

Management requirements for EUSPA Service Support Contract

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1 Introduction

1.1 Introduction

A set of Service Support activities to assist EUSPA in its role as defined in the Financial Framework Partnership Agreement (FFPA) and various Contribution Agreement signed with the European Commission are comprising the scope of tender EUSPA/OP/37/23.

Those activities include Mission, Service and System Engineering, Security and accreditation, Project and Quality Management, Operations and exploitation of a system in operation.

Those management requirements apply to every Framework Contract signed as a result of the procurement procedure EUSPA/OP/37/23, which includes five distinctive lots, as follows, covering the Agency's and the Commission's needs transversally, as well as covering all sites, EU space components and corporate activities:

Lot 1 – Mission, Services Engineering and Uptake Support,

Lot 2 – Ground and Space Segments Engineering Support,

Lot 3 – Security-Cyber and Risk Analysis Support,

Lot 4 – Project Management & Quality Support,

Lot 5 – Operations and Service Provision and Management Support.

1.2 Scope of the document

This document describes the management requirements to be implemented along the execution of the contract subject to the EUSPA procurement for Service Support EUSPA/OP/37/23.

This document is an applicable document to the procurement of works.

1.3 Applicable Management and PA/QA requirements and standards

The Support activities shall be procured according to the applicable documents listed below. The services will cover every component of the European Union Space Programme currently entrusted to EUSPA.

The below table indicates the applicable documents for the execution of the contract.

Table 1: Applicable Documents

Doc. ID	Document Title	Doc reference	Doc Issue	Classified	Notes
[AD-03]	Space Product Assurance – Product Assurance Management ECSS	ECSS-Q-ST-10C	Latest issues	UNCLA	
[AD-013]	Description, implementation and general requirements ECSS	ECSS-S-ST-00C	Latest issues	UNCLA	
[AD-014]	Project planning and implementation	ECSS-M-ST-10C	Latest issues	UNCLA	
[AD-015]	Configuration and information management	ECSS-M-ST-40C	Latest issues	UNCLA	
[AD-018]	Cost and Schedule Management	ECSS-M-ST-60C	Latest issues	UNCLA	
[AD-020]	Delivery Rules and Procedures	GSA-PCEDQ-CADM-PRC-A10070	1.3	UNCLA	
[AD-021]	Spider Network SECOPS	GSA-SEC-CA-UM-A01718_1.2	1.2	UNCLA	
[AD-022]	Spider Network CONOPS	_GSA-SEC-CA-UM-A03997	1.1	UNCLA	
[AD-023]	SPIDER Networks – KMP	EUSPA-SEC-CA-UM-A01392	1.0	UNCLA	
[AD-024]	Galileo Stand-alone Security Classification Guide (RESTREINT UE/EU RESTRICTED);	N/A	2.1	RUE	

1.4 Reference Documents

Table 2: Reference Documents

Doc. ID	Document Title	Doc reference	Doc Issue	Classified	Notes
[RD.01]	ISO 9001:2015 Standard	N/A	N/A	UNCLA	
[RD.02]	ISO 31000 – Risk Management	N/A	N/A	UNCLA	

2 Reporting, Meeting and Deliverables (applicable for SC implementation / FWC implementation as provided below)

2.1 Milestones

EUSPA-SOW-0040: Kick-Off Meeting (KoM)

The main objective of the KoM is to provide a solution (including identification of critical items and risks) to meet the customer needs.

The contractor shall provide at the KoM the following :

- presentation of the Contractor Team and Contractor Team organization,
- presentation of the overall engineering support process,
- presentation of the contract major milestones and objectives,
- critical items and risks,
- the final WBS and WPDs,
- the initial workplan (schedule of deliverables),
- the update (if needed) of the compliance to the documents listed in §1.3,
- RFD for requirements declared not fully compliant (if any),
- the approval of the initial Deliverable Item List (DIL) and Deliverable Documents List (DDL),
- the closeout and agreement on open issues.

EUSPA-SOW-0041: Quarterly Progress Meetings (QPMs)

The main objective of the QPM is to review the Specific Contract implementation progress and if needed to revise the specific deliverables defined in the Workplan in terms of schedule and

priority. QPMs shall be the main tool to steer support activities and their planning update in agreement with EUSPA.

The updated schedule of the deliverables in the Workplan for the next period shall be agreed at each QPM and submitted to EUSPA under Configuration Control no later than one week after each QPM and shall be fully in line with the QPM conclusions.

Unless agreed differently with EUSPA, the Contractor shall provide the following:

- updated DIL and DDL,
- updated Work Plan,
- QPR (quarterly progress report), structured so as to provide EUSPA with a critical overview and assessment on the fulfilment of the deliverables vs. the schedule defined in the Work Plan,
- agreed deliverables according to applicable schedule for the period,
- deliverable acceptance sheet for contracting authority approval/signature,
- Risk and Schedule alerts,
- list of Critical Items, Single Points of Failure.

2.2 Milestone deliveries

EUSPA-SOW-0042: Data package delivery schedule

The datapackage shall be delivered to EUSPA fifteen working days before the agreed date of the Milestone.

EUSPA-SOW-0043: Data package Review

Upon delivery to EUSPA there is a ten working day review period during which EUSPA or its explicitly assigned agent can raise RIDs or flag any issues that prevent acceptance of the deliverable

EUSPA-SOW-0044: Data package Delivery Rules

The datapackage delivery shall be performed in accordance with [AD-020]. CADM acceptance of the delivery will be subject to compliance to the applicable delivery requirements.

3 Organisation and Schedule Logic (applicable for Specific Contracts (SC) implementation)

The Contractor shall plan, implement and maintain an effective project management in accordance with the list of applicable standards listed in the §1.3.

3.1 Project management (applicable for SC / FWC implementation)

3.1.1 General Requirements

EUSPA-SOW-0210: Project Management Organisation (for FWC implementation)

The Contractor shall establish and maintain a project management organisation (see [AD-014]) throughout the execution of the Contract. Such organisation shall monitor all technical, managerial and administrative activities and provide the directive necessary to comply with the Contract, and expedite resolution of problems. It shall be the responsible unit for interfacing with the Contracting Authority. The Contractor's project management organisation shall be suitably structured in a work breakdown structure detailed to the appropriate level to secure the Contract performance. The Organisational Breakdown Structure (OBS) shall be described as part of the Project Management Plan.

Deliverable: Project Management Plan with Organisational Breakdown Structure (OBS).

EUSPA-SOW-0220: Key Personnel (applicable for SC implementation)

The Contractor shall identify the key personnel that hold the responsibility for the execution of the Contract. They will act as the main contact point towards the Customer at both technical and managerial level. The Contractor is encouraged to optimise the use of resources to cover these responsibilities. Work Package Managers are to be considered Key Personnel according to this requirement as well.

The Contractor shall issue and maintain a List of Key Personnel as a separate document.

Deliverable: List of key personnel

EUSPA-SOW-0230: R-UE/EU-R Transmission

The Contractor shall be able to transmit EUCI up to R-UE/EU-R by electronic means protected by cryptographic product using Spider Network according related CONOPS and SECOPS indicated in [AD-021], [AD-022] and [AD-023].

EUSPA-SOW-0240: Project Management Plan (for FWC implementation)

The Contractor shall include in its tender and maintain up to date throughout the execution of the contract a “Project Management Plan” (PMP) further elaborated from its tender.

Any change to the PMP and related plans shall be communicated to the Contracting Authority.

The “Project Management Plan” shall describe the Contractor project team relationship to the overall Contractor organisation of the company and, where the Contractor is working on more than one task, a consolidated project organisation showing the inter-relationships and shared personnel where applicable.

The Contractor’s project management and project control organization shall implement the approved Project Management Plan, throughout the execution of the contract.

The Contractor shall maintain the Project Management Plan up to date throughout the contract. Any change to the PMP and related plans shall be approved by the Contracting Authority.

Deliverable: Project Management Plan

EUSPA-SOW-0250: Work Breakdown Structure (for FWC implementation)

The Contractor shall deliver with its tender and maintain a “Work Breakdown Structure” (WBS) during contract execution for the total scope of the contract, based on the requirements in the SOW.

Deliverable: Work breakdown Structure.

EUSPA-SOW-0260: Work Package or Task details (for FWC implementation)

Each Work Package and/or main Task, in the WBS shall:

- have a unique number,
- be measurable and manageable in its scope, to allow planning, monitoring and controlling of progress, with KPIs associated to the key targets,
- have clearly identified that tasks from the Sow covered by the WP and the expected inputs and outputs, forming interfaces with other tasks or Work Packages,
- be allocated to a single Work Package/Task Manager (several Work Packages can be allocated to a single Work Package Manager),
- result in supply of services, products or documents, corresponding to accomplishment of the task of the Work Package,
- have clearly identified planning constraints (duration, starting event, finishing event, intermediate events if applicable) or time plan for service activities,

- identify the responsible company,
- have an estimate of the level of resources necessary for the execution of the WP task/s such as effort in man-year.

EUSPA-SOW-0270: Non Compliances

Partial and non compliance shall be handled through Request for Deviations and Waivers, in accordance with the process described in the ECSS standards (see §1.3).

3.1.2 Cost management (for SC implementation)

EUSPA-SOW-0570: Cost Management System

The Contractor shall use an adequate cost management system in line with [AD-18] of t of §1.4 to establish, baseline and follow up costs, with:

- a consistent approach,
- proven methods and sound techniques,
- appropriate source data,
- established procedures and accountancy principles,
- experienced and trained personnel and supervision.

Not later than the Kick Off, the Contractor shall state the methods of estimating used for different elements and the rationale for that choice. Corresponding detailed documentation shall be provided on the Contracting Authority request.

3.2 Product Assurance, Quality Assurance (for FWC implementation)

EUSPA-SOW-0320: Quality Management Standards

The Contractor shall be certified to an internationally recognised Quality Management standard (e.g. ISO 9001), or shall demonstrate that its management processes operate at an equivalent level.

EUSPA-SOW-0350: Audits and Surveillance

Without prejudice to the provisions of Article II.16 of the framework contract, the Contracting Authority shall have unimpeded access to all Contractor internal processes, procedures and templates used in support of the contract activities. This shall include visibility on effort and cost of the resources engaged in the implementation of the Specific Contracts.

Audits shall be scheduled in the audit plan but may also be imposed by the Contracting Authority, any time a weakness, poor quality or recurring failures are identified in any technical or management area where work pertaining the Contract is carried out.

3.3 Acceptance of the deliverables (for SCs implementation)

EUSPA-SOW-0600: Delivered Item List

Based on the list of tasks and their delivery schedule requested by the contracting authority, the Contractor shall produce for each Specific Contract and maintain until contract close out the Deliverable Item List (DIL) that covers every Work package/Task output.

EUSPA-SOW-0610: Document Delivery List

Based on the list of tasks and their delivery schedule requested by the contracting authority, the Contractor shall produce for each Specific Contract and maintain until contract close out the Document Delivery List (DDL) for each WP/Task output.

EUSPA-SOW-0620: Content of the DIL and DDL

The DIL and DDL shall contain the list of deliverables for the tasks implemented in Deliverable Mode only.

EUSPA-SOW-0630: Notification of expected delays

In case the contractor becomes aware of circumstances that render one or more of the planned delivery dates impossible to be kept on contractor side the Agency shall be notified in writing (email) within 5 working days.

3.3.1 Acceptance of the deliverables “deliverable mode” (for SCs implementation)

EUSPA-SOW-0640: Approval Status

The DDL and DIL shall show the planned delivery dates, and approval status by the Contracting authority.

EUSPA-SOW-0650: Deliverable acceptance (Deliverable Mode)

The Deliverables are accepted and are to be invoiced after acceptance is declared by EUSPA. The acceptance by EUSPA is related to an adequate quality of the documents received.

This quality shall be assessed on the following specific criteria, **unless otherwise agreed with the contracting authority in the respective Specific Contract**:

- completeness (content and quality as agreed in specific contract),
- readability (adequate level of English language used),
- timeliness of delivery,
- no major RIDs from EUSPA,
- CADM acceptance (template, references, versioning etc.).

If any of the above criteria is not fully satisfied by the deliverable EUSPA reserves the right to reject the deliverable, make a partial payment and apply liquidated damages.

EUSPA-SOW-0655: Deliverable acceptance (Deliverable Mode)

In case the Deliverable, handed over to the Agency, after RIDs implementation is still not in conformity with the quality requirements, the Agency may, alternatively to accepting or rejecting the Deliverable, without obligation and under its free discretion, declare its partial acceptance by Notice to the Contractor. The Notice shall clearly identify the accepted and the rejected parts of the Deliverable and the amount in euros the Agency associates to each one, taking into due account the applicable price agreed for the respective Deliverable. The Contractor shall have 10 (ten) days from the receipt of the Notice to reject the Agency's declaration of partial acceptance by Notice to an Agency Authorised Representative. In this case, the entire Deliverable shall be considered rejected accordingly resulting in a final rejection described above. Otherwise, the Contractor shall be deemed to agree with the partial acceptance communicated in the Notice by the Agency, including with the amount in euro associated to the accepted and rejected parts by which the Agency may in turn reduce the price for the next interim payment or payment of the balance to the Contractor.

EUSPA-SOW-0660: Deliverable acceptance evidence

EUSPA Acceptance through Signature of a deliverable (e.g. electronic signature, conclusion of an approval Workflow) shall be considered as an evidence of a deliverable acceptance. The deliverable shall be added to the Deliverable acceptance sheet.

EUSPA-SOW-0670: Deliverable acceptance sheet

If no RIDs or other issues are raised within the period described in [EUSPA-SOW-0043: Datapackage Review](#) the deliverable shall be accepted via the signature of Deliverable acceptance Sheet by EUSPA in the frame of the QPM.

EUSPA-SOW-0670: Deliverable acceptance process

The deliverable acceptance process shall be initiated by the delivery acceptance by CADM (see §2.2) of the Deliverables to the Agency or an approval request through Workflow or document signature request. The target delivery / acceptance dates are specified in the DDL/DIL which may be updated at each QPM.

3.3.2 Acceptance of the deliverables “service mode” (for SCs implementation)

EUSPA-SOW-0700: Deliverable production, review (Service Mode)

The deliverables produced by tasks implemented in Service Mode shall be made available, reviewed and approved in the EUSPA Document Management System unless otherwise agreed with the contracting authority.

EUSPA-SOW-0710: Deliverable acceptance evidence (Service Mode)

The deliverables produced by tasks implemented in Service Mode may not be subject to the signature of Deliverable acceptance Sheet by EUSPA.

EUSPA-SOW-0720: Quality of the service (Service Mode)

Shall EUSPA observe a deficiency in the delivery of services, EUSPA reserves the right to call for a change of consultants and apply liquidated damages.

Deficiency in service delivery shall be related but not limited to:

- poor quality of tasks output (including deliverables)
- delays in the availability of the tasks output
- misconduct in the service
- late start or unavailability of consultants for the execution of the assigned task

Appendix A **Acronyms and Abbreviations**

Table 3: Acronyms and Abbreviations

Acronym/Abbreviation	Definition
AD	Applicable Document
CADM	Configuration And Documentation Management
DDL	Deliverable Document List
DIL	Deliverable Item List
ECSS	European Cooperation for Space Standardization
EU	European Union
EUSPA	EU Agency for the Space Programme
FFPA	Financial Framework Partnership Agreement
FWC	Framework Contract
KOM	Kick-off Meeting
OBS	Organizational Breakdown Structure
PA	Product Assurance
PMP	Project Management Plan
QA	Quality Assurance
QPM	Quarterly Performance Meeting
QPR	Quarterly Performance Report
RFD	Request for Deviation
RID	Review Item Discrepancy
SC	Specific Contract
SoW	Statement of Work
WBS	Work Breakdown Structure
WP	Work Package Description
WPD	Work Package Description

Table 1: Acronyms and Abbreviations

End of Document