



# DELIVERABLE

Project Acronym: **ECLI-BG**

Grant Agreement number: **766158**

Project Title: **Implementation of ECLI Identifier in Bulgaria and interconnection with the e-Justice Portal**

## D1.1 Project Management Plan

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Project co-funded by the European Commission within <b>JUST-AG-2016-05</b>		
Dissemination Level		
PU	Public	<b>X</b>
CO	Confidential, only for members of the consortium (including the Commission Services)	
EU-RES	Classified Information: RESTREINT UE (Commission Decision 2005/444/EC)	
EU-CON	Classified Information: CONFIDENTIEL UE (Commission Decision 2005/444/EC)	
EU-SEC	Classified Information: SECRET UE (Commission Decision 2005/444/EC)	

## Revision History, Status, Abstract, Keywords, Statement of Originality

### Revision History

Revision	Date	Author	Organisation	Description
0.1	15.09.2017	Hristo Konstantinov	APIS	First draft
0.2	16.10.2017	Irina Radoeva	APIS	Review
0.3	18.10.2017	Keti Bozukova	SUB	Review
1.0	19.10.2017	Hristo Konstantinov	APIS	Final draft

Date of delivery	Contractual:	30.09.2017	Actual:	19.10.2017
Status	final <input checked="" type="checkbox"/> /draft <input type="checkbox"/>			

Abstract (for dissemination)	This document defines the organisational rules and procedures for efficient project coordination, quality assurance and risk management. It describes the approaches to manage the various work packages, the communication amongst team members, the control over the quality of project deliverables and the measures to mitigate risks associated with the project implementation.
Keywords	Project coordination, Quality assurance, Risk management

### Disclaimer

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# 1 Introduction

This document is the Management Plan for the ECLI-BG project. Its purpose is to establish the project management organisation, processes and procedures that will be followed throughout the project life cycle with regard to project management. The plan has been drawn up in Bulgarian and English. The Bulgarian version is published on project website.

The plan is composed of three sections. Section 2 defines the organisational structure and related management procedures, Section 3 focuses on the procedures for assessment and control of risks, and Section 4 discusses the specific mechanisms for ensuring quality.

## 2 Project management and coordination

The management of the ECLI-BG project relies on an efficient and well-structured project organisation. This section focuses on the organisational structure and related procedures for management meetings, decision-making, conflict resolution, project communication, progress monitoring, management of resources and payments and IPR management. Procedures related to risk management, deliverables production and quality assurance are discussed in the next two sections.

Management of ECLI-BG project is split among organisational, administrative/financial and technical management activities:

- *Organisational management* – it consists in consortium coordination, monitoring the status of project implementation and the quality of relationships, and operational guidance of workflow and the execution of technical tasks. Organisational management includes also the potential replacement of defaulting/leaving partner, the integration of new partner(s), the re-organisation of activities and consequent redistribution of resources as well as the communications with the European Commission Services and the Project Officer concerning all the administrative and contract questions. Finally, it includes the communication with the target groups of direct and indirect beneficiaries of project results (legal practitioners, public bodies, citizens and businesses) and the promotion of gender equality in the project.
- *Administrative and financial management* – it includes monitoring the usage of human and technology resources of the partners against the project work plan, the travels for the promotional and training workshops throughout the country as well as final review meeting with the Commission and its reviewers. The financial management includes payments, funding transfers, subcontracting and billing.
- *Technical management* – it requires continuous monitoring the advances of work packages and their compliance with the work plan. Technical management includes also the monitoring of technical risks and the application of adequate mitigation measures. It also includes the planning and implementation of quality management procedures ensuring the quality of project outcomes.

### 2.1 Management structure

The management approach chosen guarantees effective management, transparency and commitment to all partners and facilitates successful project execution. Consortium bodies and key actors in the management structure are depicted in Table 1 **Error! Reference source not found.** Duties and rights are codified in the Consortium Agreement.

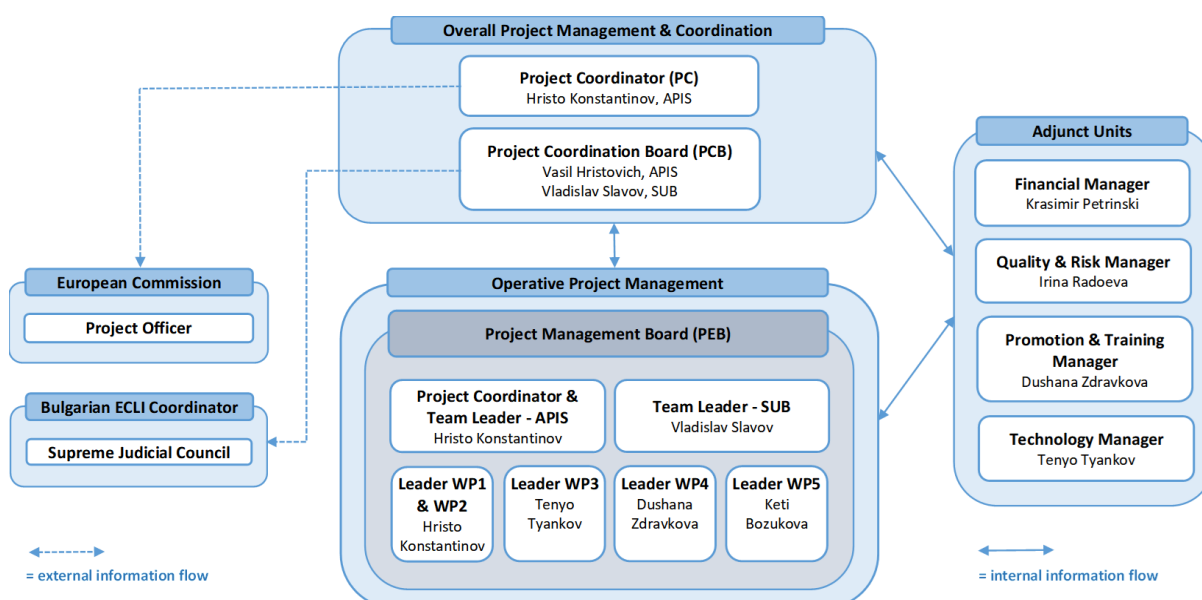


**Table 1 – Consortium bodies and key actors in project management**

Key terms	Definition
<b>Overall project management and coordination</b>	
<b>Project Coordination Board (PCB)</b>	Composed of top management level representatives of consortium members; responsible for the project as a whole, including any significant changes
<b>Project Coordinator (PC)</b>	Responsible for overall management, communication, coordination and reporting
<b>Operative project management</b>	
<b>Project Executive Board (PEB)</b>	Composed of PC, Team leaders and WP leaders; responsible for technical and operational management, compliance with ethical standards and data protection regulation, quality, risk mitigation and progress tracking
<b>Team Leader</b>	Responsible for planning and progress of the work of the team of the respective partner and contributing to the PEB
<b>Work Package Leader</b>	Responsible for planning and progress in a WP and contributing to the PEB
<b>Adjunct units</b>	
<b>Financial Manager</b>	Responsible for coordination of financial and administrative matters, works closely with PC
<b>Quality and Risk Manager</b>	Responsible for quality assurance and implementation as well as risk management in collaboration with the PC
<b>Promotion and Training Manager</b>	Responsible for the management of the promotional and training activities of the partners
<b>Technology Manager</b>	Responsible for the management of the technical activities and software development
<b>External bodies</b>	
<b>European Commission</b>	Funding body represented by the Project Officer
<b>Supreme Judicial Council</b>	Bulgarian ECLI coordinator

Figure 1 provides an overview of the project management structure with concrete persons filling the positions.

**Figure 1 – Project management structure**



**Project Coordination Board (PCB):** The PCB consists of management level representatives of all consortium partners, each having one vote. The PCB is the highest decision-making body and assumes overall responsibility for conformance to the contract. The PCB deals with contractual issues escalated to it, or issues requiring PCB confirmation and/or voting according to the Consortium Agreement (CA). The PCB ensures that the partners give continued support



and adequate resources to the project, and acts as the final level of escalation, should serious conflicts arise during the project. More specifically, the PCB is responsible for any major changes to the consortium, work plan or budgetary allocations, especially those which are subject to approval of the European Commission.

In particular, the PCB:

- Decides upon any proposal made by the Project Executive Board for the allocation of the project's budget in accordance with the Grant Agreement (GA), and review and propose budget reallocations to the partners;
- Makes proposals to the partners for the review and/or amendment of the terms of the GA;
- Decides upon material changes to the project work plan;
- Makes proposals to the partners for the accession of a new partner to the consortium and approval of the settlement on the conditions of the accession of such a new partner;
- Makes proposals to the partners for the withdrawal of a partner from the consortium and the approval of the settlement on the conditions of the withdrawal;
- Identifies a substantial breach by a partner of its obligations under the CA or the GA;
- Makes proposals to the Commission for a change of a partner if made a defaulting party according to the CA;
- Makes proposals to the Commission for suspension or termination of all or part of the project.

The role, decision responsibilities and powers of the PCB are specified in the project Consortium Agreement.

**Project Coordinator (PC):** The Project Coordinator is a person appointed by the legal entity, which is coordinator of the ECLI-BG project (i.e. APIS), with the task to represent it before the EC. The Project Coordinator is responsible for the overall management, communication and coordination of the entire project, and ensures proper operation of the PEB. Particular responsibilities include:

- Execution of all project obligations vis-à-vis the European Commission (EC) and the funding programme, including submission of project deliverables;
- Acting as the intermediary between the partners and the EC / Project Officer (PO);
- Calling and participating in PEB and PCB meetings, informing and chairing PEB;
- Monitoring compliance by the partners with their obligations;
- Collecting, reviewing and submitting reports, other deliverables (including financial statements) and specific requested documents to the EC;
- Administering the financial contribution of the EC;
- Resolution of financial and contractual issues;
- Ensuring implementation of administrative processes.

As the official interface between the consortium and the EC, the PC monitors project activities, maintains an up-to-date view of progress and, where appropriate, suggests changes and adjustments to the original work plan to ensure achievement of project objectives. The PC is supported by the Financial Manager in ensuring that all administrative objectives and obligations are met. For meeting the technical goals, the PC is supported by the Technology Manager and WP Leaders in the context of the PEB.



**Project Executive Board (PEB):** The PEB is the project's driving force for project activities. It monitors the effective and efficient implementation of the action. The PEB is chaired by the PC, reports to the PCB and is composed of the Team leaders of the partners and the leaders of each WP. Task leaders and other team members, the Quality and Risk Manager, the Financial Manager, the Technology Manager and the Promotion and Training Manager are invited in case their expertise is required. Thus, the PEB is acting as consultative consortium body, which assists the Project Coordinator for the implementation of the action.

The PEB is in charge of project progress and in particular:

- Implementation of all action plans;
- Making proposals to the PCB for allocation of the project's budget in accordance with the GA, reviewing and proposing budget reallocations to the partners;
- Deciding, upon request of the PC, on controversial issues related to the implementation of the action;
- Assisting the PC in its tasks related to the management, communication and coordination of the action;
- Coordination of work package dependencies;
- Maintaining communication and ensuring reporting;
- Supporting implementation of the quality assurance system;
- Ensuring clear guidance on ethical and (legal) data protection issues;
- Creation of efficient team structures to minimise the number of meetings while being flexible.

**Team Leaders:** Team Leader is the person appointed by a partner to lead the work of its project team throughout the action lifetime. The PC is acting also as the Coordinator's Team Leader. Team Leaders are responsible for the proper and efficient implementation of the tasks assigned to their team members according to the work plan. They are members of the PEB and assist the PC in its tasks related to the management and coordination of the action.

**Work Package Leaders:** Work Package Leaders are responsible for managing their WP as a self-contained entity, as well as managing interfaces to other WPs through the PEB. WP Leaders coordinate and monitor the progress of the WP to ensure that output performance, budget and timelines are met. Responsibilities include:

- Production of deliverables and their submission to the Risk and Quality Manager for quality check and approval;
- Achievements of the project's technical and promotional objectives as outlined in the project work plan (Annex I to the Grant Agreement), and meeting quality criteria;
- Integration of WP results into succeeding work packages or tasks;
- Helping guarantee confidentiality of project output, where required.

The WP Leaders are permanent members of the PEB. Individually, WP leaders report to the PC.

**Financial Manager:** The Financial Manager (FM) is a person appointed by the Coordinator who is assisting the PC in all issues related to the proper, efficient and lawful spending of the project budget in compliance with the provisions of the GA and the EC rules for eligibility of the costs. The FM controls the appropriateness of resource usage, and, if necessary, coordinates with the PC and the PCB measures for adequate resource re-allocation. In addition, the FM supports the PC in administering the financial contribution of the EC. In particular, he is





responsible for ensuring that the costs incurred by the partners comply with the principle of sound financial management, especially with regard to economy and efficiency.

**Quality and Risk Manager (QRM):** The Quality and Risk Manager is responsible for establishment and guiding implementation of project quality assurance procedures as well as risk management procedures. The QRM keeps the PEB informed on the status of all active quality processes and raises any issues requiring remedial action. The Quality and Risk Manager takes part in PEB meetings as required, and reports directly to the PC and the PCB.

**Promotion and Training Manager (PTM):** The Promotion and Training Manager is coordinating all activities related to the organisation of the ECLI-BG promotional and training workshops and the training of legal practitioners.

**Technology Manager (TM):** The Technology Manager leads and oversees all technical tasks related to the implementation of ECLI within the Centralised Web Interface for Publication of Case Law and the establishment of interconnection with the ECLI search engine on the European e-Justice portal.

## 2.2 Management procedures

**Management meetings:** PEB and team members of both partners have met jointly at the beginning of the project for detailed strategy and planning. Thereafter, monthly PEB telephone conferences ensure constant flow of information about progress and exchange on implementation issues. Formal PCB meetings for decision-taking will take place at appropriate intervals and at least annually. Three meetings of the expert working group, established according to WP2 work plan, have already taken place. The fourth is scheduled for the end of October 2017. WP leaders will propose regular meetings to deal with issues at WP level. Where possible, such meetings will be aligned with PEB meetings.

**Decision processes:** Decisions will normally be taken by the responsible team members, and organisation bodies based on the project work plan to be performed, as stated in the Grant Agreement, the Consortium Agreement, the project work plan and the individual Work package plans. In case there is a dispute between two or more team members an agreement will be sought by informal communication. In case no agreement is reached, the conflict resolution procedure will be resorted to.

**Conflict resolution:** Agreement on any issue with divergent views is normally to be reached through informal contact. For substantial issues, this is to be followed by confirmation via email or in agreed written minutes. Technical issues/conflicts within given contractual commitments that do not involve a change of contract, a change of budget and/or a change of resources will be discussed/solved on the WP level first. Where a potential conflict is identified, the Work Package Leader will attempt to mediate between the team members/partners concerned. The Project Coordinator must be informed in case the solution affects the work plan and expected results, or if no solution is reached. In the latter case, the Project Coordinator will make every effort to mediate, if necessary involving other members of the PEB. Should the PEB not solve the conflict, the issue is referred to the PCB. The PCB will attempt to reach a unanimous decision in all cases. Should a consensus not be achieved, and the absence of such decision threatens the implementation of the project, the Coordinator is entitled to act independently in a way that takes the utmost account of the legitimate interests of the EC and the partners. However, if the conflict does not threaten project implementation, the PC is obliged to coordinate the decision with the Project Officer. PCB delegates will ensure that decisions taken at the PCB are carried out by the participant they represent.

**Project communication and progress monitoring:** Work Package Leaders of active work packages report regularly to the PEB. Reports make clear statements on work package progress and signal any potential threat to meeting objectives as well as to any significant resource deviations. Minutes of PEB meetings are distributed to the team members concerned.





Progress of the project in terms of achieving objectives, milestones and resource consumption at participant level is monitored by the Team Leader who informs the Project Coordinator. The Team Leader is responsible for the correct and timely filling of the monthly worksheets by the team members and reports the resource usage to the Financial Manager and the Project Coordinator.

Electronic mail is the normal means of communication including alerts and results delivery. Documents may be exchanged by email or stored in an agreed shared location. To this end, Google® Drive is used as a common document repository. Rules and procedures for the formats of documents ensure easy exchange and efficient handling. A template for deliverables has been elaborated by the Project Coordinator. Telephone conferences are supported by Skype online services.

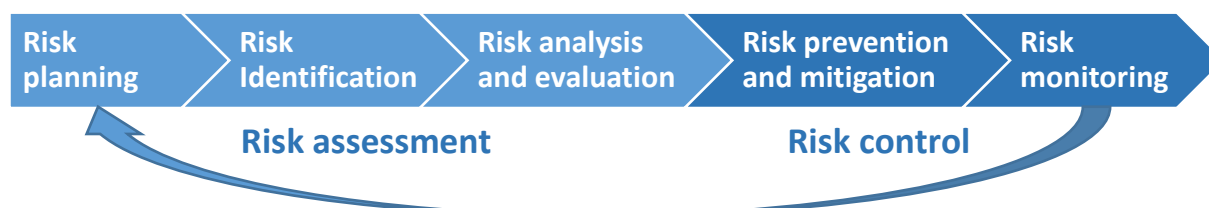
**Management of resources and payments:** The Consortium Agreement contains provisions for payment procedures. Pre-financing is distributed corresponding to partner budgets. The Project Coordinator supported by the Financial Manager controls the appropriateness of resource usage according to reported work and invoices. Payments to subcontractors or third parties are made dependent on whether the committed work has been performed in time and passed the QA process. The consortium partners are responsible for the proper and timely execution of their work tasks. Should any factor (irrespective of whether it is an objective cause or caused by the partner) emerge, which can be expected to lead to a delay, the partner has to inform both the WP leader and the Project Coordinator without delay. All parties concerned are obliged to attempt to find a solution taking into account the contractual obligations as stipulated in the GA and the CA. Conflict resolution will follow the path described above. Quality criteria provided by, or suggestions for improvement received from the EC are not negotiable. This procedure ensures a high degree of security and flexibility, and helps to assure that work will be delivered according to the work plan.

**IPR management:** Intellectual Property Rights (IPR) issues and the ownership of project results are regulated in the CA. According to Section 8.1.1 of the CA, “The parties shall ensure that the Supreme Judicial Council (The Council) as ECLI coordinator for Bulgaria will obtain the full ownership of all Results related to the implementation of ECLI in Bulgaria and the establishment of interconnection between the Centralised Web Interface for Publication of Case Law and the ECLI search interface on the e-Justice portal of the European Commission as stated in Annex I to the GA”. Section 8.1.2 stipulates that “Results, which do not fall within the scope of Section 8.1.1, shall be owned by the Party whose employee(s) generated such Results, or on whose behalf such Results have been generated”.

### 3 Risk management

Risk management relates to the procedures for assessment and control of risks that threaten the achievement of project objectives<sup>1</sup> and the organisational structure for implementation of these procedures. Figure 2 below illustrates the phases of the risk management process applied in the ECLI-BG project.

Figure 2 – Risk management process



<sup>1</sup> ISO 31000:2009 defines the concept of risk as “effect of uncertainty on objectives”.

The risk management process consist of:

- **Risk planning** – it is part of the proposal and negotiation phase and continues throughout the project lifecycle. This process includes definition of the organisational structure for risk management and risk management procedures.
- **Risk identification** – this phase embraces the process of uncovering risks before they turn into a problem. The project's risks are best identified through a collaborative approach involving all team members. In the proposal, partners have identified the critical risks for project implementation based on the assumptions derived in this initial stage. After the project's start, they have been re-examined and updated as part of a constantly evolving process.
- **Risk analysis and evaluation** – the analysis of the risks is conducted to determine their causes, and to estimate their probability and consequences. The aim of the subsequent evaluation is to consider and prioritise the risks according to their potential impact on the project. Thus, each risk is assessed to determine its level of acceptability.
- **Risk prevention and mitigation** – this phase includes response actions (if any) to emerging risks. Mitigation measures aim at serious reduction of their potential effects. Risk treatment procedures are developed to cost-effectively reduce and control project risk. In case an emerging risk severely threatens the achievement of project objectives, an adequate contingency plan will be elaborated.
- **Risk monitoring** – this is the process of continuous monitoring, reporting, reviewing and updating of the project's risk profile. It includes measures aimed at keeping track of the risks, constantly identifying new risks and evaluating the effectiveness of the response actions.

The management of risks is assigned to the Risk and Quality Manager (RQM). This person has overall responsibility and authority for ensuring that the risk management process operates effectively in accordance with the risk management plan. In the process of identification and assessment of new risks, the RQM is supported by work package leaders, project management and team members. As the project progresses its risks are changing due to unforeseen factors. It is therefore essential that the RQM continuously monitors and regularly, at milestones or at the start of a new work package, but at least on quarterly basis, reviews and updates the project's risks register. The risk assessments made will be communicated to the PEB on a regular basis.

This risk register has been created at the proposal and negotiation phase with initial estimates on critical risks, and populated with some additional entries after the project's start. The risks in the current risk register are categorised into two groups – technical risks and management & financial risks. In Table 2 below are listed the risks identified and assessed at the current stage of project implementation:

**Table 2 – Project risk register**

Risk No.	Description of risk	Work package	Probability	Impact	Proposed risk-mitigation measures
<b>Management &amp; Financial Risks</b>					
1	Delays in work progress	All	30%	Moderate	Regular internal reports will be required from the PC on partner bi-weekly meetings
2	Disagreement between partners	WP1	10%	Moderate	The conflict resolution procedure in the Consortium agreement will be applied
3	Key person leaves	All	30%	Moderate	The Team Leaders shall ensure adequate knowledge transfer, which will allow reallocation of responsibilities. If needed,



					new experts with appropriate skills will be hired
4	The project coordination and/or management fails	All	5%	High	The Coordinator APIS and the PC have extensive experience in managing and running EU projects. The PC supported by the PEB will plan and proactively avoid deviations and failure
5	Partner fails to report resource consumption on time	WP1	10%	Moderate	Project management processes have been established to enforce timely and correct internal reporting. The Financial Manager is responsible for monitoring of the resource consumption. Problems connected with delays in its reporting will be raised to the PC and the respective Team Leader. If the problem persists, the issue will be escalated to the PCB
6	The partner SUB leaves consortium	All	5%	High	The Coordinator APIS will find a capable new partner among the Bulgarian NGOs with a strong presence and authority in the judiciary
<b>Technical Risks</b>					
7	Delay in completion of the subcontract	WP3	20%	Moderate	The PC and the Technology Manager will ensure continuous monitoring of the performance. As a preventive measure, in the subcontract will be included penalty clauses for delays in the implementation
8	Delayed approval of the specifications by the Supreme Judicial Council	WP2, WP3	25%	Moderate	The support of the Supreme Judicial Council has been ensured before the proposal submission. Proper communication throughout the project will be maintained by the president of SUB who has a great authority in the Council. The specifications will be elaborated in close collaboration with the Council, since at least one of its IT experts will be invited to attend the internal meetings of the project team responsible for their preparation
9	The project results will not create sufficient impact due to delayed or missing publication of case law of the Supreme Court of Cassation and the Supreme Administrative Court on the Centralised Web Portal	WP3, WP4, WP5	25%	High	The responsible directors of the IT departments of both supreme courts assured the PC that their case law would begin to be published on the Centralised Web Portal until the end of 2017. If this will not happen, the Consortium will ask the Supreme Judicial Council and the administrative management of both supreme courts for support and urgent action

## 4 Quality assurance

The main objective of the quality system applied in ECLI-BG is to ensure that all project outputs will be produced and delivered in a way, which assures that all project objectives are met. The Quality Assurance (QA) includes description of procedures and mechanisms to ensure high quality and effective monitoring of the project activities, in particular the deliverables as defined in the project work plan – Annex I to the Grant Agreement (Section 1.3.2 WT2 list of deliverables).

The quality plan consists of two components:

- project specific procedures for quality control, i.e. measures adapted to the work tasks to be performed in the course of the project's lifetime (Section 4.2);



- the key performance indicators for monitoring and assessing the quality of service delivery (Section 4.3).

The quality assurance (QA) process we will apply for ECLI-BG consists of the following action lines: (i) quality planning (during the initial phase of the contract), and (ii) the actual quality assurance and control process during the operational project phase.

## 4.1 ECLI-BG management structure and Quality Assurance

The ECLI-BG management structure has the following interfaces with the quality system:

- **The Project Coordinator (PC)** is responsible for overall management, communication, and coordination of the entire project, including for the quality of its outputs.
- The **Project Coordination Board (PCB)** has responsibility for project conformance to the Grant Agreement and Consortium Agreement, including for the proper application of the internal procedures for review, quality checks and approval of project deliverables, as well as for any significant changes to the work plan. PCB members are the top-level management representatives of the consortium partners.
- The **Project Executive Board (PEB)** carries out technical and operational management. It is chaired by the Project Coordinator and is composed of the Team Leaders and the WP Leaders. The PEB is in charge of the progress of the project, in particular, implementation of all action plans; implementation of the quality assurance system; and ensuring good communication and reporting.
- The **Quality and Risk Manager (QRM)**, who is directly accountable to the PCB and PEB, and is responsible for the implementation of the quality assurance procedures, as described in the present document, and the verification of the project results. His main responsibilities with regard to QA are: monitoring of the implementation of quality procedures along the project duration; review of project deliverables; and informing the Project Coordinator on general progress and if actions are required. The QRM can take part in PEB meetings on demand, keeps the PEB informed on the status of all active quality processes and raises any issues requiring remedial action.
- **Work Package Leaders** are responsible for managing their WP as a self-contained entity, and as such play an important role in quality assurance for the deliverables submitted in their work packages.
- The **Financial Manager** is assisting the Project Coordinator in all issues related to the proper, efficient and lawful spending of the project budget in compliance with the provisions of the GA and the EC rules for eligibility of the costs. In particular, he is responsible for ensuring that the costs incurred by the partners comply with the principle of sound financial management, especially with regard to economy, efficiency and quality of the outputs.
- The **Promotion and Training Manager** is coordinating all activities related to the organisation of the ECLI-BG promotional and training workshops with the participation of legal practitioners. He is directly responsible for the quality of the produced training materials, lectures and presentations as well as for the usefulness of the organised promotional and training events.
- The **Technology Manager** is responsible for ensuring quality of the software modules to be produced in connection with the implementation of ECLI within the Centralised Web Interface for Publication of Case Law and the establishment of interconnection



with the ECLI search engine on the European e-Justice portal. He also exercises quality control over the performance of the subcontractor.

The Project Coordinator and (depending on the type of deliverable in question) the Quality and Risk Manager will oversee the progress of work and ensure that support is given to deliverable authors if, where and to the extent necessary. To this end, technical meetings and telephone conferences will be held involving all team members involved in the related WP.

## 4.2 Expert working group

An Expert working group with the participation of external experts has been established to prepare a proposal for the composition of the ECLI identifier and the set of optional metadata to be provided to the ECLI search engine on the e-Justice Portal (defined as Deliverable 2.2 in the project work plan). The proposal will be sent to Bulgarian ECLI coordinator – the Supreme Judicial Council – for final formal approval and subsequent official publication on the e-Justice Portal.

Besides key experts of both consortium partners, the working group includes external consultants from the IT departments of the Supreme Judicial Council, the Supreme Court of Cassation and the Supreme Administrative Court. The external experts are providing valuable guidance from the perspective of major publishers and sources of case law in Bulgaria. So far, the Expert working group has held three meetings, and the fourth is scheduled for the end of October 2017. Advice received by the external experts and the decisions taken by the working group will provide valuable input for drafting Deliverable 2.2. The external experts will be consulted also when drafting Deliverable 2.3 – Specification of the requirements for ECLI implementation, in order to find the right solution on some controversial questions. The use of such valuable external expertise is an additional guarantee for the quality of the specifications developed under the project.

## 4.3 Procedures for quality control

The project is structured around a set of deliverables, which are a central focus of quality assurance and control within the project. The Quality and Risk Manager, accountable directly to the PCB and PEB, and closely working with the Project Coordinator, is responsible for the adherence to the following QA procedures.

Deliverable production to specification and schedule is the responsibility of the WP Leader of the work package concerned. The objective of deliverable quality assurance is to subject all deliverables to a review and to obtain feedback from within the project consortium (i.e. selected team members not involved in the deliverable concerned) and, where appropriate, from an external expert, member of the Expert working group (EWG).

The work on this task started with planning and agreement on a schedule and responsible team members and partners for “peer reviewing”, and these have been assigned for all project deliverable reports (see further below).

In a second step, a template for Quality Assurance was generated (see Annex), which serves as an assessment template for the reviewers of the deliverable reports. This **Quality Verification Sheet** includes information about the intended objectives and results of the deliverable in each case. This means general information about work package and task leaders, the reviewer of the report and the deliverable date as well as the objectives and the contents which the deliverable has to ensure. The reviewers have to fill in the document and to assess the delivered paper in comparison to the respective task descriptions.

The task is executed through a peer review and deliverable approval process as follows:





- One or two team members are appointed by the Quality and Risk Manager (in coordination with the PC) to review key deliverables. Both partners provide experts to support the peer review process; peer reviewers are drawn from personnel who have not been involved in the related work task. In addition, external experts from EWG are consulting and providing feedback in the process of preparation of the Deliverables 2.2 and 2.3.
- On receipt of the deliverable the peer reviewer reviews and checks the document for overall quality of contents, presentation, comprehensibility etc. and particularly also its adherence to the requirements stipulated in the project work plan. In other words, the reviewers' task is to compare the achievements documented in the deliverable with the deliverable specification, the context of the deliverable in the Work Package concerned, and with the purpose of the deliverable in terms of the impact on project work dependent on the delivered result. The peer reviewer prepares a report using the Quality Verification Sheet. This is distributed to authors, the Project Coordinator and the WP Leader.
- The WP Leader responsible for the deliverable responds to the report, usually through modification and resubmission. Any changes made are documented in a suitable format, e.g. the track changes and commenting features in MS Word. The Quality and Risk Manager is responsible for making sure that all comments are addressed in a thorough manner.
- In case of fundamental disagreement between the reviewer(s) and the deliverable author(s), the Quality and Risk Manager will inform the Project Coordinator and attempt to mediate.
- If no objections are raised to the response of the partner responsible, the modified deliverable is submitted to the Commission by the Coordinator. The formal approval of the deliverable by the Consortium is documented at the next PCB meeting following delivery.

The table below shows the allocation of peer review responsibilities to partners for all deliverables. The table also includes, in the last column, information about which deliverables will be subjected to consultation by the external experts from the project's Expert working group (EWG).

**Table 3 – List of deliverables, peer review allocation and external consultation**

Deliverable	Deadline	Lead partner	Peer reviewer	External consultation
D1.1 Project management plan	30.09.2017	APIS	SUB	
D1.2 Project final report	31.12.2018	APIS	SUB	
D2.1 Report on the state of play	31.08.2017	APIS	SUB	
D2.2 Proposal for ECLI specification	31.10.2017	APIS	SUB	EWG
D2.3 Specification of the requirements for ECLI implementation	30.11.2017	APIS	SUB	EWG
D3.1 Conversion module	30.04.2018	APIS	APIS	
D3.2 Introduction of ECLI on the Centralised Web Interface	30.06.2018	APIS	APIS	
D3.3 Interconnection with ECLI search engine	31.07.2018	APIS	APIS	
D4.1 Promotional and training materials	31.08.2018	SUB	APIS	
D4.2 Promotional and training seminars	30.11.2018	SUB	APIS	
D5.1 Project website	31.08.2017	APIS	APIS	
D5.2 Dissemination plan	31.10.2017	SUB	APIS	
D5.3 Dissemination and communication materials	31.12.2018	SUB	APIS	



D5.4 Expert workshop	30.09.2017	SUB	APIS	
D5.5 International conference	30.04.2018	SUB	APIS	
D5.6 Round table	30.11.2018	SUB	APIS	

## 4.4 Performance indicators

A set of **performance indicators** shall be applied for monitoring and assessing the quality of the work and outputs following the indicators set in the project work plan. The indicators are related to the expected targets and measurable outputs of specific project results.

For the purpose of measuring project progress and performance, the following quantifiable indicators will be used (target in brackets, where applicable) as documented in the project work plan (Annex I to the Grant Agreement) and Annex 3 (Indicators) to the Application (i.e. the project proposal):

- Report on the state of play (1)
- Bulgarian court decisions with assigned ECLI identifier (2 Mio. +)
- Bulgarian court decisions with assigned ECLI identifier on yearly bases (200,000+)
- EU-wide access to the decisions of 183 Bulgarian courts<sup>2</sup> from the ECLI search engine
- Promotional and training workshops (28):
  - In Sofia (2)
  - In the country (26)
- Legal practitioners participating in the promotional and training workshops (1,020+), more precisely:
  - Judges and court staff (220+)
  - Lawyers, incl. inhouse lawyers, i.e. legal advisors in public bodies or private entities, legal experts in the public administration, jurisconsults (640+)
  - Prosecutors, incl. examining magistrates (160+)
- Training modules, tools and materials, incl. online tools:
  - Lecture kit with two lectures (1)
  - Presentation, presenting the key points of the two lectures (2)
  - Brochure in 1,200 printed copies (1)
  - Webpage with promotional and training materials (1)
- Awareness-raising activities aiming at dissemination (3):
  - Expert workshop
  - International conference
  - Round table discussion
- Website with 1,200+ visits for the project lifetime
- Dissemination and communication materials:

<sup>2</sup> In the Application and Annex I to the Grant Agreement, it was erroneously stated that the total number of Bulgarian state courts is 185.





- Project leaflet (5,500):
  - 5,000 copies in Bulgarian
  - 500 copies in English
  - PDF-file for downloads from the project website
- Electronic newsletter distributed to 50,000+ users of APIS online legal information products and services and to the correspondents network of SUB (7,000+ contacts)
- Project presentation, PPTX-file (10+ slides) in Bulgarian and in English
- Special issues of “Legal Tribune” magazine (3) – 20-30 pages in Bulgarian containing materials from the expert workshop, the international conference and the round table
- Articles in specialised legal and IT magazines (3+) – in Bulgarian, between 600 and 2,000 characters
- Press releases (7) before and after the expert workshop, the international conference and the round table as well as after the actual implementation of ECLI within the Centralised Web Interface – in Bulgarian, between 600 and 2,000 characters.

In addition to quantitative indicators, the following qualitative criteria will be used for the evaluation of the quality of project outputs and results:

- Working search functionality by ECLI identifier on the Centralised Web Interface
- EU-wide access to daily updated with new decisions Bulgarian case law on the ECLI search engine
- Over 65% of the participants in the 28 seminars satisfied with the training.

The evaluation of the project activities will be based on a questionnaire to be provided by the EC. The user satisfaction will be evaluated on the basis of the feedback evaluation forms to be completed by the trainees. A detailed analysis of the feedback received, especially recommendations and comments in the answers to open questions, will be provided with the Project final report (Deliverable 1.2 of WP1).

## 4.5 Software quality assurance

At the level of the software development, which is at the core of WP2 and WP3 of ECLI-BG project, the tried-and-tested software quality assurance (SQA) procedures and tools of the partner APIS will be applied. SQA is a system of means for monitoring the software engineering processes and methods used to ensure quality. The methods by which this is accomplished are many and varied, but are most often related to established industrial standards such as ISO 9001:2008.

SQA covers the entire software development process, from requirements definition to software design, coding, source code control, code reviews, change management and configuration management to testing, release management, and product integration. SQA is usually organised into goals, commitments, abilities, activities, measurements, and verifications.

The quality management system of APIS (Leader of WP 1, 2 and 3) has been designed to ensure conformity with the demands of the ISO 9000:2008 family of standards.



## 5 Annex

### *Quality Verification Sheet*

**WP: x**

**WP Leader: xxx**

**Deliverable: Dx.x**

**Reviewer:**

**Affiliation:**

**Date:**

**(I) Summary of contents, structure and work responsibilities for**

**Objectives, task and timing (comparison with project plan):**

**(II) Assessment of the Deliverable by Peer Reviewer**

**(1) Verification of objectives (comparison of outcome of deliverable with project plan)**

**(2) Comments on the quality of the overall approach (for the purposes it is intended for)**

**(3) Suggestions for modification / improvement**

**(4) Any other observations (e.g. minor corrections that need attention)**

