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* *Text in <blue>:* guidelines and how to use the Template. Should be deleted in the final version.
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# Introduction

*<For small or simple projects, the Deliverables Acceptance approach can be documented in the relevant section of the Project Handbook. However for complex or high risk projects where deliverable acceptance activities are of special importance for the project, then the use of a dedicated more detailed document such as this one is advised.>*

The objectives of this document are:

* To identify the approach and roles and responsibilities related to deliverables acceptance;
* To specify the processes, tools and techniques used to support deliverables acceptance management;
* To define and agree on the criteria by which all project deliverables can be accepted;
* To define the activities related to deliverables acceptance and to plan them as part of the project;
* To support the provisional and final deliverables acceptance;
* To define the activities related to Final Project Acceptance by the Project Owner (PO).

# Deliverables Acceptance objectives

Deliverables acceptance aims to ensure that deliverables will be accepted by the requestor side within an agreed timeframe and that resources involved in deliverables acceptance will be used in the most efficient way.

The main deliverables acceptance objectives are:

* The deliverables acceptance criteria are defined, agreed and achieved throughout the project;
* Deliverables acceptance related activities are performed as planned;
* Any non-conformity (or opportunity for quality improvements) is identified and addressed according to the issue management plan;
* Deliverables are accepted by the relevant stakeholders based on the defined acceptance criteria.

*<Customise the above deliverables acceptance objectives as per your project's or/and organization's needs.>*

#  Deliverables Acceptance Approach

*<Tailor the deliverables acceptance approach if necessary (e.g. customise descriptions or delete activities that are not applicable to the project.>*

*<The deliverables acceptance steps can be executed in an incremental and iterative way (e.g. for projects managed in an agile way) or in a more traditional way (e.g. define all acceptance criteria upfront and execute all acceptance activities at the end).>*

This project will follow the PM2 quality management procedures as defined in the *Quality Management Plan* in order to increase the changes that the project deliverable will meet the acceptance criteria as defined in this plan.

Deliverables acceptance (in the PM2 context) includes the following steps:

* Define Acceptance Criteria;
* Perform Acceptance Activities;
* Accept (provisional/final) or Reject Deliverable.

**Step 1: Define Acceptance Criteria & Activities**

The purpose of this step is to define the acceptance criteria for each one of the project deliverables (i.e. the requirements that need to be met before deliverables can be accepted by the Client side).

This includes defining the specific metrics (and tolerances) to be evaluated, the acceptance activities to be performed and the processes, tools and techniques on how to implement the acceptance procedure.

The acceptance criteria are derived from the project objectives, needs, scope and features, deliverables, quality requirements and expectations as well as available resources (as defined in the *Business Case, Project Charter, Project Handbook, Project Work Plan, Requirements Documents, Quality Management Plan*, and other relevant artefacts).

**Step 2: Perform Acceptance Activities**

The purpose of this step is to support the verification of deliverables compliance with the acceptance criteria. The deliverables acceptance activities should be listed in this plan and aligned with the overall project approach (as defined in the *Project Handbook* and the *Quality Management Plan*). These activities are further detailed, scheduled, budgeted, and assigned in the Project Work Plan.

The results of the deliverables acceptance activities will be documented in the relevant reports and logs. *<Mention the artefacts where the deliverables acceptance testing/review results will be documented as per your project's or/and organization's needs.>*

**Step 3: Accept or Reject Deliverables** (provisional/final)

The purpose of this step is to obtain (formal/final) approval from the project client (i.e. Project Owner (PO)) for each project deliverable. It comprises the verification if deliverables meet the predefined objectives and set of criteria defined in this Deliverables Acceptance Plan, so that the Project Owner (PO) can formally accept them.

Project deliverables may be provisionally accepted by the client, when for example non-critical acceptance criteria have been only partially met, as long as they are properly documented and there is a plan for addressing them before or very early in the closing phase of the project).

In the case were deliverables fail to meet acceptance criteria they are rejected. This is considered to be a project issue (see issue management). After the resolution of the issue(s), deliverable(s) are re-submitted for deliverables acceptance.

*<Note that it is also possible to have some criteria at the project level that will determine whether the project as a whole is accepted by the Project Owner (PO). The process and criteria for this overall project acceptance is independent from the deliverables acceptances procedure, activities and criteria, and is managed as part of the overall project management process (defined in the Project Handbook).)>*

**Deliverables Acceptance Roles and Responsibilities**

The following RASCI table defines the responsibilities of those involved in deliverables acceptance:

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **RAM** (RASCI) | **AGB\*** | **PSC** | **PO** | **BM** | **UR** | **SP** | **PM** | **PCT** |
| Define Acceptance Criteria | I | **A** | C | **S** | S | C | **R** | C |
| Perform Acceptance Activities | I | I | **S** | **S** | **R** | I | **A** | **S** |
| Accept/Reject Deliverables | I | I | **A** | **S** | C | I | **R** | C |

*\*****AGB****: Appropriate Governance Body. (e.g. for IT projects, this is the IT Steering Committee).*

The contact details of each of the above stakeholders are documented in the *Project's Stakeholder Matrix*.

Project acceptance approach and criteria are approved by the Project Steering Committee (PSC). The Project Owner (PO) is accountable for deliverables acceptance and for ensuring the availability of resources (including people performing deliverables acceptance activities) and guidelines for acceptance testing.

Nevertheless, the Project Manager (PM) is ultimately accountable for the correct and full completion of the deliverables acceptance activities. Moreover, the Project Manager (PM), supported by the Business Manager (BM) and the Project Owner (PO), is responsible for scheduling the acceptance activities and ensuring that they are performed according to the Project Work Plan.

# Define Acceptance Criteria & Activities

## Acceptance Criteria

*<The Project Manager (PM) and the Business Manager (BM) must work together in order to identify the deliverables to be accepted and agree on the corresponding evaluation criteria. Use the table below to describe all the deliverables that will be subject to acceptance.>*

The purpose of this section is to define the criteria and timeframe for accepting project deliverables.

The acceptance criteria for deliverables are as following:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **#** | **Deliverable Name** | **Criterion Category\*** | **Criterion** | **Metric and Tolerances** | **Approving****Authority** |
|  | *<Identify the specific deliverable.>* | *<Identify the criterion type/category.>* | *<Describe the criterion that will be used to evaluate compliance against the expected outputs.>* | *<Identify the method/formula to evaluate if the criterion was achieved. An interval/tolerance can be set to determine in which conditions the deliverable will still be acceptable.>*  | *<Name or role of the person/group with authority to approve the deliverable.>*  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

\*e.g. Business, IT, Legal, People & Organisation…

## Acceptance Activities

*<It’s the Project Manager's (PM) responsibility to identify and propose the acceptance activities that need to be performed. Use the table below to describe the planned activities for assessing compliance of each deliverable.>*

The purpose of this section is to describe the activities related to deliverables acceptance considering project objectives and approach.

The acceptance activities will be performed by:

*<Identify roles, people and organizations involved>.*

* The Business Manager (BM),
* User Representatives (UR),
* Project Quality Assurance (PQA) team

The deliverables acceptance activities are described here and added to the WBS, and then they are estimated, scheduled and assigned in the *Project Work Plan* along with all project activities. Resources needed, including contributions by the User Representatives (URs), should be estimated and listed here.

The acceptance activities will include the following types of activities:

*<Customise the acceptance activities if necessary (add new or delete existing activities that are not applicable to the project.>*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **#** | **Deliverable Name** | **Activity name** | **Activity description** | **Resources** | **Effort** |
| *<ID>* | *<Identify the specific deliverable.>* | *<Identify the activity.>* | *<Describe the activity.>* | *<Indicate the resources foreseen to execute/support the activity>* | *<Indicate the estimated effort to complete the activity>* |
| *<1>* | *<Special Case: User Story>* | *<User story validation during Review meeting>* | *<During this meeting, the team will present the Product Owner and other stakeholders each user story as a piece of software. They will test it to ensure it complies with the specific acceptance criteria defined.* |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

## Processes, Tools and Techniques

*<Tools and Techniques can apply to the acceptance of one or more deliverables. If the tools and techniques differ based on the deliverable, then a table like the one provided below is the best way to describe the tools and techniques the Team is planning to use. Some guidelines to be included here…>*

The purpose of this section is to identify and describe the processes, tools and techniques that will support those involved to perform their acceptance activities and evaluate the deliverables.

The following techniques will be used for deliverables acceptance:

* Benchmarking;
* Statistical sampling;
* Quality requirements prioritisation (using “MoSCoW” – Must have, Should have, Could have, or Won't have);
* Audits;
* Walkthroughs;
* Acceptance testing;
* Usability testing;
* …

*<Customise the above list as per your project's or/and organization's needs.>*

The following tools and artefacts will be used for deliverables acceptance:

* PM2 Deliverables Acceptance Plan;
* PM2 Deliverables Acceptance Checklist;
* PM2 Deliverables Acceptance Note;
* PM2 Issue Log;
* PM2 Change Log;
* PM2 Decision Log;
* Test Plan;
* Test Cases;
* Test Findings;
* Test Evaluation Summary Report;
* Test Log;
* Configuration registry;
* …

*<Customise the above list as per your project's or/and organization's needs.>*

|  |  |  |  |
| --- | --- | --- | --- |
| **#** | **Deliverable Name** | **Process, tool or Technique** | **Description** |
|  | *<Identify the specific deliverable.>* | *<Identify the Process, tool and/or Technique.>* | *<Describe the process to be used and/or the tools and techniques involved.* |
| *<1>* | *<Special case: User Story>* | *<Iteration Planning and Iteration Review meetings >* | *<For each user story, the acceptance criteria is defined with the Product Owner during the Planning meeting and agreed with the team. Then, during the Iteration Review meeting, the Product Owner and the remaining stakeholders will validate the implemented user story against the defined acceptance criteria.>* |

## Resources and Expertise

This section captures the types of resources/profiles and their required expertise to perform effectively deliverables acceptance activities.

These can be linked to the entries in the tables *<use the IDs>* of sections 4.1, 4.2 and 4.3.

The detailed resource requirements will be captured in the *Project Work Plan*, and any training needs in the *Project Handbook*.

# Perform Acceptance Activities

Considering the acceptance criteria defined for your deliverables and applying the specific processes, tools and techniques, you will perform the acceptance activities defined in this plan.

The main goal of this step is to support the verification of deliverables compliance with the acceptance criteria defined. The deliverables acceptance activities should be listed in this plan and should be defined based on the *Project Handbook* and on the *Quality Management Plan*. These activities are then detailed, assigned and scheduled in the *Project Work Plan*. These activities may be assigned to a member of the Project Core Team (PCT), as also to any other relevant stakeholders.

The results of the deliverables acceptance activities will be documented in the relevant reports and logs.

# Accept/Reject Deliverables

The purpose of this step is to obtain formal approval for each project deliverable defined in this Plan. It comprises the verification of deliverables to ensure they meet the predefined objectives and set of criteria defined in this *document*. After executing the acceptance activities and based on the results achieved, the Project Owner (PO) can formally accept, reject or provisionally accept them.

The *Deliverables Acceptance Checklist* supports the monitoring of the status of all activities that are pre-conditions to the delivery of project outputs to the Project Owner (PO) and his/her formal acceptance. The provisional/final acceptance should be documented in the Deliverables Acceptance Note, defined in this plan.

Project deliverables are accepted if the acceptance activities (as described in this plan) are successfully performed and that acceptance results fall within the pre-specified metrics, tolerances and timeframe.

If the acceptance metrics and tolerances are not met, the deliverable is rejected. The rejection of deliverables is considered an issue, and will follow the project issue management process. After the resolution of the issue(s), deliverables are re-tested and submitted again for approval.

## Provisional Acceptance

Deliverables acceptance is a specific procedure that involves the formal acceptance by the client of a set of deliverables, previously agreed. Each deliverable has its own criteria defined and the specific activity to be executed in order to be accepted, supported by a specific process and/or tools and techniques.

Project deliverables may be provisionally accepted by an expert or designated user representative, potentially with a limited set of non-critical issues, provided that these are documented, agreed by the relevant stakeholders, and that there is a plan for addressing them (in this case, deliverables are provisionally accepted with the condition that the identified issues will be resolved before the beginning of the closing phase).

## Deliverables Acceptance Note

*<Define the structure and fields that will be used for documenting the provisional and final deliverables acceptance. Note that PM2 doesn't provide a template for this purpose; nevertheless, this section defines a possible Deliverables Acceptance Note structure and fields as an example.>*

The purpose of the Deliverables Acceptance Note is to formalise the acceptance of project deliverables by the Project Owner (PO) and/or other relevant stakeholders, within the agreed criteria and timeframe.

The Deliverables Acceptance Note will be structured as following:

The following deliverables were verified and accepted by:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **#** | **Deliverable** | **Criterion** | **Result** | **Verified by** | **Accepted by** |
|  | *<Identify the deliverable that is being evaluated>* | *<Describe the criterion that was used to evaluate compliance against the expected outputs.>* | *<Identify the result considering the metric. State if the result is "Okay" or "Not okay" and if it is provisional or final acceptance.>* | *<Name or role of the person/group responsible for the validation/provisional acceptance of the deliverable. Refer the date of sign-off.>* | *<Name or role of the person/group responsible for the final acceptance of the deliverable. Refer the date of sign-off.>* |
|  |  |  |  |  |  |

*<The above table can be used as a basis for the Deliverables Acceptance Note (if required).>*

The location of this artefact is referred in the Appendix 1.

# Final Project Acceptance

Apart from the acceptance of the specific project deliverables, additional acceptance activities are required to formally accept the project as a whole.

*<Use the tables available in section 4.1. up to section 4.3 to describe the specific acceptance criteria, activities and processes, tools and techniques involved in the acceptance of the project as a whole>.*

If the project successfully passes all acceptance tests, then the Project Owner (PO) is expected to sign the Final Project Acceptance Note. This happens during the closing phase of the project.

# Related PM² Plans

**Project Handbook**

The *Project Handbook* establishes the high-level approach for implementing the project goals, which includes required documentation, standards to be considered and the high level summary of the quality and configuration management approach. It also captures any training needs for the project team members. The location of this artefact is found in the Appendix 1.

**Communications Management Plan**

The *Communications Management Plan* helps to ensure that all project stakeholders have the information they need to perform their roles throughout the project. It defines and documents the communication items content, format, frequency, the audience and expected results. The location of this artefact is found in the Appendix 1.

**Quality Management Plan**

The quality management (quality requirements, approach, process and responsibilities, and quality assurance and control activities) is described in the *Quality Management Plan*, as well as the **project configuration procedure for deliverables and artefacts**. The location of this artefact is found in Appendix 1.

**Project Work Plan**

The *Project Work Plan* captures all types of resources requirements, schedule and effort/costs foreseen for the deliverables acceptance activities. The location of this artefact is found in Appendix 1.

# Appendix 1: References and Related Documents

<Use this section to reference (or append if needed in a separate annex) any relevant or additional information. Specify each reference or related document by title, version (if applicable), date, and source (e.g. the location of the document or the publishing organisation).>

|  |  |  |
| --- | --- | --- |
| **ID** | **Reference or Related Document** | **Source or Link/Location** |
| 1 | *<Example of a related document>*04.Project\_Handbook.XYZ.11-11-2013.V.1.0.docx | *<Example of a location>**< U:\METHODS\Folder\Documents\>* |
| 2 | 08.Quality\_Management\_Plan.XYZ.11-11-2013.V.1.0.docx | *<Insert project artefact location.>* |
| 3 | 09.Communications\_Management\_Plan.XYZ.11-11-2013.V.1.0.docx | *<Insert project artefact location.>* |
| 4 | 13.Resource\_Plan.XYZ.11-11-2013.V.1.0.docx | *<Insert project artefact location.>* |
| 5 | 29.Deliverables\_Acceptance\_Checklist.XYZ.11-11-2013.V.1.0.docx | *<Insert project artefact location.>* |
| 6 | XX.Deliverables\_Acceptance\_Note.XYZ.11-11-2013.V.1.0.docx | *<Insert project artefact location.>* |
| 7 | Project folder | *<Insert project folder location.>* |
| 8 |  |  |