.</li> </ul>
Hardware & Software	Standard workstation configuration, including Microsoft Office and Microsoft Project.
Verification	<ul style="list-style-type: none"> <li>• Submission of an offer for SC or RfE for a QTM;</li> <li>• Review by DG TAXUD according to the procedure below;</li> <li>• Relevant reporting in the MPR.</li> </ul>
Procedure	See annex 30 of the FQP, Request for Estimate Process.



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## 6.2.4 Work Package 0.5: Internal activities: Quality Assurance (QA), Quality Control (QC), Risk Management (RM), Self Assessment (SA), Internal Auditing (IA), Team Organisation and Management

### 6.2.4.1 Work Package 0.5.1: Internal QA: Promote Compliance

<b>Id</b>	<b>WP.0.5.1</b>
Activities	<p>Quality inspections will be performed by CUST-DEV2's Quality Assurance Team. The main goal is to define the controls to reach a certain degree of confidence on the required quality.</p> <p>CUST-DEV2 is requested to maintain a list of internal quality assurance meetings and minutes of those internal meetings, to be kept available on site in case of audit by the Commission (see WP.0.9).</p>
Results	Deliverable(s)
	DLV-0.5.1-2: Quality records (minutes of internal meetings , filed in contractor's premises) See Annex 21 – "Meeting Minutes Template"
	Service(s)
	SE-0.5.1-1: Internal QA
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package.</li> </ul>
Hardware & Software	Standard workstation configuration, including Microsoft Office and Microsoft Project.
Verification	<ul style="list-style-type: none"> <li>• Availability of internal QA records for verification and audit;</li> <li>• Relevant reporting in the MPR.</li> </ul>
Procedure	See section 7: Quality Management and Annex 15 – "Quality Management" of this FQP.

### 6.2.4.2 Work Package 0.5.2: Internal QC

<b>Id</b>	<b>WP.0.5.2</b>
Activities	<p>To ensure internal quality review of ALL deliverables, including translations, prior to delivery to the Commission, ensuring that all quality criteria are complied with consistently across all deliverables.</p> <p>Quality Inspections will be performed by the Internal Quality Control Staff. The main goal is to check the compliance of the</p>

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	<p>activities and deliverables with the Quality Objectives and with the Contract Standards and Procedures.</p> <p>Furthermore, this Work Package covers the effort required to complete the review cycle of a deliverable:</p> <p>provide the author's position on technical and quality review comments, given by the Commission and/or any other party involved in the project, on deliverables submitted for review to the Commission,</p> <p>participate in the review meeting(s) to clarify the author's position on review comments and reach agreement on implementation of the review comments (either in the Commission's premises or by conference call), and implement the review meeting decisions in the relevant deliverable.</p> <p>CUST-DEV2 is requested to keep all the internal quality inspections on site in case of audit by the Commission (see WP.0.9).</p>
Results	Deliverable(s)
	<p>DLV-0.5.2-2: Author's position on technical and quality review comments, given by the Commission and/or any other party involved in the project, on deliverables submitted for review to the Commission.</p> <p>DLV-0.5.2-3: Participation in the review meeting(s) to clarify the author's position on review comments and reach agreement on implementation of the review comments (either in the Commission's premises or by conference call).</p>
	Service(s)
	SE-0.5.2-1: Internal QC
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package.</li> </ul>
Hardware & Software	Standard workstation configuration, including Microsoft Office and Microsoft Project.
Verification	<ul style="list-style-type: none"> <li>• Availability of internal QC records for verification and audit;</li> <li>• Relevant reporting in the MPR.</li> </ul>
Procedure	See section 7: Quality Management and Annex 15 – “Quality Management” of this FQP.

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#### 6.2.4.3 Work Package 0.5.3: Risk Management

<b>Id</b>	<b>WP.0.5.3</b>
Activities	CUST-DEV2 has to perform the Risk Management for the OLA and report on this to the Commission via the Monthly Progress Report (MPR), including risk analysis & mitigation. CUST-DEV2 must keep its internal risk analysis records available on request of the Commission.
Results	Deliverable(s)
	DLV-0.5.3-2: Risk analysis records (filed in contractor's premises)
	Service(s)
	SE-0.5.3-1: Risk Management
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package.</li> </ul>
Hardware & Software	Standard workstation configuration, including Microsoft Office and Microsoft Project.
Verification	<ul style="list-style-type: none"> <li>• Availability of internal Risk Analysis records for verification and audit;</li> <li>• Relevant reporting in the MPR.</li> </ul>
Procedure	See section 10: Risks and Annex 15 – “Quality Management” of this FQP.

#### 6.2.4.4 Work Package 0.5.4: Self Assessment and Internal Audit: Control Compliance

<b>Id</b>	<b>WP.0.5.4</b>
Activities	<p>CUST-DEV2 has to perform self assessment and internal audits periodically, as a minimum twice a year, for all service processes of the contract, report outcome/findings to the Commission and introduce the necessary improvements in line with the proposed Continuous Service Improvement Programme (CSIP) (see section 4.5 of Annex 15 of this FQP) and /or corrective actions.</p> <p>CUST-DEV2 must follow up the implementation of the actions agreed with the Commission and/or those resulting from the quality audit process.</p> <p>The self assessment and internal audit activities must ensure that</p> <ul style="list-style-type: none"> <li>• the Technical Annex, FQP, CQP and OLA are adhered to</li> </ul>

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	<p>and implemented consistently across all activities;</p> <ul style="list-style-type: none"> <li>any corrective measures are taken in case of deviation.</li> </ul> <p>Self assessment will be conducted by CUST-DEV2's staff responsible for delivering the activities.</p> <p>Internal audits will be performed by CUST-DEV2's Independent QA Supervisor, external to the team, and by the Quality Assurance Manager to ensure independence and objectivity.</p> <p>CUST-DEV2 is requested to keep all self assessment and internal audit reports available on site in case of audit (see WP.0.9).</p>
Results	Deliverable(s)
	<p>DLV-0.5.4-1: Self Assessment Reports</p> <p>DLV-0.5.4-2: Internal Audit Reports</p> <p>Template will be created the first time the document has to be delivered and will be included in future versions of the FQP.</p>
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>Signature of Framework Contract [removed];</li> <li>Signature of a Specific Contract including the budget for the Work Package.</li> </ul>
Hardware & Software	Standard workstation configuration, including Microsoft Office and Microsoft Project.
Verification	<ul style="list-style-type: none"> <li>Availability of internal Self Assessment and Audit records for verification and audit;</li> <li>Relevant reporting in the MPR.</li> </ul>
Procedure	See section 7: Quality Management and Annex 15 – “Quality Management” of this FQP.

#### 6.2.4.5 Work Package 0.5.5: Internal Team Organisation and Management

<b>Id</b>	<b>WP.0.5.5</b>
Activities	<p>CUST-DEV2 must take all necessary steps so that the internal team needed to provide all required services is organised in such a way that,</p> <ul style="list-style-type: none"> <li>it functions as one team internally;</li> <li>layers are created from an hierarchical viewpoint in function of the size of the overall team and the different activities in order to create a correct balance of concentration and distribution of the acquired knowledge. This means that the overall knowledge must be shared, on the one hand, by several persons responsible for sub-domains of the project in order to reduce the risk of dependency on particular staff</li> </ul>

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	<p>members but, on the other hand, not too fragmented amongst too many staff members so that the overall picture is lost;</p> <ul style="list-style-type: none"> <li>• uniformity in terms of methodology and technical implementation is guaranteed.</li> </ul>
Results	Deliverable(s)
	N/A
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package.</li> </ul>
Hardware & Software	Standard workstation configuration, including Microsoft Office and Microsoft Project.
Verification	<ul style="list-style-type: none"> <li>• Availability of internal team organisation documents;</li> <li>• Availability of a knowledge base / document repository;</li> <li>• Relevant reporting in the MPR.</li> </ul>
Procedure	See section 4.3.2: CUST-DEV2 Contractor Project Team

### 6.2.5 Work Package 0.6: Interaction and Co-ordination with the Commission

<b>Id</b>	<b>WP.0.6</b>
Activities	<p>CUST-DEV2 must put into place an organisational structure that matches the one set up by the Commission, and specify and put into place an “interaction model” as specified in section 8.1.1.4 of this FQP. CUST-DEV2 must nominate a number of Single Points of Contact (SPOCs) for coordinating effort and activities with the SPOCs nominated by the Commission.</p> <p>CUST-DEV2 has to co-ordinate efforts with the Commission on a monthly and on an ad hoc basis. Also, CUST-DEV2 must prepare, hold and minute monthly and ad hoc meetings with the Commission in the Commission premises.</p> <p>The availability of CUST-DEV2 for this co-ordination must be as follows:</p> <ul style="list-style-type: none"> <li>• bilateral monthly meetings (BMM) are planned in advance;</li> <li>• Steering Committee meetings, typically on a quarterly basis, chaired by the Commission and focusing on the strategic aspects of the contract and risk management;</li> <li>• Ad hoc meetings, called on request, at a mutually agreed</li> </ul>

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	<p>date and time.</p> <p>CUST-DEV2 will produce the agenda and the minutes of the meetings. In case of conflict between the minutes and the contractual documents, the latter take precedence.</p> <p>In addition, CUST-DEV2 must take the necessary management steps to ensure that the actions that he has committed to undertake are performed according to expectations.</p>
Results	Deliverable(s)
	DLV-0.6-3: Agenda of Bilateral Monthly Meeting DLV-0.6-4: Minutes of the Bilateral Monthly Meeting bundled with MPR DLV-0.6-5: Minutes of the steering committee and ad hoc meetings See Annex 25 – “Meeting Agenda Template” for DLV-0.6-3 See Annex 21 – “Meeting Minutes Template” for DLV-0.6-4/5
	Service(s)
	SE-0.6-1: Attendance at monthly meetings (BMM) SE-0.6-2: Attendance at Ad hoc meetings SE-0.6-6: Attendance at the Steering Committee meetings
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package.</li> </ul>
Hardware & Software	Standard workstation configuration, including Microsoft Office and Microsoft Project.
Verification	<ul style="list-style-type: none"> <li>• Availability of deliverables;</li> <li>• Relevant reporting in the MPR.</li> </ul>
Procedure	See section 8.1: Co-ordination

### 6.2.6 Work Package 0.7: Reporting

<b>Id</b>	<b>WP.0.7</b>
Activities	<p>CUST-DEV2 has to report to the Commission on a monthly basis via the Monthly Progress Report (MPR).</p> <p>The MPR to the Commission details the contractual situation, the activities, status of deliverables, resource allocation, plans. If applicable, the inventory of hardware and software (including end of maintenance date) will be added in an appendix to every MPR. Furthermore, the monthly progress report will include the Monthly Service Report (MSR). In cases where more than one SC run in parallel, CUST-DEV2 may be requested to provide a bundle of MPRs, that is, one per SC.</p>

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	<p>The FQP or CQP will define the structure of the Monthly Progress Report, as well as the content of the overall monthly progress report based on the indicative model given in section 3.12 of the technical annex of the Framework Contract [AD3].</p> <p>In case of conflict between the MPR and the BMM minutes (even when accepted by the Commission) on the one hand and the contractual documents (FC, SC and RfA), on the other hand, the latter will always take precedence.</p> <p>CUST-DEV2 has also to report to Commission on a weekly basis on the ordered and used quantities of the on-going Specific Contracts.</p>
Results	Deliverable(s)
	DLV-0.7-1: Monthly Progress Reports, which includes Monthly Service Reports.
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package.</li> </ul>
Hardware & Software	Standard workstation configuration, including Microsoft Office and Microsoft Project.
Verification	<ul style="list-style-type: none"> <li>• MPR package sent to DG TAXUD, including BMM meeting minutes.</li> </ul>
Procedure	See section 8.8: Reporting, annex Annex 8 Structure of the MPR and Annex 9 Structure of the MSR

### 6.2.7 Work Package 0.8: Planning

<b>Id</b>	<b>WP.0.8</b>
Activities	<p>CUST-DEV2 is responsible for maintaining the planning schedules for ordered and/or forecasted activities in the scope of the contract. The planning schedules will be maintained, on the one hand, with the support of a project management tool compatible with that used at the Commission (currently MS Project) and, on the other hand, with the support of a Deliverables Tracking Matrix (DTM) tool as described in the FQP and CQP.</p> <p>The planning schedules will be annexed to the MPR and the DTM will be delivered on a weekly basis.</p>
Results	Deliverable(s)
	DLV-0.8-1: Monthly update of the planning of contractors' activities, services and deliverables.
Environmental Activities	Availability of Office infrastructure and facilities.

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Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package.</li> </ul>
Hardware & Software	Standard workstation configuration, including Microsoft Office and Microsoft Project.
Verification	<ul style="list-style-type: none"> <li>• Relevant reporting in the MPR.</li> </ul>
Procedure	CUST-DEV2 creates a planning schedule in MS Project, and follows up using the Deliverables Tracking Matrix. See section 8.8: Reporting, Annex 8 Structure of the MPR and Annex 9 Structure of the MSR

### 6.2.8 Work Package 0.9: Co-operation with the Commission during Quality, Process and Security Audits

<b>Id</b>	<b>WP.0.9</b>
Activities	<p>The Commission or a party nominated by the Commission will request on average one audit per year in CUST-DEV2's premises. The number and timing of these audits are determined by the Commission.</p> <p>CUST-DEV2 has to collaborate with and support the audit team during its entire mission.</p> <p>After the audit report is released, CUST-DEV2 will issue its position regarding the points raised in the audit report. These will be discussed between the Commission and CUST-DEV2. Follow-up of the decisions, agreed between both parties, will be implemented via 'ad hoc' meetings, or if necessary, by conducting another verification audit in Accenture's premises.</p> <p>Note that audit reports are kept confidential.</p>
Results	Deliverable(s)
	DLV-0.9-2: Position of the audited contractor on the audit report DLV-0.9-3: Management of the implementation of actions agreed by CUST-DEV2 at the outcome of the audit. See Author's Position Access DataBases for DLV-0.9-2
	Service(s)
	SE-0.9-1: Co-operate with the Commission (and any third party nominated by it) during quality, process and security audit
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the</li> </ul>



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	Work Package.
Hardware & Software	Standard workstation configuration, including Microsoft Office and Microsoft Project.
Verification	<ul style="list-style-type: none"> <li>• Submission of an offer for SC, RfA or QTM;</li> <li>• Review by DG TAXUD according to the procedure below;</li> <li>• Relevant reporting in the MPR.</li> </ul>
Procedure	See section 10: Quality Management and Annex 15 – “Quality Management” of this FQP.

### 6.2.9 Work Package 0.10: Delivery of Artefacts

<b>Id</b>	<b>WP.0.10</b>
Activities	Apart from the scheduled delivery of artefacts, CUST-DEV2 has to re-deliver to DG TAXUD, at the end of each quarter, all artefacts from the past quarter to an electronic repository of the Commission in general infrastructure (CIRCA for example). However, the Commission may request CUST-DEV2 to re-deliver artefacts on a DVD-ROM, if necessary.
Results	Deliverable(s)
	DLV-0.10-1: Re-delivery of all artifacts from the past quarter to an electronic repository of the Commission (Commission may also request re-delivery on DVD-ROM, if necessary)
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package.</li> </ul>
Hardware & Software	Standard workstation configuration, including Microsoft Office and Microsoft Project.
Verification	<ul style="list-style-type: none"> <li>• Relevant reporting in the MPR.</li> </ul>
Procedure	At the end of each quarter, CUST-DEV2 assembles and transfers the artefacts created in the last quarter to DG TAXUD. The carrier for this data will be determined in collaboration with DG TAXUD.

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## 6.2.10 Work Package 0.11: Manage Procurement of Necessary Products and Services

<b>Id</b>	<b>WP.0.11</b>
Activities	<p>This work package covers the following activities:</p> <ul style="list-style-type: none"> <li>• Management of the administrative process of procurement and maintenance of the necessary products and services (mainly IT infrastructure and telecom services);</li> <li>• Maintenance of a detailed inventory of all hardware and software material under contract, with contractual maintenance and insurance status specified.</li> </ul> <p>The detailed inventory and procurement schedule will be annexed to the MPR (see WP.0.7).</p>
Results	Deliverable(s)
	<p>DLV-0.11-2: Detailed inventory of all hardware and software material under contract, with contractual maintenance and insurance status specified</p> <p>DLV-0.11-3: Schedule with the planned needs and procurement progress in terms of hardware, software and services</p> <p>For DLV-0.11-2, see Annex 28 “HW_SW_Procurement”</p> <p>For DLV-0.11-3, template will be created the first time the document has to be delivered</p>
	Service(s)
	SE-0.11-1: Manage procurement of necessary products and services
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package (including the infrastructure);</li> <li>• Availability of the updated infrastructure price list;</li> <li>• Availability of the list of suppliers used by CUST-DEV2.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration, including Microsoft Office and Microsoft Project;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Updated supplier list;</li> <li>• Updated price list;</li> <li>• Copy of purchase orders;</li> <li>• FAT report at the end of the infrastructure setup and testing.</li> </ul>
Procedure	CUST-DEV2 keeps activities, deliverables, the supplier and price list up to date, write the FAT report at the end of the

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	<p>infrastructure setup and testing and keeps DG TAXUD informed of the changes to these lists.</p> <p>The procurement procedure is detailed in annex 28 of the FQP.</p>

### 6.3 Work Package 2: Take Over

CUST-DEV2 will take over all activities specified under WP 2.1 from the Commission or a party nominated by the Commission.

The take-over has to be synchronised with the ending of the services of the incumbent contractor.

The key objectives of the take-over are to:

- establish communication channels working efficiently between CUST-DEV2's team and the Commission teams for all involved systems and applications;
- ensure that proper coordination and collaboration are put into place with the other involved stakeholders (e.g. other contractors, other Commission internal services ...). If needed, meetings will be organised to meet the key actors of other entities and to confirm the coordination processes;
- formalise the transfer of responsibility from the previous contractor/organisation to the new contractor and define a clear reference baseline on the status of the specifications, software and related documentation;
- be ready to deliver all required services.

CUST-DEV2 will take over

- all systems and applications;
- all items of the documentation baseline delivered as an annex to the Terms of Reference.

CUST-DEV2 will have the responsibility to

- produce and deliver the detailed take-over plan in line with the situation in which the systems and applications will be at that time;
- assess and acquire the knowledge of specifications, software and related documentation for all involved systems and applications;
- proceed to the take-over according to the agreed plan.

The take-over activities should contribute to optimising the definition of the quality framework of the contract.

The take-over must not affect the quality of service delivered, regardless of the situation in which the system or application will be at the time. CUST-DEV2 is responsible for taking all the steps required to achieve a rapid induction and a seamless take-over of the activities in order to meet the planning requirements of the Commission.

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### 6.3.1 Work Package 2.0: Define the Detailed Take-Over Plan

<b>Id</b>	<b>WP.2.0</b>
Activities	<p>In accordance with its offer, CUST-DEV2 will have to propose the detailed take-over plan which will be precise in terms of resources, schedule, deliverables and acceptance.</p> <p>The take-over plan has to be based on the following assumptions.</p> <ul style="list-style-type: none"> <li>• The current contractor will supply the required services until the end of their contract, using the Packages existing infrastructure. This implies that the new contractor will have to set up a parallel infrastructure and perform on that infrastructure the take-over activities for the specifications and software of all customs systems and applications. The time needed to acquire this infrastructure and to make it operational is a key element for the first phase of the take-over;</li> <li>• The take-over activities have to be planned in phases allowing a piece-by-piece hand-over / take-over in order to reduce the risk of interruptions;</li> <li>• Once all specifications and application software have been taken over, the existing infrastructure has to be handed over to the new contractor and integrated into the new infrastructure.</li> </ul> <p>The take-over plan should guarantee the smooth transition of all operations without any discontinuity of services.</p> <p>The take-over will be planned according to the end-date of the existing contract.</p>
Results	<p>Deliverable(s)</p> <p>DLV-2.0-1: Define the Detailed Take-Over Plan</p>
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD;</li> <li>• Kick off meeting organised by DG TAXUD with the incumbent and CUST-DEV2;</li> <li>• Availability of the resources in charge of the hand-over to provide information required to produce the take-over plans.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration, including Microsoft Office and Microsoft Project;</li> </ul>

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	<ul style="list-style-type: none"> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review of the Take Over by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	<ul style="list-style-type: none"> <li>• CUST-DEV2 developed a detailed take-over plan in collaboration with DG TAXUD. The plan has been created in MS Project <ul style="list-style-type: none"> <li>○ Preparation by the CUST-DEV2 Transition Manager and Project Management;</li> <li>○ The internal reviews of CUST-DEV2 include correctness of the FQP.</li> </ul> </li> <li>• CUST-DEV2 has submitted to DG TAXUD the Take Over Plan for review <ul style="list-style-type: none"> <li>○ Comments were submitted by DG TAXUD;</li> <li>○ Comments were implemented by CUST-DEV2.</li> </ul> </li> <li>• CUST-DEV2 has submitted to DG TAXUD the Take Over Plan for acceptance</li> </ul>

### 6.3.2 Work Package 2.1: Take-Over of activities

<b>Id</b>	<b>WP.2.1</b>
Activities	This work package consists in taking over all the activities related to customs systems and applications, either in production or in development.
Results	Deliverable(s)
	DLV-2.1-2: Take over FAT report
	Service(s)
	SE-2.1-1: Take over activities
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD;</li> <li>• Availability of the resources in charge of the hand-over to provide information required to produce the take-over plans;</li> <li>• Approval and support of all involved parties.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• IT Infrastructure;</li> </ul>

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Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	The take-over of activities is described in detail in the Detailed Take-Over Plan (Annex 33 Take Over Plan).

## 6.4 Work Package 5: Hand Over

The Commission may request CUST-DEV2 to take specific steps to hand over part or whole of its activities to the Commission, or to a third party, at the end of CUST-DEV2's framework contract, or earlier on request from the Commission. CUST-DEV2 will be responsible for the physical move of the IT infrastructure to the new contractor, or to a third party nominated by the Commission.

### 6.4.1 Work Package 5.1: Define the Detailed Hand-Over Plan

<b>Id</b>	<b>WP.5.1</b>
Activities	CUST-DEV2 has to prepare the plan for Hand Over.
Results	Deliverable(s)
	DLV-5.1-1: Detailed Hand Over Plan
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD;</li> <li>• Availability of the resources in charge of the takeover;</li> <li>• Approval and support of all involved parties.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• IT Infrastructure</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	The hand-over activities will be defined in the Hand-Over Plan.

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## 6.4.2 Work Package 5.2: Hand Over of all Documentation, Source Code, Infrastructure

<b>Id</b>	<b>WP.5.2</b>
Activities	Hand-over of all documentation, source code, infrastructure procured under the contract, to the Commission (or a party nominated by it.)
Results	Deliverable(s)
	DLV-5.2-2: Hand Over Report
	Service(s)
	SE-5.2-1: Hand Over
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD;</li> <li>• Availability of the resources in charge of the takeover;</li> <li>• Approval and support of all involved parties.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR</li> </ul>
Procedure	The hand-over activities will be defined in the Hand-Over Plan.

## 6.4.3 Work Package 5.3: Training & Support

<b>Id</b>	<b>WP.5.3</b>
Activities	<p>Training and support to a third party.</p> <p>Support includes support to the “shadowing” of CUST-DEV2’s activities by the third party, on request and for the duration of the applicable phase.</p> <p>Training sessions are to be accounted via WP.8.</p>
Results	Service(s)
	SE-5.3-1: Support for the hand over process
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the</li> </ul>

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	Work Package; <ul style="list-style-type: none"> <li>• Formal order of the Work Package by DG TAXUD;</li> <li>• Availability of the resources that will receive the training.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	The hand-over activities will be defined in the Hand-Over Plan.

## 6.5 Work Package 6: Specifications

This work package covers the activities undertaken to produce and maintain the specifications for the trans-European systems (T€S) and Centrally Developed Applications (CDA).

A trans-European system requires the existence of specifications which will guarantee that different system components interact in the correct way and will act as one system.

A Centrally Developed Application can be:

- one of these system components which is specified and developed by the Commission;
- the implementation of a stand-alone application;
- the implementation of architecture at the Commission level which provides the guidelines for several applications.

The work package covers in general terms (see TEMPO: Classic Development Lifecycle [RD13] and TEMPO: Application Management – Reference Manual [RD28]. This last annex, TEMPO: Application Management – Reference Manual, will be furthermore detailed with the first specification):

- the production of Feasibility Studies;
- the production of Business & System Process Models;
- the production of system and application requirements;
- the production of system and application functional specifications;
- the production of system and application design specifications;
- the maintenance of the specifications.

Training/workshops required in support of production of specifications will be accounted under WP.8.

The production and maintenance of specifications can be supported by a specification quality system and a dedicated specification infrastructure (e.g. BPM suite).

The specifications must be placed under strict Configuration Management in order to support their iterative, incremental production and their further maintenance (see section 6.7.1.4 of this FQP).



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Maintenance can be of the following nature:

- Evolutive maintenance will always be triggered on request by the Commission;
- Corrective maintenance is triggered by incidents resulting in error recording and subsequent correction. The incident can be initiated by the service desk (managed by the IT Service Management contract) or the Central Project Team. CUST-DEV2 is encouraged within this task to apply preventive maintenance in order to limit the possibility of further errors.

All new specifications are produced and maintained in EN. Some of them might need to be translated into DE and FR.

All meetings held by CUST-DEV2 with the Commission for the purpose of delivering WP.6 deliverables are considered as part of the delivery work. However, travel and subsistence costs will be reimbursed by the Commission according to the rules of the framework contract.

### 6.5.1 Work Package 6.1: Feasibility Study

<b>Id</b>	<b>WP.6.1.1</b>
Activities	<p>This work package covers the production of a feasibility study.</p> <p>A feasibility study aims at giving enough information to decision makers to enable them to decide on the activation of subsequent development phases for a given system or application.</p> <p>The feasibility study document can cover various items following the request of the Commission. Some examples of these are: a problem statement, high-level requirements, business cases, technical solutions, impact assessment, information and system security classification, etc. The document will always contain a costing plan and a time schedule.</p>
Results	<p>Deliverable(s)</p> <p>DLV-6.1.1-1: Feasibility Study (FS) See the TEMPO Pre Study life cycle <b>Error! No bookmark name given.</b>[RD22].</p>
Environmental Activities	<p>Availability of Office infrastructure and facilities.</p> <p>Availability of the tools as defined in annex 26 of this FQP.</p>
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD;</li> <li>• Availability of the resources that will receive the training.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> </ul>

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	<ul style="list-style-type: none"> <li>• IT Infrastructure;</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	The approach to create the feasibility study will be defined in the response to the RfE for the feasibility study. The production of the study will be based on TEMPO (see the TEMPO Pre Study life cycle <b>Error! No bookmark name given.</b> [RD22]).

## 6.5.2 Work Package 6.2: Business & System Modelling

Id	WP.6.2
Activities	<p>This work package covers the production of a Business Process Model (BPM) for a system in compliance with the TES Reference Manual in TEMPO.</p> <p>The BPM depicts and describes the business processes and flows of information for a given business domain. The Business Process Modelling Notation (BPMN) is used as the graphical syntax notation.</p> <p>Although the production of requirements is specified in another work package, it is often the case that the two disciplines are applied within the same phase and the results combined within the same deliverable. This is especially the case for system or application requirements.</p> <p>The model can be complemented with an animation implementation in order to clarify the timing and condition elements of the model. This animation will be driven by scenarios and can be used for validation and training purposes.</p>
Results	<p>Deliverable(s)</p> <p>DLV-6.2-1: Business &amp; System Process Model (BPM) See TEMPO Procedure [RD26]</p>
Environmental Activities	<p>Availability of Office infrastructure and facilities.</p> <p>Availability of the tools as defined in annex 26 of this FQP.</p>
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>

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Procedure	See Annex 31 BPM Process
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### 6.5.3 Work Package 6.3: Requirements

Id	WP.6.3
Activities	<p>This work package covers the production and support of requirements.</p> <p>Requirement specifications determine in detail the expectations in terms of</p> <ul style="list-style-type: none"> <li>• The user or stakeholder;</li> <li>• Functional requirements;</li> <li>• Non-functional requirements such as operational requirements (capacity, monitoring, availability, statistics, etc.), technical requirements (architecture, performance, etc.), testing requirements, training requirements, security requirements, etc.</li> </ul>
Results	<p>Deliverable(s)</p> <p>DLV-6.3-1: System/Application Requirements For DLV-6.3-1, template will be created the first time the document has to be delivered</p>
Environmental Activities	<p>Availability of Office infrastructure and facilities.</p> <p>Availability of the tools as defined in annex 26 of this FQP.</p>
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	<p>CUST-DEV2 will use the procedure defined in the TEMPO Application Development Reference Guide [RD28]. Requirements are gathered through documentation review and workshops with DG TAXUD and other stakeholders. The requirements are documented using TEMPO and are delivered to DG TAXUD for Review and Acceptance.</p>

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## 6.5.4 Work Package 6.4: Functional Specifications

<b>Id</b>	<b>WP.6.4</b>
Activities	<p>This work package covers the production of functional specifications.</p> <p>The functional specifications express what a system or application has to implement to satisfy the requirements for a given system or application in compliance with the Business &amp; System Process Model.</p> <p>In charge of the realisation of this WP, the Functional Specifications team will be assisted by the System Architecture team. (see section 4.3.2.2.5).</p> <p>The specifications must take into account the functional and non-functional requirements and keep track of what requirements are covered by what specification item.</p>
Results	<p style="text-align: center;"><b>Deliverable(s)</b></p> <p>DLV-6.4-1: System/Application Functional Specifications For DLV-6.4-1, template will be created the first time the document has to be delivered</p>
Environmental Activities	<p>Availability of Office infrastructure and facilities.</p> <p>Availability of the tools as defined in annex 26 of this FQP.</p>
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	<p>Specifications are gathered through documentation review and workshops with DG TAXUD and other stakeholders. The specifications are documented using TEMPO and are delivered to DG TAXUD for Review and Acceptance.</p> <p>See also Annex 17 Application Development</p>

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## 6.5.5 Work Package 6.5: Design

Id	WP.6.5
Activities	<p>This work package covers the various activities related to the technical design of a system or application. Design specifications define in detail how the functional specifications will be implemented and consist in general terms of technical documents defining (indicative list) the architecture, message exchange protocols, process implementation specifications, database schemes, etc.</p> <p>As with the implementation of the functional specification, the design document for a T€S contains the following items (indicative and non-exhaustive list):</p> <ul style="list-style-type: none"> <li>• Message Exchange Protocol definition (including the definition of messages, the message exchanges using Time Sequence Diagrams and State Transition Diagrams, the definition of code lists for functional and technical purposes including error handling, etc.),</li> <li>• Design principles (e.g. character set handling);</li> <li>• Data formats (e.g. XML, EDIFACT, etc);</li> <li>• Communication protocols (e.g. HTTP/S, SMTP, CCN/CSI).</li> </ul> <p>Note that the system design document is a key technical specification of the T€S as it is the blueprint for the technical interoperability between the applications developed by all the parties in the project.</p> <p>For the centralised trans-European systems and, more generally, for the Centrally Developed Applications, the Technical Specifications contain the following items (indicative and non-exhaustive list):</p> <ul style="list-style-type: none"> <li>• Data Model;</li> <li>• Process Model;</li> <li>• Technical Message Exchange Specifications;</li> <li>• User Interface Specifications.</li> </ul> <p>The design must also take into account the non-functional requirements such as availability, capacity, continuity, security, etc. and keep track of what requirements are covered by what specification item.</p>
Results	<p style="text-align: center;">Deliverable(s)</p> <p>DLV-6.5-1: System/Application Design Specifications For DLV-6.5-1, template will be created the first time the document has to be delivered</p>
Environmental Activities	Availability of Office infrastructure and facilities.

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	Availability of the tools as defined in annex 26 of this FQP.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See Annex 17 Application Development

## 6.5.6 Work Package 6.6: System Scope Management

### 6.5.6.1 Work Package 6.6.1: Scope Document (SD)

<b>Id</b>	<b>WP.6.6.1</b>
Activities	<p>This work package covers the production of the scope document, based on functional specifications.</p> <p>The scope document defines the functional and technical framework of the concerned system or application or phase of this system or application: it defines which functions and messages are either mandatory or optional to implement, for all involved parties, along with any restriction. Moreover, it details the request to the Commission to develop the common components/services.</p>
Results	<p>Deliverable(s)</p> <p>DLV-6.6.1-1: Scope Document (SD)</p>
Environmental Activities	<p>Availability of Office infrastructure and facilities.</p> <p>Availability of the tools as defined in annex 26 of this FQP.</p>
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> </ul>

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	<ul style="list-style-type: none"> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See Annex 17 Application Development

### 6.5.6.2 Work Package 6.6.2: Deployment Plan (DP)

<b>Id</b>	<b>WP.6.6.2</b>
Activities	<p>This work package covers the production of the System Deployment Plan document.</p> <p>The purpose of the System Deployment Plan is to specify and plan the deployment of a specific phase of the system and the joining of participating MS or CC, in line with the applicable design specifications and in alignment with the applicable functional specifications. To achieve this, the DP provides the International Milestones<sup>4</sup> that need to be met, as well as their underlying tasks.</p>
Results	<p>Deliverable(s)</p> <p>DLV-6.6.2-1: Deployment Plan (DP) for a system or application</p> <p>For DLV-6.6.2-1, template will be created the first time the document has to be delivered</p>
Environmental Activities	<p>Availability of Office infrastructure and facilities.</p> <p>Availability of the tools as defined in annex 26 of this FQP.</p>
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See Annex 17 Application Development

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## 6.5.7 Work Package 6.8: Evolutive Maintenance of the Specifications

<b>Id</b>	<b>WP.6.8</b>
Activities	The evolutive maintenance covers the change requests made by the Commission according to the format ordered by specifications.
Results	Deliverable(s)
	DLV-6.8-z-2: Evolutive maintenance of specifications (z= all the specifications)
	Service(s)
	SE-6.8-z-1: Evolutive maintenance of specifications (z= all the specifications)
Environmental Activities	Availability of Office infrastructure and facilities. Availability of the tools as defined in annex 26 of this FQP.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See Annex 1 Change Management

## 6.5.8 Work Package 6.9: Corrective Maintenance of Specifications

### 6.5.8.1 Work Package 6.9.1: Corrective Maintenance of the Specifications which have been taken over

<b>Id</b>	<b>WP.6.9.1</b>
Activities	<p>The corrective maintenance covers the correction and resolution of the recorded errors of all specifications which have been taken over.</p> <p>This WP includes specific activities covering pre-emptive monitoring of the quality of the specifications.</p> <p>The Quality of Service to be maintained for corrective maintenance will be specified in the OLA.</p> <p>CUST-DEV2 will charge a fixed-price unit for the corrective maintenance of the taken over specifications.</p>
Results	Deliverable(s)



CUST-DEV2	REF.: DLV-0.1-1
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	DLV-6.9.1-z-2: Reporting on the corrective maintenance of the specifications which have been taken over (z= all the specifications)
	Service(s)
	SE-6.9.1-z-1: Corrective maintenance of the specifications which have been taken over (z= all the components) For DLV-6.9.1-z-1 and 6.9.1-z-2, template will be created the first time the document has to be delivered
Environmental Activities	Availability of Office infrastructure and facilities. Availability of the tools as defined in annex 26 of this FQP.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See Annex 13 Incident Management and Annex 14 Problem Management

#### 6.5.8.2 Work Package 6.9.2: Corrective Maintenance of the New Specifications

<b>Id</b>	<b>WP.6.9.2</b>
Activities	<p>The corrective maintenance covers the correction and resolution of the recorded errors of all new specifications.</p> <p>The quality of service to be maintained for corrective maintenance of the new specifications will be specified in the OLA.</p> <p>The corrective maintenance for new specifications is provided by CUST-DEV2 free of charge during the guarantee period set in the framework contract.</p> <p>After the guarantee period CUST-DEV2 will charge the corrective maintenance of the new specifications with a monthly price which will be calculated as a percentage of the total price of the new specifications.</p>
Results	Deliverable(s)
	DLV-6.9.2-z-2: Reporting on the corrective maintenance of the new specifications (z= all the specifications)

CUST-DEV2	REF.: DLV-0.1-1
FRAMEWORK QUALITY PLAN	VER.: 2.00
ACTIVITIES AND PROCEDURES	

	Service(s)
	SE-6.9.2-z-1: Corrective maintenance of the new specifications (z= all the components)
Environmental Activities	Availability of Office infrastructure and facilities. Availability of the tools as defined in annex 26 of this FQP.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package.</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See Annex 13 Incident Management and Annex 14 Problem Management.

## 6.6 Work Package 7: Build and Test

CUST-DEV2 will provide deliverables and services to build the customs applications/services in compliance with the TEMPO methodology. Furthermore it will have to provide deliverables and services to support the testing lifecycle of the customs trans-European systems and the Centrally Developed Applications (CDA).

The work package covers in general terms:

- the development and testing of programmes or software components;
- the production of supporting document deliverables (ex. installation manuals, administration manuals, etc);
- the activities covering the testing lifecycle (ex. production of testing specifications, testing);
- the assembling and packaging of a software release together with the installation procedures;
- the maintenance of the build and test software and document deliverables.

The acceptance of the software consists of FAT, PSAT and SAT activities as described in the TEMPO Test Phases document [RD23].

As for the specifications, all items produced under this work package must be placed under strict configuration management in order to support their iterative, incremental production and their future maintenance.

Maintenance can be of the following nature:

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- Evolutive maintenance will always be triggered by request from the Commission;
- Corrective maintenance is triggered by incidents resulting in error recording and subsequent correction. The incident can be initiated by the service desk (managed by the IT service management contractor) or DG TAXUD.

The document deliverables and software parts which have linguistic dependencies are produced and maintained in EN. CUST-DEV2 may be asked to translate some of them into DE and FR.

### 6.6.1 Work Package 7.1: Develop and Document Programs or Software Components

<b>Id</b>	<b>WP.7.1</b>
Activities	This work package covers documenting and programming of the programs or software components.
Results	Deliverable(s)
	DLV-7.1-1: Documentation of Programs and Software components DLV-7.1-2: Programs and Software Components (subject to FAT and SAT)
Environmental Activities	Availability of Office infrastructure and facilities. Availability of the tools as defined in annex 26 of this FQP.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See Annex 17 Application Development.

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## 6.6.2 Work Package 7.2: Produce Supporting Manuals

<b>Id</b>	<b>WP.7.2</b>
Activities	<p>This work package consists in producing material facilitating the use of the software from the viewpoint of (without being exhaustive):</p> <ul style="list-style-type: none"> <li>• the user: user guides and on-line help text facilities;</li> <li>• developer;</li> <li>• operations: administrator and operator guidelines, installation manual.</li> </ul> <p>See Annex 17 Application Development</p>
Results	<p>Deliverable(s)</p> <p>DLV-7.2-1: User Manual and on-line help text facilities DLV-7.2-2: Installation Manual DLV-7.2-3: Administration Manual</p>
Environmental Activities	<p>Availability of Office infrastructure and facilities.</p> <p>Availability of the tools as defined in annex 26 of this FQP.</p>
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See Annex 17 Application Development.

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### 6.6.3 Work Package 7.3: Produce Test Specifications

Throughout the various phases of the development lifecycle various documents and test specifications need to be produced in order to come to the best possible result in terms of software quality.

#### 6.6.3.1 Work Package 7.3.1: Produce the Master Test Plan (MTP)

<b>Id</b>	<b>WP.7.3.1</b>
Activities	This is applicable to major changes, updates or upgrades, to existing or new system or application and is to be produced before the design phase.
Results	Deliverable(s) DLV-7.3.1-1: Master Test Plan (MTP)
Environmental Activities	Availability of Office infrastructure and facilities. Availability of the tools as defined in annex 26 of this FQP.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See Annex 17 Application Development.

#### 6.6.3.2 Work Package 7.3.2: Produce the Test Design Specifications (TDS) for FAT, PSAT and SAT

<b>Id</b>	<b>WP.7.3.2</b>
Activities	<p>TDSs will be produced for each system/application. Depending on the system and application the content of the TDS can vary. In all cases its first iteration must be created during the functional specifications and further completed during the design phase.</p> <p>The TDS must enable the test team to test the functional and non-functional aspects of the application. CUST-DEV2 can be asked to use test tools which can automate the execution part of the TDS.</p>
Results	Deliverable(s) DLV-7.3.2-1: Test Design Specifications (TDS) for FAT, PSAT and SAT

CUST-DEV2	REF.: DLV-0.1-1
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Environmental Activities	Availability of Office infrastructure and facilities. Availability of the tools as defined in annex 26 of this FQP.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See Annex 17 Application Development

#### 6.6.3.3 Work Package 7.3.3: Produce the Test Design Specifications (TDS) for Conformance Testing

<b>Id</b>	<b>WP.7.3.3</b>
Activities	<p>Depending on the system and application the contents of the TDS can vary. In all cases its first iteration must be created during the functional specifications and further completed during the design phase.</p> <p>The TDS must enable the Commission and the Member States to test the functional and non-functional aspects of a trans-European system. A specific test application can be used which can automate the execution part of the TDS.</p>
Results	<p>Deliverable(s)</p> <p>DLV-7.3.3-1: Test Design Specifications (TDS) for Conformance Testing (CT)</p>
Environmental Activities	Availability of Office infrastructure and facilities. Availability of the tools as defined in annex 26 of this FQP.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and</li> </ul>

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	Acceptance Procedure; <ul style="list-style-type: none"> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See Annex 17 Application Development

#### 6.6.3.4 Work Package 7.3.4: Produce the Acceptance Test Plan (ATP) for the Pre-Site Acceptance Testing (PSAT)

<b>Id</b>	<b>WP.7.3.4</b>
Activities	<p>The Acceptance Test Plan is the procedural manual to be used for testing. It focuses on the practical steps to be taken by all parties involved. It describes the organisational aspects of the testing and includes a description of the test scenarios and test cases to be executed. Except for the legacy applications the test scenarios (TDS-FTS) are not executable. It is a step between the functional specifications and the creation of the test plans, e.g. TDS-UITP, TDS-S2STP.</p> <p>The ATPs for the PSAT will be delivered by ITSM.</p>
Results	<p>Deliverable(s)</p> <p>DLV-7.3.4-1: Acceptance Test Plan (ATP) for PSAT See TEMPO: Acceptance Test Plan [RD27].</p>
Environmental Activities	<p>Availability of Office infrastructure and facilities.</p> <p>Availability of the tools as defined in annex 26 of this FQP.</p>
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• The ATP is sent to DG TAXUD for information. Then, DG TAXUD sends the comments regarding the ATP to CUST-DEV2 for implementation;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See Annex 17 Application Development.

#### 6.6.3.5 Work Package 7.3.5: Produce the Acceptance Test Plan (ATP) for the Factory Acceptance Testing (FAT), the Site Acceptance Testing (SAT)

<b>Id</b>	<b>WP.7.3.5</b>
Activities	<p>The Acceptance Test Plan is the procedural manual to be used for testing. It focuses on the practical steps to be taken by all parties involved. It describes the organisational aspects of the</p>

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	<p>testing and includes a description of the test cases and test scenarios to be executed.</p> <p>Note that except for the legacy applications, the test scenarios (TDS-FTS) for the other applications are not executable. It is a step between the FS (Functional Specifications) and the creation of the Test Plans (e.g. TDS-UITP, TDS-S2STP...)</p> <p>CUST-DEV2 will produce the ATP for the FAT. The ATPs for the SAT will be delivered by ITSM. The CUST-DEV2's ATP for FAT is delivered for information to ITSM.</p>
Results	Deliverable(s)
	DLV-7.3.5-1: Acceptance Test Plan (ATP) for SAT
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• The ATP is sent to DG TAXUD for information. Then, DG TAXUD sends the comments regarding the ATP to CUST-DEV2 for implementation. Relevant reporting will be done in the MPR.</li> </ul>
Procedure	See Annex 17 Application Development.

#### 6.6.3.6 Work Package 7.3.6: Produce the Acceptance Test Plan (ATP) for the Qualification Testing (QT)

<b>Id</b>	<b>WP.7.3.6</b>
Activities	<p>The Acceptance Test Plan is the procedural manual to be used for testing. It focuses on the practical steps to be taken by all parties involved. It describes the organisational aspects of the testing and includes a description of the test scenarios to be executed.</p> <p>The ATPs for the Qualification will be delivered by ITSM.</p>
Results	Deliverable(s)
	DLV-7.3.6-1: Acceptance Test Plan (ATP) for Qualification Testing (QT)
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the</li> </ul>



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	Work Package; <ul style="list-style-type: none"> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• The ATP is sent to DG TAXUD for information. Then, DG TAXUD sends the comments regarding the ATP to CUST-DEV2 for implementation;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See Annex 17 Application Development.

#### **6.6.3.7 Work Package 7.3.7: Produce the Conformance Test Acceptance Test Plan (CTATP) for the Conformance Testing (CT)**

<b>Id</b>	<b>WP.7.3.7</b>
Activities	The Acceptance Test Plan is the procedural manual to be used for conformance testing. It focuses on the practical steps to be taken by all parties involved. It describes the organisational aspects of the testing and includes a description of the test scenarios to be executed.
Results	Deliverable(s) DLV-7.3.7-1: Acceptance Test Plan (ATP) for Conformance Testing (CT)
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• The ATP is sent to DG TAXUD for information. Then, DG TAXUD sends the comments regarding the ATP to CUST-DEV2 for implementation;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See Annex 17 Application Development.

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### 6.6.3.8 Work Package 7.3.8: Produce Scenarios for the Performance and Stress Tests

<b>Id</b>	<b>WP.7.3.8</b>
Activities	<p>Before deploying a new application the Commission can decide to perform performance and stress tests on an environment as relevant as possible to the production environment. The stress testing is performed by CUST-DEV2 under WP.7.4.5.</p> <p>This work package covers the activities required to produce scenarios which are relevant for performance and stress test scenarios including the data specifications.</p>
Results	<p>Deliverable(s)</p> <p>DLV-7.3.8-1: Scenarios for the Performance and Stress Testing</p>
Environmental Activities	<p>Availability of Office infrastructure and facilities.</p> <p>Availability of the tools as defined in annex 26 of this FQP.</p>
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See Annex 17 Application Development.

## 6.6.4 Work Package 7.4: Perform Tests

### 6.6.4.1 Work Package 7.4.1: Unit Testing

<b>Id</b>	<b>WP.7.4.1</b>
Activities	<p>This work package covers unit testing of the programmes or software components.</p> <p>CUST-DEV2 must keep a record of the unit testing. These records can be requested in case of an audit.</p>
Results	<p>Deliverable(s)</p> <p>DLV-7.4.1-2: Unit Testing Records</p> <p>For DLV-7.4.1-2, template will be created the first time the document has to be delivered.</p> <p>Service(s)</p>

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	SE-7.4.1-1: Execute Unit Testing
Environmental Activities	<p>Availability of Office infrastructure and facilities.</p> <p>Availability of IT and telecom infrastructure.</p> <p>For detailed information, see [removed] [AD4].</p> <p>Availability of the tools as defined in annex 26 of this FQP.</p>
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD;</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• DLV-7.4.1-2 Unit Testing Records;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See Annex 17 Application Development.

#### 6.6.4.2 Work Package 7.4.2: Integration Testing

<b>Id</b>	<b>WP.7.4.2</b>
Activities	<p>Integration testing is the final step before FAT testing and should give confidence that all application components work together as designed.</p> <p>CUST-DEV2 must keep a record of integration testing. These records can be requested in case of an audit.</p>
Results	Deliverable(s)
	<p>DLV-7.4.2-2: Integration Testing Records</p> <p>For DLV-7.4.2-2, template will be created the first time the document has to be delivered</p>
	Service(s)
	SE-7.4.2-1: Execute Integration Testing
Environmental Activities	<p>Availability of Office infrastructure and facilities.</p> <p>Availability of the tools as defined in annex 26 of this FQP.</p> <p>Availability of IT and telecom infrastructure.</p> <p>For detailed information, see [removed] [AD4].</p>
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> </ul>

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	<ul style="list-style-type: none"> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• DLV 7-4.2-2 Integration Testing Records;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See Annex 17 Application Development.

#### 6.6.4.3 Work Package 7.4.3: Factory Acceptance Testing (FAT)

<b>Id</b>	<b>WP.7.4.3</b>
Activities	<p>This work package covers the activities to:</p> <ul style="list-style-type: none"> <li>• produce an Acceptance Test Plan (ATP);</li> <li>• execute the required tests;</li> <li>• collect and process the test results;</li> <li>• produce the FAT report.</li> </ul> <p>The FAT is executed at the premises of Accenture.</p> <p>CUST-DEV2 has to assure independence between the FAT team and the development team.</p> <p>The Commission and/or a party nominated by the Commission will validate on-site the FAT execution. CUST-DEV2 must consider the correct result of the FAT as a pre-requisite for the delivery of the software to the Commission.</p>
Results	Deliverable(s)
	DLV-7.4.3-1: Acceptance Test Plan DLV-7.4.3-3: FAT Report For DLV-7.4.3-3, template will be created the first time the document has to be delivered
	Service(s)
	SE-7.4.3-2: Execute FAT
Environmental Activities	<p>Availability of Office infrastructure and facilities.</p> <p>Availability of the tools as defined in annex 26 of this FQP.</p> <p>Availability of IT and telecom infrastructure.</p> <p>For detailed information, see [removed] [AD4].</p>
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• The ATP is first initiated and prepared by CUST-DEV2 along with TAXUD through meetings in order to agree on</li> </ul>

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	test approach; <ul style="list-style-type: none"> <li>• The ATP is sent to DG TAXUD for information. Then, DG TAXUD sends the comments regarding the ATP to CUST-DEV2 for implementation;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See Annex 17 Application Development

#### 6.6.4.4 Work Package 7.4.4: Qualification Testing (QT)

<b>Id</b>	<b>WP.7.4.4</b>
Activities	Qualification Testing is applied before delivering a patch or a service pack to the Commission. This work package covers the activities to <ul style="list-style-type: none"> <li>• produce an Acceptance Test Plan;</li> <li>• execute the required tests;</li> <li>• collect and process the test results;</li> <li>• produce the Delivery Qualification Report (DQR).</li> </ul> The QT is executed at the premises of Accenture.
Results	Deliverable(s)
	DLV-7.4.4-2: Delivery Qualification Report For DLV-7.4.4-2, template will be created the first time the document has to be delivered
	Service(s)
	SE-7.4.4-1: Execute Qualification Testing
Environmental Activities	Availability of Office infrastructure and facilities. Availability of the tools as defined in annex 26 of this FQP. Availability of IT and telecom infrastructure. For detailed information, see [removed] [AD4].
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• The ATP is sent to DG TAXUD for information. Then, DG TAXUD sends the comments regarding the ATP to CUST-DEV2 for implementation;</li> <li>• Relevant reporting in MPR.</li> </ul>

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Procedure	See Annex 17 Application Development.
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#### 6.6.4.5 Work Package 7.4.5: Performance and Stress Testing

<b>Id</b>	<b>WP.7.4.5</b>
Activities	<p>Performance and Stress tests ensure that the application will be able to support the real load when it will be deployed in the live environment. These tests may be combined with the SAT but may also be dissociated if they are performed by a different testing team or in a different environment (e.g. specific test environment at DIGIT Data Centre).</p> <p>At the end of the stress test activity, CUST-DEV2 has to deliver to the Commission the “Application-Performance and Stress Test Report”.</p>
Results	Deliverable(s)
	<p>DLV-7.4.5-2: Performance and Stress Test Report</p> <p>For DLV-7.4.5-2, template will be created the first time the document has to be delivered</p>
	Service(s)
	SE-7.4.5-1: Execute Performance and Stress Testing
Environmental Activities	<p>Availability of Office infrastructure and facilities.</p> <p>Availability of the tools as defined in annex 26 of this FQP.</p> <p>Availability of IT and telecom infrastructure.</p> <p>For detailed information, see [removed] [AD4].</p>
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See Annex 17 Application Development

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## 6.6.5 Work Package 7.5: Release Assembling and Packaging

<b>Id</b>	<b>WP.7.5</b>
Activities	<p>This work package covers the activities to be undertaken to</p> <ul style="list-style-type: none"> <li>• assemble a software release in order to be able to deploy and test it (ex. FAT or in production environment);</li> <li>• package the software release along with its related documentation necessary for delivery, deployments and test.</li> </ul>
Results	<p>Deliverable(s)</p> <p>DLV-7.5-1: Release Assembling and Packaging For DLV-7.5-1, template will be created the first time the document has to be delivered</p>
Environmental Activities	<p>Availability of Office infrastructure and facilities.</p> <p>Availability of the tools as defined in annex 26 of this FQP.</p> <p>Availability of IT and telecom infrastructure.</p> <p>For detailed information, see [removed] [AD4].</p>
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See section 8.7: Release Management and Annex 5 – “Release Management” of this FQP.

## 6.6.6 Work Package 7.8: Evolutive Maintenance of the Build and Test Software and Documents

<b>Id</b>	<b>WP.7.8</b>
Activities	The evolutive maintenance covers the change requests made by the Commission.
Results	<p>Deliverable(s)</p> <p>DLV-7.8-z: Evolutive maintenance of the build and test software and documents (z= all the components)</p>
Environmental Activities	<p>Availability of Office infrastructure and facilities.</p> <p>Availability of the tools as defined in annex 26 of this FQP.</p>

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	Availability of IT and telecom infrastructure. For detailed information, see [removed] [AD4].
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See Annex 1 Change Management.

### 6.6.7 Work Package 7.9: Corrective Maintenance of the Build and Test Software and Documents

The corrective maintenance covers the correction of all build and test software and documents necessary for the correction of defects.

This WP includes specific activities performed by CUST-DEV2 on a regular basis covering pre-emptive testing/improvement/fixing of the quality of the software.

The corrective maintenance must ensure the integrity of the application as a whole, and reflect consistently the change brought by the corrections to impacted applications (i.e. “ripple effect”). If impacted, the related specifications and other artefacts must also be updated accordingly.

The quality of service to be maintained for corrective maintenance will be specified in the OLA.

#### 6.6.7.1 Work Package 7.9.1: Corrective Maintenance of the Build and Test Software and Documents Which Have Been Taken Over (scope WP.2)

<b>Id</b>	<b>WP.7.9.1</b>
Activities	This work package covers the corrective maintenance activities of the build and test software and documents which have been taken over.
Results	Deliverable(s)
	DLV-7.9.1-z-2: Reporting on corrective maintenance of the build and test software and documents which have been taken over (z= all the components)
	Services
	SE-7.9.1-z-1:Corrective maintenance of the build and test software and documents which have been taken over (z= all the components)



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Environmental Activities	<p>Availability of Office infrastructure and facilities.</p> <p>Availability of the tools as defined in annex 26 of this FQP.</p> <p>Availability of IT and telecom infrastructure.</p> <p>For detailed information, see [removed] [AD4].</p>
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	<p>Related procedures :</p> <p>Annex 13 Incident Management</p> <p>Annex 14 Problem Management</p> <p>Annex 17 Application Development</p> <p>Annex 01 Change Management</p>

#### 6.6.7.2 Work Package 7.9.2: Corrective Maintenance of the New Deliverables (scope WP.7)

<b>Id</b>	<b>WP.7.9.2</b>
Activities	<p>This work package covers the corrective maintenance activities of the WP.7 CUST-DEV2 deliverables.</p> <p>The corrective maintenance for new WP.7 deliverables is provided by CUST-DEV2 free of charge during the guarantee period set in the framework contract. After the expiration of the guarantee period, the price charged by CUST-DEV2 for the corrective maintenance of the new WP.7 deliverables will be a monthly price which will be calculated as a percentage of the total price of the WP.7 new deliverables.</p>
Results	Deliverable(s)
	DLV-7.9.2-z-2: Reporting on corrective maintenance of the new build and test software and documents (z = all the components in the scope WP.6 and WP.7)
	Services

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	SE-7.9.2-z-1:Corrective maintenance of the new software and documents (z = all the components in the scope WP.6 and WP.7)
Environmental Activities	Availability of Office infrastructure and facilities. Availability of the tools as defined in annex 26 of this FQP. Availability of IT and telecom infrastructure. For detailed information, see [removed] [AD4].
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	Related procedures : Annex 13 Incident Management Annex 14 Problem Management Annex 17 Application Development Annex 01 Change Management

## 6.7 Work Package 8: Service Management

The work package covers all activities oriented towards all the parties involved in the programme (among which NAs and MSs, trader federations, economic operators), CUST-DEV2s and the Commission services.

### 6.7.1 Work Package 8.1: Service Support

#### 6.7.1.1 Work Package 8.1.1: Service Desk

<b>Id</b>	<b>WP.8.1.1</b>
Activities	<p>The service desk function of CUST-DEV2 will be the central place to register calls assigned to CUST-DEV2 by the ITSM service desk (managed by the IT Service Management contractor) or directly by the Commission.</p> <p>A call can be an incident, request for information, request for diagnosis or to initiate requests for other contractual services.</p> <p>CUST-DEV2 will deliver to the Commission on a bi-weekly basis a report on call management. Additionally, the</p>

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	<p>Commission may request CUST-DEV2 to produce additional ad-hoc reports on specific systems and for a specific period. CUST-DEV2 is advised to deliver these reports on-line (not in paper format) using a software tool accessible to the Commission.</p> <p>Its service quality will comply with the FQP OLA.</p> <p>The service desk will operate 5/7 days of the week (Monday to Friday), from 8:00 to 20:00 (Brussels time), except on 25.12 and 01.01, as per Part 3 of the Framework Contract.</p>
Results	Deliverable(s)
	DLV-8.1.1-1: Service Desk Activity Report (for all systems) DLV-8.1.1-2: Ad-hoc Service Desk Activity Report (for specific system and for specific period)
Environmental Activities	<p>Availability of Office infrastructure and facilities.</p> <p>Availability of the tools as defined in annex 26 of this FQP.</p> <p>Availability of IT and telecom infrastructure.</p> <p>For detailed information, see [removed] [AD4].</p>
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See Annex 13 Incident Management, Annex 14 Problem Management.

### 6.7.1.2 Work Package 8.1.2: Incident Management

#### 6.7.1.2.1 Work Package 8.1.2.1: Specifications and Software Incidents (scope WP.6 and WP.7)

<b>Id</b>	<b>WP.8.1.2.1</b>
Activities	Management of the lifecycle of the incident from its opening to its closure (most usually back to the IT Service Management contractor). When the incident is identified as a functional or software defect a work-around should be proposed when feasible. The correction of the defect is not part of this work

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	package but part of WP.6.9 or WP.7.9. Its service quality will comply with the FQP/CQP OLA.
Results	Deliverable(s)
	DLV-8.1.2.1-2: Incident Report in MSR
	Services
	SE-8.1.2.1-1: Incidents (scope WP.6 and WP.7)
Environmental Activities	Availability of Office infrastructure and facilities. Availability of the tools as defined in annex 26 of this FQP. Availability of IT and telecom infrastructure. For detailed information, see [removed] [AD4].
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See Annex 13 Incident Management.

#### 6.7.1.2.2 Work Package 8.1.2.2: Service Requests

<b>Id</b>	<b>WP.8.1.2.2</b>
Activities	This work package covers support activities to handle/ answer the service requests such as Requests for Information (RfI), Requests for Diagnosis (RfD), or other requests in the scope of WP.6 and WP.7.
Results	Deliverable(s)
	DLV-8.1.2.2-2: Service Requests Report in MSR
	Services
	SE-8.1.2.1-1: Service Requests (scope WP.6 and WP.7)
Environmental Activities	Availability of Office infrastructure and facilities. Availability of the tools as defined in annex 26 of this FQP. Availability of IT and telecom infrastructure. For detailed information, see [removed] [AD4].
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> </ul>

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	<ul style="list-style-type: none"> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See Annex 13 Incident Management.

### 6.7.1.3 Work Package 8.1.3: Problem Management (scope WP.6 and WP.7)

<b>Id</b>	<b>WP.8.1.3</b>
Activities	<p>A problem can be identified as a result of an incident or any other activity such as preventive maintenance.</p> <p>CUST-DEV2 must set up a problem management process with the following objectives:</p> <ul style="list-style-type: none"> <li>• to create coherency with the configuration and release management processes. This must allow CUST-DEV2, the Commission and other involved parties to create the link ‘problem’ – ‘configuration item’ – ‘release in which the problem has been resolved’;</li> <li>• to be able to produce for each and every configuration item the list of recorded problems with their status and related (expected) release.</li> </ul> <p>Its service quality will comply with the FQP/CQP OLA.</p> <p>The Commission reserves the right to decide on what infrastructure the information related to this work package will be stored.</p>
Results	Deliverable(s)
	DLV-8.1.3-2: Problem Report in MSR
	Services
	SE-8.1.3-1: Problems (scope WP.6 and WP.7)
Environmental Activities	<p>Availability of Office infrastructure and facilities.</p> <p>Availability of the tools as defined in annex 26 of this FQP.</p> <p>Availability of IT and telecom infrastructure.</p> <p>For detailed information, see [removed] [AD4].</p>
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the</li> </ul>

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	Work Package; <ul style="list-style-type: none"> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See Annex 14 Problem Management.

#### 6.7.1.4 Work Package 8.1.4: Configuration Management

CUST-DEV2 must set up a configuration management process for all T€S specifications, CDA specifications, Infrastructure and Architecture with the following objectives:

- create coherency with the problem, change and release processes;
- maintain the configuration baseline of the central applications.

##### 6.7.1.4.1 Work Package 8.1.4.1: Maintain the Specification and Planning of the Evolution of the Central application configuration baseline

Id	WP.8.1.4.1
Activities	<p>The central application configuration baseline is an instrument that provides visibility on the infrastructure needed for the development and test environment, in a line of sight of minimum 24 months. This baseline needs to be produced and maintained in close relationship with the technical architecture defined in the specifications.</p> <p>It will contain:</p> <ul style="list-style-type: none"> <li>• the requirements in terms of software, hardware and COTS needs;</li> <li>• a strategic plan, pointing at planned needs (and their evolution) for the project in terms of IT infrastructure;</li> <li>• the commercial planning of COTS releases, their regular patch release policies and their planned support or end of support;</li> <li>• phase-out of older version of COTS to be replaced by new ones, with as little disruptive effect on operation as possible;</li> <li>• the recommendations of the Directorate General for Informatics of the Commission regarding the COTS and their support;</li> <li>• the impact of the above on the CDA and associated planning of actions.</li> </ul>

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	This baseline will be maintained and kept up to date. See annex 2 Configuration Management for more detail on baseline.
Results	Deliverable(s)
	DLV-8.1.4.1-2: CDA Configuration Baseline
	Services
	SE-8.1.4.1-1: Perform Configuration Management
Environmental Activities	<p>Availability of Office infrastructure and facilities.</p> <p>Availability of the tools as defined in annex 26 of this FQP.</p> <p>Availability of IT and telecom infrastructure.</p> <p>For detailed information, see [removed] [AD4].</p>
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See section 8.6: Configuration Management and Annex 2 – “Configuration Management” of this FQP.

### 6.7.1.5 Work Package 8.1.5: Change Management

The trans-European systems and central applications are subject to functional and/or technical changes. This work package consists of activities to support a change management process.

#### 6.7.1.5.1 Work Package 8.1.5.1: Change Management Process

<b>Id</b>	<b>WP.8.1.5.1</b>
Activities	<p>CUST-DEV2 must set up a change management process with the following objectives:</p> <ul style="list-style-type: none"> <li>• to create coherency with the configuration and release management processes. This must allow CUST-DEV2, the Commission and other involved parties to create the link ‘change request’ – ‘configuration item’ – ‘release in which the change request is implemented’;</li> <li>• to be able to produce for each and every configuration item the list of recorded change requests with their status and related (expected) release.</li> </ul>

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	The Commission reserves the right to decide on what infrastructure the information related to this work package will be stored.
Results	Services
	SE-8.1.5.1-1: Change Management (creation, update, follow-up of the RFCs)
Environmental Activities	<p>Availability of Office infrastructure and facilities.</p> <p>Availability of the tools as defined in annex 26 of this FQP.</p> <p>Availability of IT and telecom infrastructure.</p> <p>For detailed information, see [removed] [AD4].</p>
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See section 8.5: Change Management and Annex 1 – “Change Management” of this FQP.

#### 6.7.1.5.2 Work Package 8.1.5.2: Change Advisory Board (CAB) Meetings

<b>Id</b>	<b>WP.8.1.5.2</b>
Activities	<p>CUST-DEV2 can be asked to participate in CAB meetings. In the context of its participation, CUST-DEV2 has to produce/document the Requests for Changes (RfC) subject to discussion in the CAB, provide its position with regard to change/impact, and record the CAB decisions on the concerned RfCs).</p> <p>The participants in these meetings are the different stakeholders for one or a group of configuration items. Typically this can be a trans-European system or a family of central applications. These meetings can be organised on an ad-hoc basis or on a more regular, periodic basis.</p>
Results	Services
	SE-8.1.5.2-1: CAB meetings (participation, documentation of RfC, change analysis, recording CAB decisions on discussed RfCs).



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Environmental Activities	Availability of Office infrastructure and facilities. Availability of IT and telecom infrastructure. For detailed information, see [removed] [AD4].
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See section 8.5: Change Management and Annex 1 – “Change Management” of this FQP.

#### 6.7.1.6 Work Package 8.1.6: Release Management

<b>Id</b>	<b>WP.8.1.6</b>
Activities	<p>CUST-DEV2 must set up a release management process with the following objectives:</p> <ul style="list-style-type: none"> <li>• to create coherency with the problem, configuration and change management process;</li> <li>• to deliver high-quality software release based on the Definitive Software Library of the given Central Developed Application or Trans-European System.</li> </ul>
Results	Deliverable(s)
	DLV-8.1.6-2: Creation/update of release records
	Services
	SE-8.1.6-1: Release Management
Environmental Activities	<p>Availability of Office infrastructure and facilities.</p> <p>Availability of the tools as defined in annex 26 of this FQP.</p> <p>Availability of IT and telecom infrastructure.</p> <p>For detailed information, see [removed] [AD4].</p>
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package.</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>

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Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> <li>• IT Infrastructure.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See section 8.7: Release Management and Annex 5 – “Release Management” of this FQP.

## 6.7.2 Work Package 8.3: The Business Perspective: Liaison with NAs, CUST-DEV2 and the Commission services

Considering the large number of parties involved, there is a continuous need for working group meetings, training, workshops, demonstrations, missions, support activities, service meetings, technical meetings, and review and translation activities.

The training material can be composed of all kinds of items, from classical documents to multi-media facilities imbedded in an E-learning module.

### 6.7.2.1 Work Package 8.3.1: National Administrations Working Group Meetings and their Related Sub-groups

#### 6.7.2.1.1 Work Package 8.3.1.1: Performance

<b>Id</b>	<b>WP.8.3.1.1</b>
Activities	<p>Active technical contribution to the meetings, each of 1 to 2 days duration in Brussels.</p> <p>The contribution covers:</p> <ul style="list-style-type: none"> <li>• preparation of performance material;</li> <li>• performance during the meeting: presentation, answer to question from the participants.</li> </ul>
Results	Deliverable(s)
	DLV-8.3.1.1-1: Working Group Meeting – Preparation of material
	Service(s)
	SE-8.3.1.1-2: Working Group Meeting- Performance
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> </ul>

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Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	Upon request and authorisation of DG TAXUD, CUST-DEV2 performs working group meetings in Brussels. The materials are prepared by CUST-DEV2. CUST-DEV2 staff will be present and actively participate to the meeting by presenting and answering questions.

#### 6.7.2.1.2 Work Package 8.3.1.2: Attendance

<b>Id</b>	<b>WP.8.3.1.2</b>
Activities	Passive attendance at the working group meetings and their sub-groups.
Results	Service(s) SE-8.3.1.2-1: Working Group Meeting - Attendance
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	Upon request and authorisation of DG TAXUD, CUST-DEV2 is present during working group meetings in Brussels.

#### 6.7.2.2 Work Package 8.3.2: Training, Workshop, Demonstration

Considering the large number of parties involved, there is a continuous need for demonstration, workshops and training sessions on the specifications, development and testing, products and services that the Central Project Team delivers. The training material can be composed of all kind of items, from classical documents to multi-media facilities imbedded in an E-learning module.

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#### 6.7.2.2.1 Work Package 8.3.2.1: Performance

<b>Id</b>	<b>WP.8.3.2.1</b>
Activities	<p>Active contribution to training/workshops/demonstration (preparation and performance) in Brussels, in MS and CC, or at Accenture's premises, upon request from the Commission.</p> <p>CUST-DEV2 is requested to cover:</p> <ul style="list-style-type: none"> <li>• Preparation of training/workshop/demonstration material;</li> <li>• Performance during the training/workshop/demonstration;</li> <li>• The preparation of a training/demonstration includes: <ul style="list-style-type: none"> <li>○ content specification of the training/demonstration;</li> <li>○ ad-hoc material, software development, if needed.</li> </ul> </li> </ul> <p>The training/workshops/demonstrations will be held in English, French or German.</p>
Results	Deliverable(s)
	DLV-8.3.2.1-1: Training/workshop/demo – Preparation material
	Service(s)
	SE-8.3.2.1-2: Training/workshop/demo - Performance
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	Upon request and authorisation of DG TAXUD, CUST-DEV2 performs trainings/workshops/demonstrations in Brussels, MS or CC. The materials are prepared by CUST-DEV2. CUST-DEV2 staff will be present and actively participate to the training/workshop/demo by presenting and answering questions.

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#### 6.7.2.2.2 Work Package 8.3.2.2: Attendance

<b>Id</b>	<b>WP.8.3.2.2</b>
Activities	<p>Passive attendance at training sessions, workshops, demonstrations in Brussels or in MS and CC.</p> <p>A short report will be produced.</p>
Results	Deliverable(s)
	DLV-8.3.2.2-2: Training/workshop/demo – Attendance Report
	Service(s)
	SE-8.3.2.2-1: Training/workshop/demo - Attendance
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	Upon request and authorisation of DG TAXUD, CUST-DEV2 participates to trainings/workshops/demonstrations in Brussels, MS or CC.

#### 6.7.2.2.3 Work Package 8.3.2.3: Hosting Facilities and Infrastructure

<b>Id</b>	<b>WP.8.3.2.3</b>
Activities	<p>Covers infrastructure and associated operational needs (like material move, set up) for hosting demonstration, training and workshops, and providing facilities required. This includes, amongst others, meeting rooms (up to 40 persons), training rooms, PCs (minimum one per two participants when applicable), and beamer.</p> <p>A training session could have a duration of from 1 to 5 wdays.</p> <p>It also includes the copies of training/workshop/demonstration material for the participants.</p>
Results	Service(s)
	SE-8.3.2.3-1: Training/workshop/demo – Hosting Facilities and infrastructure: Meeting room up to 40 persons in contractor's premises

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Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	Upon request of DG TAXUD, CUST-DEV2 will arrange hosting facilities to accommodate the training/workshop/demo.

#### 6.7.2.2.4 Work Package 8.3.2.4: Reporting

<b><i>Id</i></b>	<b><i>WP.8.3.2.4</i></b>
Activities	<p>CUST-DEV2 has to provide:</p> <ul style="list-style-type: none"> <li>• briefing with agenda;</li> <li>• detailed minutes of the training/workshop/demonstration and mission reports;</li> <li>• evaluation of the training/workshop/demonstration.</li> </ul>
Results	Deliverable(s)
	DLV-8.3.2.4-1: Training/workshop/demo – Agenda
	DLV-8.3.2.4-2: Training/workshop/demo – Briefing
	DLV-8.3.2.4-3: Training/workshop/demo – Detailed minutes and evaluation
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>

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Procedure	CUST-DEV2 provides the required reporting deliverables and submits them for Review and Acceptance to DG TAXUD.
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### 6.7.2.3 Work Package 8.3.3: Missions

<b>Id</b>	<b>WP.8.3.3</b>
Activities	<p>The Commission can invite CUST-DEV2 to participate in official co-ordination missions to national administrations and to any 3rd party as required. The scope of the mission can consist of the following activities (not exhaustive):</p> <ul style="list-style-type: none"> <li>• set up customs projects;</li> <li>• set up an environment;</li> <li>• build applications;</li> <li>• start and speed-up operation;</li> <li>• on-site training.</li> </ul> <p>It covers:</p> <ul style="list-style-type: none"> <li>• preparation of agenda;</li> <li>• briefing;</li> <li>• preparation of mission material;</li> <li>• performance during the mission.</li> </ul> <p>CUST-DEV2 will produce a mission report that the Commission will submit for the review and the approval of the visited party.</p>
Results	Deliverable(s)
	DLV-8.3.3-1: Mission - Preparation of agenda DLV-8.3.3-2: Mission – Briefing DLV-8.3.3-3: Mission - Preparation of material DLV-8.3.3-5: Mission – Report
	Service(s)
	SE-8.3.3-4: Mission – Performance
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> </ul>

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	<ul style="list-style-type: none"> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	<p>CUST-DEV2 prepares the materials for the mission:</p> <ul style="list-style-type: none"> <li>• Agenda;</li> <li>• Briefing;</li> <li>• Presentation Materials.</li> </ul> <p>CUST-DEV2 performs the mission and produces a mission report using TEMPO. This report is submitted for review and acceptance to DG TAXUD.</p>

#### 6.7.2.4 Work Package 8.3.4: Support to the National Administrations and the Commission Services

<b>Id</b>	<b>WP.8.3.4</b>
Activities	<p>This work package covers consultancy services targeted at supporting the Commission business units in their respective activities and the national administrations of the Member States. However, the provision of the consultancy services can also be extended to the EU candidate countries, to the EFTA countries, to the EU neighbouring countries (ex. Ukraine), and to other 3rd countries such as Russia and China.</p> <p>The support offer will be expressed by CUST-DEV2 as resource quantities to be used. CUST-DEV2 will produce a report for each and every support activity.</p> <p>The scope of the support to the Member States, to the EU candidate countries, to the EFTA countries, to the EU neighbouring countries and to the other 3rd countries can consist of the following activities (not exhaustive):</p> <ul style="list-style-type: none"> <li>• set up customs projects;</li> <li>• set up an environment;</li> <li>• build applications;</li> <li>• start and speed-up operation.</li> </ul> <p>Note that this WP does not cover on-site support for the Member States, for the EU candidate countries, for the EFTA countries, for the EU neighbouring countries and for the other 3rd countries (see WP.8.3.3).</p> <p>The scope of the support to the Commission services can consist of the following activities (not exhaustive):</p> <ul style="list-style-type: none"> <li>• business process modelling;</li> <li>• requirements;</li> <li>• functional specifications.</li> </ul> <p>The support to the Commission services can be performed on-</p>



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	site and/or off-site.
Results	Deliverable(s)
	DLV-8.3.4-3: Deliverables of the consulting services for SE-8.3.4 -1 and SE-8.3.4 -2
	Service(s)
	SE-8.3.4-1: Support to the NAs (scope WP.6 and WP.7) SE-8.3.4-2: Support to the Commission services (scope WP.6 and WP.7)
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	The procedures to be followed are determined at the creation of the response to the RfE for the services, and depend on the type of service that is requested.

#### 6.7.2.5 Work Package 8.3.5: Technical Meetings with the Commission and/or other Third Parties involved in the programme or related projects

<b>Id</b>	<b>WP.8.3.5</b>
Activities	<p>These meetings are called by the Commission, unless otherwise agreed. This type of meeting cannot be called for activities under WP.6 or WP.7 once these have been ordered by the Commission.</p> <p>The scope of the technical meetings covers technical issues:</p> <ul style="list-style-type: none"> <li>• information exchange, knowledge transfer;</li> <li>• major technical problem issue and resolution;</li> <li>• co-ordination of activities;</li> <li>• The meetings last for ½ to 1 day and are held in the premises of one of the participating parties.</li> </ul> <p>CUST-DEV2 will have to produce the minutes of the meeting.</p>
Results	Deliverable(s)
	DLV-8.3.5-2: Technical meetings – Minutes
	Service(s)

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	SE-8.3.5-1: Technical meetings with the Commission or other contractors – Attendance
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See section 8.1: Co-ordination.

#### 6.7.2.6 Work Package 8.3.6: Service Meetings

<b>Id</b>	<b>WP.8.3.6</b>
Activities	<p>The Commission calls service meetings, typically on a monthly basis, to ensure periodic synchronisation amongst all the involved contractors and the Commission. The Commission can call more than one meeting during a given period depending on the grouping of the various systems and applications from an organisational viewpoint.</p> <p>The meetings are held in the Commission premises in Brussels. The meetings last ½ day.</p> <p>CUST-DEV2 will have to produce a summary report of the meeting focusing on the action points he will be responsible for or for which he has a role to play.</p>
Results	Deliverable(s)
	DLV-8.3.6-2: Service Meeting – Summary report focusing on its action points
	Service(s)
	SE-8.3.6-1: Service Meeting - Attendance
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> </ul>

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Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See section 8.1: Co-ordination.

#### 6.7.2.7 Work Package 8.3.7: Delivery and Management of Translations

<b>Id</b>	<b>WP.8.3.7</b>
Activities	The Commission can ask CUST-DEV2 to manage and deliver translation from EN into any official EU language and from FR into EN and/or DE and from DE into EN and/or FR. The source can be plain text or more technical items such as screen labels, error messages, etc.
Results	Deliverable(s)
	DLV-8.3.7-1: Translations from / to DE, EN, FR, (any combination could happen)
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	Upon request by DG TAXUD, CUST-DEV2 will provide translations of documents from/to DE, EN, FR.

### 6.7.3 Work Package 8.4: Application Management

*Application management covers activities which may have to be executed by CUST-DEV2 in support of the IT service management contractor.*

#### 6.7.3.1 Work Package 8.4.1: Deployment of Applications

##### 6.7.3.1.1 Work Package 8.4.1.1: Support to PSAT, SAT, Qualification Testing and running-in activities

<b>Id</b>	<b>WP.8.4.1.1</b>
Activities	This Work Package covers mainly the activities to be undertaken in order to execute the PSAT successfully.

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	<p>The PSAT precedes the SAT and is executed on the Commission environment which may be located (accessible) in a third party premises or at the Commission premises. The purpose of the PSAT is to prepare the SAT. The following is a list of the main objectives of the PSAT phase:</p> <ul style="list-style-type: none"> <li>• to integrate the parties involved in the Site Acceptance Test and the tested application;</li> <li>• to identify and raise issues regarding the test infrastructure and the technical installation;</li> <li>• to identify and raise issues regarding functional part of the testing;</li> <li>• to identify and raise issues regarding the accompanying technical and user documentation;</li> <li>• to analyse and correct all raised issues before formal Site Acceptance Tests may begin;</li> <li>• to guarantee that the testers have the required knowledge in the specific technical procedures and techniques, required to execute the tests and manage the infrastructure;</li> <li>• to integrate all the resources needed: human and material.</li> </ul> <p>Support for the SAT, Qualification Testing and running-in activities will only be required on an ad hoc basis.</p> <p>The support offer will be expressed by CUST-DEV2 as resource quantities to be used. CUST-DEV2 will produce a report for each and every support activity.</p>
Results	Deliverable(s)
	DLV-8.4.1.1-3: Report concerning the support services to PSAT, SAT, Qualifications Testing and Running-in activities
	Service(s)
	SE-8.4.1.1-1: Support to PSAT SE-8.4.1.1-2: Support to SAT, Qualification Testing and Running-in activities
Environmental Activities	<p>Availability of Office infrastructure and facilities.</p> <p>Availability of the tools as defined in annex 26 of this FQP.</p>
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and</li> </ul>

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	Acceptance Procedure; <ul style="list-style-type: none"> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See Annex 17 Application Development

### 6.7.3.2 Work Package 8.4.2: Deployment of Trans-European systems

The deployment of trans-European systems consists mainly in supporting the conformance testing activities.

#### 6.7.3.2.1 Work Package 8.4.2.1: Support to Conformance Testing Activities

<b>Id</b>	<b>WP.8.4.2.1</b>
Activities	<p>This work package covers the following support activities:</p> <ul style="list-style-type: none"> <li>• installing software releases in the conformance environment or assisting the installation;</li> <li>• supporting the conformance testing activities.</li> </ul> <p>This WP includes close support to CUST-DEV2 in charge of the IT Service Management.</p> <p>This type of support can be remote or on-site.</p> <p>The support offer (part of demand management process) will be expressed by CUST-DEV2 as resource quantities to be used. CUST-DEV2 will produce a report for each and every support activity.</p>
Results	Deliverable(s)
	DLV-8.4.2.1-2: Report concerning the support to Conformance Testing activities
	Service(s)
	SE-8.4.2.1-1: Support to Conformance Testing activities
Environmental Activities	<p>Availability of Office infrastructure and facilities.</p> <p>Availability of the tools as defined in annex 26 of this FQP.</p>
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>

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Procedure	See Annex 17 Application Development.

### 6.7.3.3 Work Package 8.4.3: Support to Operation of Applications & T€S

<b>Id</b>	<b>WP.8.4.3</b>
Activities	<p>This work package covers the following support activities for the applications which are centrally deployed:</p> <ul style="list-style-type: none"> <li>• assistance in monitoring the production environment in case of major issues such as long duration bad performance situations, bad functioning of one or several system components, etc.;</li> <li>• installation of software releases in the production environment or assisting the installation.</li> </ul> <p>This WP includes close support to CUST-DEV2 in charge of the IT Service Management.</p> <p>This type of support can be remote or on-site.</p> <p>The support offer (part of demand management process) will be expressed by CUST-DEV2 as resource quantities to be used. CUST-DEV2 will produce a report for each and every support activity.</p>
Results	Deliverable(s)
	DLV-8.4.3-2: Report concerning the support to operation of applications
	Service(s)
	SE-8.4.3-1: Support to operation of applications
Environmental Activities	<p>Availability of Office infrastructure and facilities.</p> <p>Availability of the tools as defined in annex 26 of this FQP.</p>
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See Annex 17 Application Development.

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#### 6.7.3.4 Work Package 8.4.4: Technical Review of the Deliverables of Other Contractors

<b>Id</b>	<b>WP.8.4.4</b>
Activities	<p>The Commission can ask CUST-DEV2 to contribute to the verification of the technical conformance of the deliverables of the other contractors with the specifications. This encompasses the following activities:</p> <ul style="list-style-type: none"> <li>• listing and logging of all comments related to a deliverable under review;</li> <li>• attendance at meetings or conference calls with all reviewers and authors, for clarification of the issues and author positions;</li> <li>• warning to the Commission in case of severe defects in the technical conformance of the deliverable.</li> </ul> <p>The review cycle will be described in Annex 24 – “Review Deliverables of other contractors” of this FQP.</p> <p>In addition, the Commission can ask CUST-DEV2 to review and comment on plans such as the Monthly Consolidated Plan (MCP) and the ITSM Operations Plan (ITOP) produced and maintained by other contractors such as ITSM.</p> <p>The Commission reserves the right to decide which of the review comments will be implemented amongst those submitted. CUST-DEV2 has no right to limit its overall responsibility in the project on the grounds that the Commission would have implemented only a sub-set of the comments issued.</p>
Results	Deliverable(s)
	DLV-8.4.4-2: Technical review reports of deliverable submitted for review, containing the list of review comments
	Service(s)
	SE-8.4.4-1: Technical review of deliverables from other contractors SE-8.4.4-3: Attendance at review meetings to clarify review comments issued
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration;</li> </ul>

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Verification	<ul style="list-style-type: none"> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See Annex 24 Review Deliverables of other contractors of this FQP.

## 6.7.4 Work Package 8.5: Security Management

CUST-DEV2 will perform the activities required to guarantee secure execution of the contractual activities. Also, CUST-DEV2 will integrate into the customs applications/services the security requirements required by the TAXUD security policies.

Refer to TEMPO for Security Policies of DG TAXUD.

### 6.7.4.1 Work Package 8.5.1: Produce a Security Plan

<b>Id</b>	<b>WP.8.5.1</b>
Activities	<p>CUST-DEV2 must produce and maintain a security plan covering all SCs in effect, which describes the security measures CUST-DEV2 will take to achieve the security requirements with regards to confidentiality, integrity and availability based on a BIA in line with c(2006)3602.</p> <p>Regarding organisational security control, CUST-DEV2 must at least, without prejudice to the implementation of other security controls as required by TAXUD:</p> <ul style="list-style-type: none"> <li>• nominate a security manager who will coordinate security management activities and directly liaise with TAXUD LISO for all these security related activities;</li> <li>• define an internal security organisation appropriate to the contractual activities;</li> <li>• provide security training and awareness sessions to its personnel;</li> <li>• manage and report security incidents;</li> <li>• implement security controls to monitor its compliance with its security obligations.</li> </ul> <p>CUST-DEV2 has to report its security-related activities and recommendations to the Commission through the Monthly Progress Report.</p>
Results	Deliverable(s)
	DLV-8.5.1-1: Security Plan DLV-8.5.1-2: Evolutive version of Security Plan See Security Plan [RD21].
	Service(s)
	SE-8.5.1-3: Implementation of security controls
Environmental Activities	Availability of Office infrastructure and facilities.



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Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See section 9.3: Security Plan and Annex D of the CQP SC02 [AD5].

#### 6.7.4.2 Work Package 8.5.2: Integrate Security Requirements

<b>Id</b>	<b>WP.8.5.2</b>
Activities	<p>CUST-DEV2 must integrate the security requirements of the TAXUD security policies in the execution of the WP.6 and WP.7. TAXUD policies may be supplemented by good practice, e.g. from ISO standards in areas where no TAXUD policy is available. The baseline for security requirements should cover at least:</p> <ul style="list-style-type: none"> <li>• requirements for security controls, to be identified during specification phase;</li> <li>• input data validation against threats (e.g. SQL injection, cross site scripting, oversized input, ...);</li> <li>• internal processing control (e.g. protection against buffer overflow, appropriate logging, ...);</li> <li>• cryptographic control (e.g. proper key management, traffic encryption requirements, ...);</li> <li>• least privilege principle for installation (e.g. application should not require root privilege to be installed), execution (application should not be run using root privilege or with privilege that allows modification of the installed application: application should run on a hardened system) or data access (access to database should not be given to a user that allows full control or full view of the information);</li> <li>• protection of source code;</li> <li>• compatibility with reference configuration (e.g. TAXUD desktop standard configuration, DIGIT servers configuration, ...);</li> </ul>

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	<ul style="list-style-type: none"> <li>• protection of test data (e.g. sanitisation, protection in a similar way to production systems, protection of data during exchange, ...);</li> <li>• antivirus protection for all files exchanged through the system;</li> <li>• documented patch process, including application patch procedures, procedures for patching of underlying OS or middleware;</li> <li>• documented logging functions of the application, that ensure full user traceability of all actions, error logging, security logging;</li> <li>• integration of security best practices (e.g. such as OWASP, ...) or common security functions (e.g. such as logging, virus checking, input validation ...) into the central application configuration baseline;</li> <li>• vulnerability assessment of the application and its supporting architecture (OS, middleware, application) should be part of the testing activities.</li> </ul>
Results	Service(s)
	SE-8.5.2-1: Integrate Security Requirements
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	See section 9.3: Security Plan.

### 6.7.5 Work Package 8.6: ICT Infrastructure Management

This work package encompasses the set-up, operation and maintenance of all the resources required by CUST-DEV2 to perform its contractual obligations:

- office infrastructure;
- specification, development, test and support environment;
- telecom infrastructure and services.

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#### 6.7.5.1 Work Package 8.6.1: Set up and Maintain the Office Infrastructure

Id	WP.8.6.1
Activities	<p>To set up the office infrastructure: PCs (incl. office automation tools), printers, printer and e-mail servers, all modern connectivity facilities (internet, e-mail, phone, fax).</p> <p>CUST-DEV2 must set up the necessary office infrastructure in the premises of Accenture for the successful execution of the work packages. This infrastructure must comply with the office automation in use within the Commission. CUST-DEV2 is responsible for defining and estimating this infrastructure.</p> <p>The basic office infrastructure should cover at least:</p> <ul style="list-style-type: none"> <li>• an adequate office environment, including phone, fax and photocopying facilities, one industry standard PC (personal computer) per person, with tools compatible with the Commission office automation environment, and suitable printing and file server facilities, plus laptop PCs;</li> <li>• individual e-mail addresses and web access for each person;</li> <li>• functional e-mail addresses as appropriate;</li> <li>• a dedicated meeting room for up to 16 persons (with phone access) available for meetings with the Commission and/or other contractors;</li> <li>• facilities for Internet meetings / conferencing / learning / collaborative environment.</li> </ul> <p>Access to the office infrastructure must be restricted to pre-defined authorised persons (contractor's team members, the Commission representatives and occasional accompanied visitors, such as staff members of the other contractors).</p>
Results	Service(s)
	<i>SE-8.6.1-1: Set up and maintain the office infrastructure (incl. workspace with restricted access, meeting rooms)</i>
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and</li> </ul>

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	<p>acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</p> <ul style="list-style-type: none"> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	<p>CUST-DEV2 provides the required office infrastructure, including secured bays and meeting rooms, to its personnel in all its premises. A standard workstation configuration is provided to all personnel, and requires login with a unique, personal login and password.</p> <p>The standard workstation will be defined in the CQP SC02 [AD5]</p>

#### 6.7.5.2 Work Package 8.6.2: Set up, Install, Operate and Maintain the IT and Telecom Infrastructure

<b>Id</b>	<b>WP.8.6.2</b>
Activities	<p>Set up, install, configure, stage in, fine tune, operate and maintain the necessary infrastructure related to specification, build, test and support (amongst which material, computer rooms, COTS, telecom, servers, bandwidth, security devices, conference call services, Internet access, Internet VPN connection to the call/action management system, e-mail, connectivity to CCN gateways (Commission and CUST-DEV2)). The Commission will provide a stand-alone GW for test purposes or access to a CCN test GW through a private network.</p> <p>The Commission reserves the right either to order the set-up of the required infrastructure in Accenture's premises, or to grant CUST-DEV2 access to the Commission specification/development/testing/operation environment via a remote connection, or to request transition during the life of the contract from one configuration to the other, or any alternative.</p> <p>CUST-DEV2 will specify the IT configuration needed to perform the job: a blue print of procurement and associated maintenance costs will be provided.</p> <p>All these activities cover specification, planning, installation, configuration, acceptance and running-in.</p> <p>This work package covers maintenance and move-in/move-out costs (including those required for the shipping of the phased-out Commission-owned equipment, which is part of the infrastructure).</p> <p>CUST-DEV2 will produce FAT reports for all IT &amp; telecom infrastructure and services procured/rented/leased from a third party.</p> <p>CUST-DEV2 will need to take the necessary insurance to cover the needed infrastructure, which would possibly be</p>

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	<p>procured/rented/leased in the name of the Commission, against usual risks, security issues (fire, flood, theft, etc).</p> <p>A Disaster Recovery Plan will be set-up, implemented and tested periodically (at least once a year). The DRP is detailed in annex 27 of the FQP. The price the Commission will pay for the acquired hardware, software and services from third parties will be at cost based on the third party invoices.</p>
Results	Deliverable(s)
	DLV-8.6.2-2: FAT report related to SE-8.6.2-1
	DLV-8.6.2-4: FAT report related to SE-8.6.2-3
	Service(s)
	<p>SE-8.6.2-1: Set up, install, operate and maintain the IT and Telecom infrastructure</p> <p>SE-8.6.2-3: Provision for Evolution of the necessary infrastructure related to IT and Telecom infrastructure</p>
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	<p>The procedure to set up the IT and Telecom infrastructure is detailed in the response to the RfE when received from DG TAXUD. The procedure will vary, depending on the type of infrastructure required.</p> <p>The procedure is detailed in the Annex 32 – “Manage IT and Telecom Infrastructure”</p>

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### 6.7.6 Work Package 8.7

N/A for this Framework Contract.

### 6.7.7 Work Package 8.8: Support Outside Business Hours

Id	WP.8.8
Activities	<p>CUST-DEV2 may provide, at the request of the Commission, services outside the business hours. Services to be provided may include service support, build and test activities, etc.</p> <p>Business hours are defined in Annex 12 Generic OLA, section availability of service.</p> <p>DG TAXUD will submit a request for estimate.</p> <p>The support offer will be expressed by CUST-DEV2 as resource quantities to be used.</p> <p>DG TAXUD will submit a request for action before CUST-DEV2 can perform the activity.</p> <p>CUST-DEV2 will produce a report for each and every ad-hoc request support activity.</p>
Results	Deliverables(s)
	DLV-8.8-2: Report concerning provision of support outside business hours
	Service(s)
	SE-8.8-1: Support outside business hours
Environmental Activities	Availability of Office infrastructure and facilities.
Prerequisites	<ul style="list-style-type: none"> <li>• Signature of Framework Contract [removed];</li> <li>• Signature of a Specific Contract including the budget for the Work Package;</li> <li>• Formal order of the Work Package by DG TAXUD.</li> </ul>
Hardware & Software	<ul style="list-style-type: none"> <li>• Standard workstation configuration.</li> </ul>
Verification	<ul style="list-style-type: none"> <li>• Review by DG TAXUD according to the review and acceptance procedures defined in section 8.4 Review and Acceptance Procedure;</li> <li>• Relevant reporting in MPR.</li> </ul>
Procedure	Incident Management. Related procedure : Annex 30 Request for Estimate process

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### **6.7.8 Work Package 8.9**

N/A for this Framework Contract.

## **6.8 Work Package 10: Deliverables and services on request in the scope of the Framework Contract**

This work package provides for other services and deliverables in the scope of the contract (DLV/SE-10-x).

This service will be defined in specific request.

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QUALITY MANAGEMENT	

## 7. Quality Management

CUST-DEV2's Quality Management approach is described in Annex 15 to the FQP.

The purpose of this Annex is to provide an overview of the process, roles and responsibilities and give detailed information about the quality management, i.e. the objectives, the quality assurance, the quality control, the quality measurement and the way to maintain continuous improvement to quality.



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## 8. Co-ordination & Management

This section describes how CUST-DEV2 will manage its work and how it will co-ordinate its activities with DG TAXUD and other parties.

### 8.1 Co-ordination

This section describes the working relationships between DG TAXUD, other parties and CUST-DEV2. This section doesn't describe DG TAXUD's internal organisation or its working relationships with other parties (such as Member States), as this is already described in the Programme Quality Plan [RD1].

#### 8.1.1 Co-ordination activities

This section describes how CUST-DEV2 will co-ordinate its activities with DG TAXUD and possible other parties.

##### 8.1.1.1 Technical Meetings

These meetings are called by the Commission, unless otherwise agreed. This type of meeting cannot be called for activities under WP.6 or WP.7 once these have been ordered by the Commission.

The scope of the technical meetings covers technical issues:

- information exchange, knowledge transfer;
- major technical problem issue and resolution,

DG TAXUD will provide CUST-DEV2 a RfA before attending the meeting. In case it is an urgent request, DG TAXUD can confirm by e-mail the technical meeting. The e-mail with explicit confirmation that it concerns a technical meeting will be used as evidence for the consumption sheet.

##### 8.1.1.2 Service Meetings

The Commission calls service meetings, typically on a monthly basis, to ensure periodic synchronization amongst all the involved contractors and the Commission. The commission can call more than one meeting during a given period depending on the grouping of the various systems and applications from an organizational viewpoint. The meetings are held in the Commission premises in Brussels. The meetings last ½ day.

The contractor will have to produce a summary report of the meeting focusing on the action points he will be responsible for or for which he has a role to play.

DG TAXUD will provide CUST-DEV2 an RfA before attending the meeting. In case it is an urgent request, DG TAXUD can confirm by e-mail the technical meeting. The e-mail with explicit confirmation that it concerns a technical meeting will be used as evidence for the consumption sheet.

##### 8.1.1.3 Coordination Meetings

The coordination between DG TAXUD and CUST-DEV2 is performed at different levels through different meetings. These meetings will involve the following parties:

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- DG TAXUD R4/PS sector:
  - In the context of contract and supply management.
- DG TAXUD R4/eCust Sector:
  - Mainly in the context of the specifications for Trans-European systems (WP.6) and Service Management activities (WP.8).
- DG TAXUD R4/LISO sector:
  - In the context of activities related to security (WP.8.5).
- DG TAXUD R5/APM Sector:
  - Mainly in the context of the specifications, build and test of applications (WP.6 and WP.7), and in the context of Service Management activities (WP.8).
- Other stakeholders:
  - DG TAXUD Customers (Economic Operators / NA / MS);
  - Quality Assurance contractor (alias QAC);
  - The IT Service Management Contractor (alias ITSM);
  - CCN/TC contractor;
  - DIGIT/DC since part of the systems and applications are hosted there.

#### 8.1.1.3.1 DG TAXUD

The meetings between CUST-DEV2 and the aforementioned parties of DG TAXUD can be organised ad hoc (on request and at a mutually agreed date and time) or will take one of the following forms:

Weekly Status Meeting	Bilateral Monthly Meeting (BMM)	Steering Committee meetings
<b><u>Attendees</u></b> <ul style="list-style-type: none"> <li>- Project Managers from DG TAXUD R4/TES, R5/APM;</li> <li>- CUST-DEV2 TES Project Manager (lead);</li> <li>- CUST-DEV2 CDA Project Manager (lead).</li> </ul>	<b><u>Attendees</u></b> <ul style="list-style-type: none"> <li>- Project Managers from DG TAXUD, R4/PS, R4/TES, R5/APM;</li> <li>- CUST-DEV2 Security Officer;</li> <li>- CUST-DEV2 Programme Manager;</li> <li>- CUST-DEV2 TES Project Manager (lead);</li> <li>- CUST-DEV2 CDA Project Manager (lead).</li> </ul>	<b><u>Attendees</u></b> <ul style="list-style-type: none"> <li>- Heads of R4 and R5 TAXUD units;</li> <li>- CUST-DEV2 Account Manager;</li> <li>- CUST-DEV2 Programme Manager;</li> <li>- CUST-DEV2 Contract Manager;</li> <li>- CUST-DEV2 Service Manager.</li> </ul>
<b><u>Frequency</u></b> Weekly basis (normally on Wednesdays)	<b><u>Frequency</u></b> Monthly basis (planned in advance)	<b><u>Frequency</u></b> Every 2-3 months on average
<b><u>Purposes include</u></b>	<b><u>Purposes include</u></b>	<b><u>Purposes include</u></b>

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Weekly Status Meeting	Bilateral Monthly Meeting (BMM)	Steering Committee meetings
<ul style="list-style-type: none"> <li>- Review status of the current project stage and Key project Metrics;</li> <li>- Plan the activities for the following project stages;</li> <li>- Identify/Discuss suggestions for process/performance improvements;</li> <li>- Discuss issues that have been escalated from Project Teams.</li> </ul>	<ul style="list-style-type: none"> <li>- Discuss operations status;</li> <li>- Review Monthly Progress Report and Monthly Service Report</li> <li>- Review scheduled and Requested Changes proposal (from CAB meetings);</li> <li>- Identify/Discuss suggestions for process/performance improvements;</li> <li>- Discuss issues that have been escalated from Service Delivery Team;</li> <li>- Review Key Metrics and OLA metrics (SQI, GQI);</li> <li>- Review all problem tickets and enhancements;</li> <li>- Identify potential improvement opportunities;</li> <li>- Review incident root cause analyses, where applicable.</li> </ul>	<ul style="list-style-type: none"> <li>- Review Status;</li> <li>- Review/Resolve Escalated issues;</li> <li>- Review/Mitigate Risks;</li> <li>- Review IT plan and discuss new initiatives;</li> <li>- Focus on the strategic aspects of the contract and risk management.</li> <li>- Discuss contractual modifications.</li> </ul>

Table 8-1: Main Types of Meetings

CUST-DEV2 will prepare, hold and minute these meetings with the Commission in the Commission premises.

#### 8.1.1.3.2 Other Stakeholders

The basic rule for communication is that CUST-DEV2 may only communicate directly with DG TAXUD. Exceptions to this rule will remain at the sole discretion of DG TAXUD, who will decide how and when we may communicate with other 3rd parties for the execution of the services of the CUST-DEV2 contract. Section 8.1.1.4.2 provides more information on the sort of interactions that can take place between CUST-DEV2 and other stakeholders.

#### 8.1.1.4 Interaction Model

In Figure 8-1 below, we outline our proposed interaction model with the Commission, in which we identify the Single Points of Contact and lines of communication between the CUST-DEV2 organisation and DG TAXUD for all activities including Contract Management, Demand Management, Delivery Management and Administrative

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Management. The interaction model takes into account the different units and sectors within DG TAXUD and the other stakeholders in the CUST-DEV2 contract.

[image]

Figure 8-1: Interaction Model

#### 8.1.1.4.1 DG TAXUD

With reference to the Figure 8-1 above, the following table details some of the key lines of communication:

No.	Interaction Type	DG TAXUD Contact	CUST-DEV2	
			Single Point of Contact	Escalation and Support
1	Contract Management (DTM, Consumption, MPR/MSR)	R4 / Project Support (PS)	Contract Manager	Escalates to Programme Manager, Supported by PMO
2	Demand Management (RfE/RfA, Offers)	R4 TES Project Manager; R4 / Project Support (PS)	Portfolio Manager TES	Escalates to Programme Manager
		R5 CDA Project Manager; R4 / Project Support (PS)	Project Manager CDA	Escalates to Programme Manager
3	Delivery Management (Project-related communications)	R4 TES Project Manager	Project Manager TES	Supported by Service Manager
		R5 CDA Project Manager	Project Manager CDA	Supported by Service Manager
4	Service Desk Management	DG TAXUD Central Project Team	Service Manager	Escalates to Programme Manager
5	Administrative Management	DG TAXUD Central Project Team	Service Desk	Supported by Project Management Office (PMO)

Table 8-2: Key Lines of Communication

#### 8.1.1.4.2 Other Stakeholders

##### DG TAXUD Customers

CUST-DEV2 may be required to assist DG TAXUD's customers by facilitating or attending meetings, training sessions or missions relating to the services of the CUST-DEV2 contract. This includes the consultancy services provided to other Commission business units, National Administrations and Member States. This can also be extended

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to EU candidate countries, EFTA countries, EU neighbouring countries and 3<sup>rd</sup> party countries including but not limited to [country] and [country]. [CUSTDEV2 Contractor] however does not operate from [countries].

Communication with the National Administrations must always go through the DG TAXUD IT Project Team, except when it has been formally pre-approved by the DG TAXUD IT Project Team and described in the CUST-DEV2 Framework Quality Plan (FQP) or specific Contract Quality Plan (CQP).

In addition, DG TAXUD will organise workshops, whenever it is considered necessary to have involved parties working together to assist them with business or technical subjects. Accenture may be invited by DG TAXUD to make an active contribution to these meetings. For example, Accenture may be invited to attend meetings of the key working group in the context of eCustoms, the Electronic Customs Group (ECG).

### **Quality Assurance Contractor (QAC)**

CUST-DEV2 will liaise with the QAC through DG TAXUD in the context of the quality assurance activities. The single point of contact from our proposed organisation will be our Quality Manager. He will interact with the QAC for the following purposes:

- Compliance and alignment with the Customs Programme Quality Plan;
- Updates, training and information on the long-term strategy of TEMPO;
- Quality and Security Audits at least once a year;
- Quality Control of deliverables;
- Co-ordination of the T1/T2/T3 review cycles for CUST-DEV2 deliverables;
- Quality Control of the Service Level Management;
- Quality Control of hardware and software delivered through FAT, PSAT, SAT Qualification Testing and Conformance Testing.

### **IT Service Management Contractor (ITSM)**

We will liaise with the ITSM contractor primarily in the context of testing, deployment and service desk activities. These interactions will include the following:

- Collaboration for PSAT, SAT, Qualification Testing, Conformance Testing and Stress Testing activities;
- Handling issues, incidents and problems addressed to the CUST-DEV2 Service Desk, through an escalation of incidents by the ITSM contractor;
- Consultation during requirements analysis for the following:
  - a. Functional requirements addressing the usability, operation, monitoring and systems management of the centrally hosted applications;
  - b. Non-functional requirements for availability, performance and reliability;
- Verification that design specifications comply to the applicable architecture and technical standards;
- Advising the ITSM contractor on how to tune application parameters to achieve optimal system performance;
- Assist the ITSM contractor during the deployment of the new or updated software.

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### **CCN/TC contractor**

The CCN/TC contractor is the service desk for all matters regarding the CCN/CSI infrastructure including management of installations, providing support, expertise and maintenance. We understand that we may interact with the CCN/TC contractor through the CUST-DEV2 Service Desk.

### **DIGIT/DC**

The Data Centre (DIGIT/DC) of the Commission, placed under the responsibility of DIGIT (IT General Directorate of the Commission), hosts the centrally developed/centrally operated applications within the scope of the CUST-DEV2 contract. ITSM is responsible for collaboration with DIGIT/DC.

## **8.1.2 Responsibilities and Contact Details**

A list of CUST-DEV2 personnel, detailing their responsibilities for this Framework Contract, can be found in Annex 07 – Organization Chart. Contact details for these persons can be found in Annex 06 – Contact List.

## **8.2 Progress Measurement and Monitoring**

CUST-DEV2's Progress Measurement and Monitoring approach is described in Annex 04 - Progress Measurement and Monitoring.

This Annex is intended to give a process overview, the roles and responsibilities assignment and a detailed description of progress measurement and monitoring, i.e. the trigger event, the procedure input, the procedure flow, the procedure itself, the output and the exit criteria.

## **8.3 Escalation**

Internal CUST-DEV2 escalation of issues follows the organisation structure described in Annex 7 Organisation Chart. The formal escalation and registration of risks and issues is described in Annex 15 Quality Management.

Escalation to DG TAXUD is done during the coordination meetings mainly the weekly status meeting, the monthly BMM and the Steering Committee Meeting. These meetings can also be planned ad hoc if there is a need expressed by DG TAXUD or CUST-DEV2. Issues and risks are reported in the MPR.

The escalation within CUST-DEV2 follows the hierarchical structure of the organisation as is described annex 7 Organisation chart. Section 8.1.1.4.1 provides more detail on the escalation contacts.

## **8.4 Review and Acceptance Procedure**

CUST-DEV2 shall adhere to the Deliverables Acceptance Guide described in TEMPO [RD20]. The review cycles of the deliverables are defined in the technical annex of the FC unless otherwise defined in the SC or RfA.

## **8.5 Change Management**

CUST-DEV2's Change Management approach is described in Annex 01 – Change Management.

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This Annex is intended to give a process overview, the roles and responsibilities assignment and a detailed description of the change management, i.e. the trigger event, the procedure input, the change register and registration, the change impact analysis and the change tracking.

## **8.6 Configuration Management**

CUST-DEV2's Configuration Management approach is described in Annex 02 - Configuration Management.

This Annex is intended to give a process overview, the roles and responsibilities assignment and a detailed description of the configuration management, i.e. the planning, the identification of configuration aspects, the configuration control, the status accounting and the verification and audit.

## **8.7 Release Management**

CUST-DEV2's Release Management approach is described in Annex 05 - Release Management.

This Annex is intended to give a process overview, the roles and responsibilities assignment and a detailed description of the release management, i.e. the release definition, the release policy, the release process, the emergency releases, the output and the exit criteria.

## **8.8 Reporting**

CUST-DEV2's reporting approach is detailed in Annex 4 – Progress Measurement and Monitoring.

This Annex is intended to give a process overview, the roles and responsibilities assignment and a detailed description of the change management, i.e. the trigger event, the procedure input, the procedure flow, the procedure itself, the output and the exit criteria.

## **8.9 Common practices**

All documentation and communication pertaining to the CUST-DEV2 project will be in UK English.

Microsoft Outlook will be used for electronic transfer of e-mail, voice mail and facsimile. For applicable documentation formats and tools, please refer to the Release Management plan (see Annex 05 - Release Management).

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## 9. Security and Safety

This section describes the rules and procedures that CUST-DEV2 applies in order to ensure the confidentiality and the security of all the information relevant to the creation and maintenance of the deliverables for the Framework Contract.

CUST-DEV2 must produce and maintain a security plan covering all SCs in effect, which describes the security measures CUST-DEV2 will take to achieve the security requirements with regards to confidentiality, integrity and availability based on a BIA in line with c(2006)3602. It must also describe how WP.8.5.2 “Integrate Security Requirements” will be implemented.

CUST-DEV2 contractor must at least, without prejudice to the implementation of other security controls as required by DG TAXUD, define in the plan:

- an internal security organisation appropriate to the contractual activities;
- how the liaison with DG TAXUD, and with TAXUD LISO in particular will be established;
- how CUST-DEV2 contractor shall manage, escalate and report on security incidents;
- how CUST-DEV2 contractor shall implement security controls to monitor its compliance with its security obligations;
- how CUST-DEV2 contractor shall provide security training and security awareness to its personnel.

Security management is one of these operations support processes. CUST-DEV2’s Integrated Delivery Framework (IDF) is a fully integrated delivery platform for the ongoing management of outsourcing service operations such as CUST-DEV2 project. The IDF following Accenture’s Delivery Methods, is fully aligned with ITIL, is CMMI compliant and is adapted to TEMPO. The IDF figure below depicts the processes that will be set up and applied for the main service of the Framework Contract [removed]. The operations support processes are responsible for supplying tangible resource support for the delivery of the CUST-DEV2 services. It is about our ability to protect the confidentiality, integrity and availability of the data and systems it relies on from unauthorized access, use, disclosure, disruption, modification or destruction. It is the process which is relevant in the scope of WP.8.5.1 and the production of the security plan.

The security management process has as objective to:

- Identify the CUST-DEV2 organisation’s Security Requirements;
- Establish a Security Management Policy;
- Identify, implement, and monitor the appropriate Security Controls.

The security plan is one of the key deliverables within this process and is used as input for all other required security management activities.



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The security management process within the IDF will be performed in view of different possible objects to be secured and is consisting of eight different tasks to be performed, as can be seen from the figure below.

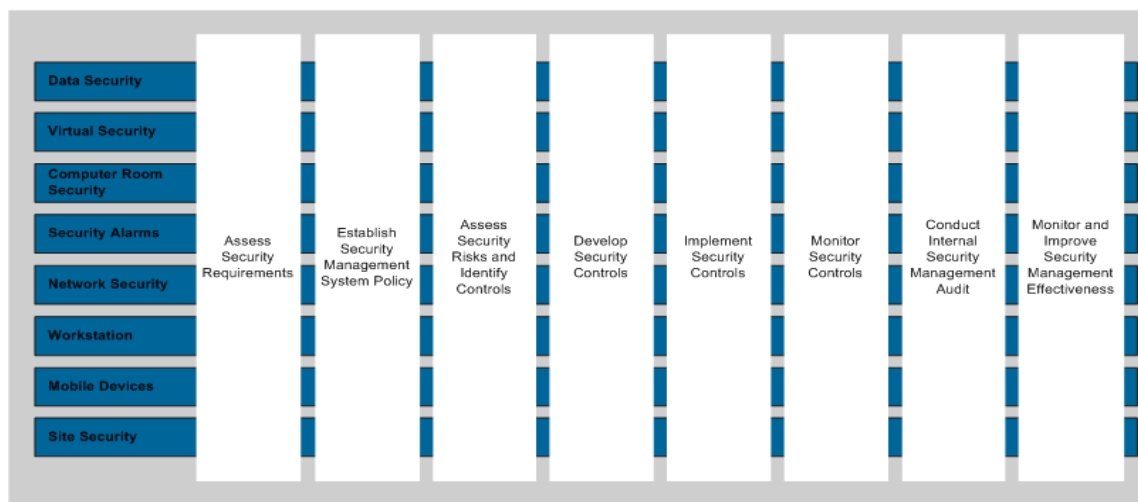


Figure 9-2: Security Management Process

The purpose of each of these tasks to be performed as part of the security management process is described here below:

Task ID	Task Description	Purpose
1	Assess Security Requirements	Understand the scope and boundaries of security management, assess the security requirements and establish the security governance structure.
2	Establish Security Management System Policy	<p>Define, review and approve the security management policies in accordance with the CUST-DEV2 internal, DG TAXUD as well as legal &amp; regulatory requirements. The policies to define are (no exhaustive list):</p> <ul style="list-style-type: none"> <li>• Physical &amp; environment protection;</li> <li>• Information &amp; media handling;</li> <li>• User account &amp; password management;</li> <li>• Systems development &amp; maintenance;</li> <li>• Security patch management;</li> <li>• Antivirus protection;</li> <li>• Business continuity management;</li> </ul>

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		<ul style="list-style-type: none"> <li>• Network security.</li> </ul> <p>Develop a security awareness &amp; training plan and publish the security management policy.</p>
3	Asses Security Risks and Identify Controls	<p>Identify the different IT assets and assess the security risks. Quantify and prioritise security risks. Compare the estimated risks against risk acceptance criteria to determine the significance of the risks. Evaluate and select security controls. These security controls will be included within the Security Plan and updated through ongoing reviews by the service delivery unit.</p> <p>Security controls will be categorized as either a technical control or a non-technical control. Technical controls are the safeguards or countermeasures that are incorporated in the hardware, software, or firmware (e.g. access control mechanism, identification and authentication mechanisms, encryption methods, intrusion detection software). Non-technical controls are management and operational controls (e.g. security policies, operational procedures and personnel, physical and environmental security).</p> <p>This task will be performed in parallel with task 2 as the output will be integrated into the overall security plan.</p>
4	Develop Security Controls	<p>Develop the security incident handling procedures that specify the actions to take when reporting a security event. The security event reporting procedure is established with an incident response and escalation procedure.</p> <p>Define the testing required to make sure the controls are correctly developed, accurate, and meet their intended purpose.</p> <p>This task will be performed in parallel with task 2 as the output will be integrated into the overall security plan.</p>
5	Implement Security Controls	<p>Use the established change and release management processes to implement the security controls and also conduct the security awareness and training programme.</p>
6	Monitor Security Controls	<p>Gather data about the Security Controls, and identify security incidents. Identify and apply appropriate solutions to resolve security incidents.</p>
7	Conduct Internal Security Management	<p>On regular basis, e.g. quarterly, review &amp; evaluate security controls as well as verify the effectiveness of the security controls.</p>

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	Audit	
8	Monitor and Improve Security Management Effectiveness	Identify any areas of improvement, and trigger continual process improvement.
9	Audit Support	To cooperate and support the Client on potential Audit (WP.0.9

Table 3-1: List of Security Management tasks

The creation and maintenance of the security plan and its policies and controls is performed during the tasks 1 through 4. The implementation, monitoring and review of the defined security plan, policies and controls are done as part of the tasks 5 through 8.

## 9.1 Introduction

While the rules are constituted by the security policy, the procedures that CUST-DEV2 will apply in order to ensure the confidentiality and the security of all the information relevant to the creation and maintenance of the deliverables for the Framework Contract, are fully detailed in the security plan (see section 9.3). Only information not described or deviating from the CUSTOMS-PQP or TEMPO will be described in this document. Section 9.4 provides more detail on Business Continuity Management.

## 9.2 Security Policy

The CUST-DEV2 security policy is constituted by the security requirements expressed in the contractual agreements under the CUST-DEV2 Framework Contract [AD3], which are produced and maintained by DG TAXUD.

The security policy and security requirements are further detailed in the Security convention [RD24] and the Security Plan [RD21].

## 9.3 Security Plan

The security plan that CUST-DEV2 will apply, will be fully detailed in a separate document [RD21]. This document has been created and delivered to DG ATXUD under [removed] [AD4].

## 9.4 Business Continuity Management

Business Continuity Management makes sure essential DG TAXUD business operations can continue during and after a disaster at an agreed-upon level until normal business operations can resume. It seeks to prevent interruption of mission-critical services and to re-establish full functionality in compliance with our internal baseline and agreed contract. This also includes establishing and managing the Business Continuity Plan. Activities include planning for emergencies, disaster recovery, and leadership continuity.

According to the Technical Annex (Annex 1) to [removed] [AD4], a Disaster Recovery Plan (DRP) (see Annex 27) must be part of the CQP to be produced in the scope of [removed].

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The primary objectives of the Disaster Recovery Plan are to make sufficient preparations, and to design and implement a sufficient set of procedures for responding to a disaster of any size in the CUST-DEV2 area of responsibility. The purpose of these procedures is to minimise the effect of a disaster upon the operations of the organisation. The emphasis is on safeguarding the CUST-DEV2 development IT configuration. Other objectives of the plan are as follows:

- Risk reduction and prevention to help avert any interruption in computing system, network or voice systems and services;
- Reduce confusion during any chaotic period by having a clearly defined course of action that will re-establish services as soon as possible;
- Identify, classify and model critical functions with consideration of priority scheduling;
- Document any information (such as contact details, addresses, passwords) which might be needed in case of disaster;
- Provide the basis for the training of the Disaster Recovery Team (DRT);
- Identify key personnel for each item so that they can be called upon without delay when needed.

Please refer to annexe the relevant CQP [AD5] for the detailed DRP.

## 9.5 Compliance

All the CUST-DEV2 activities are performed in line with the requirements defined in the FC contract and must be compliant with specification in the security convention and the security plan. How this compliance is assured and assessed is defined in the Security Plan.

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## 10. Risks

The CUST-DEV2 project team will follow a Risk Management approach that is compliant with the methodology described in TEMPO: Risk Management Reference Manual [RD9].

The procedure for risk management as used by CUST-DEV2 is documented in Annex 15 Quality Management.

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## **11. Annexes**

<b>Annex 1.</b>	<b>Change Management</b>
<b>Annex 2.</b>	<b>Configuration Management</b>
<b>Annex 3.</b>	<b>Knowledge Management</b>
<b>Annex 4.</b>	<b>Progress Measurement and Monitoring</b>
<b>Annex 5.</b>	<b>Release Management</b>
<b>Annex 6.</b>	<b>Contact List</b>
<b>Annex 7.</b>	<b>Organisation Chart</b>
<b>Annex 8.</b>	<b>Structure of the MPR</b>
<b>Annex 9.</b>	<b>Structure of the MSR</b>
<b>Annex 10.</b>	<b>Deliverables Tracking Matrix</b>
<b>Annex 11.</b>	<b>Planning Schedule</b>
<b>Annex 12.</b>	<b>Generic OLA</b>
<b>Annex 13.</b>	<b>Incident Management</b>
<b>Annex 14.</b>	<b>Problem Management</b>
<b>Annex 15.</b>	<b>Quality Management</b>
<b>Annex 16.</b>	<b>Impact Analysis Report Template</b>
<b>Annex 17.</b>	<b>Application Development</b>
<b>Annex 18.</b>	<b>Delivery Note Template</b>
<b>Annex 19.</b>	<b>Abbreviations and acronyms</b>
<b>Annex 20.</b>	<b>MPR Template</b>
<b>Annex 21.</b>	<b>Meeting Minutes Template</b>
<b>Annex 22.</b>	<b>Training Request</b>
<b>Annex 23.</b>	<b>Travel Request</b>
<b>Annex 24.</b>	<b>Review Deliverables of other contractors</b>
<b>Annex 25.</b>	<b>Meeting Agenda Template</b>
<b>Annex 26.</b>	<b>CUST-DEV2 Tools</b>
<b>Annex 27.</b>	<b>DRP</b>
<b>Annex 28.</b>	<b>HW_SW Procurement</b>

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<b>Annex 29.</b>	<b>Overall overview of the processes</b>
<b>Annex 30.</b>	<b>Request for Estimate process</b>
<b>Annex 31.</b>	<b>BPM Process</b>
<b>Annex 32.</b>	<b>Infrastructure Management</b>
<b>Annex 33.</b>	<b>Take Over Plan</b>
<b>Annex 34.</b>	<b>Demand Management Process</b>
<b>Annex 35.</b>	<b>Take Over FAT Process</b>
<b>Annex 36.</b>	<b>Deliverables Submission Procedure</b>
<b>Annex 37.</b>	<b>R5 Related Deliveries - Email Guidelines</b>
<b>Annex 38.</b>	<b>CUST-DEV2 Internal Mail Dispatching Rules</b>