



E-vote 2011

SSA – U Appendix 4

Project and Progress Plan

Project: E-vote 2011



Change log

Version	Date	Author	Description/changes
1.0	Oct.2009	KES	Created



CONTENT

1. INTRODUCTION	4
1.1. Opt2Vote Ltd	4
1.2. Cybernetica AS	5
1.3. Acando AS	6
1.4. Language	6
1.5. Collaboration Tools	6
1.6. The Computas Way	6
1.6.1. Formal processes for the overall management of the project	7
1.7. The SCRUM methodology	7
1.7.1. Introduction to Scrum	7
1.7.2. Scrum Theory	7
1.7.3. The First Leg Is Transparency	8
1.7.4. The Second Leg Is Inspection	8
1.7.5. The Third Leg Is Adaptation	8
1.7.6. Scrum Content	8
1.8. SCRUM impact on the Customer	9
1.9. Project Organisation	9
1.9.1. Communications Plan	10
1.10. Project Steering Group backup	10
1.11. Governance Structure	10
1.11.1. Governance Steering Board	11
1.12. Public Communication	11
2. RESOURCE ALLOCATION AND AVAILABILITY	11
2.1. Resource availability	11
2.2. Resource allocation	11
3. CHANGE MANAGEMENT	11
3.1. Options	11
3.2. Change Management	12
4. RISK MANAGEMENT	14
5. ESCALATION PROCEDURES	14
6. STAKEHOLDER MANAGEMENT	14
7. TRAINING	14



8. RESPONDS TO SPECIFIC REQUIREMENTS	15
8.1.1. Requirements in Appendix 4	15
8.1.2. Requirement GR3.1	15
8.1.3. Requirement GR3.2	15
8.1.4. Requirement GR3.3	16
8.2. Quality Control	16
8.2.1. Requirement ST4.1	16
8.2.2. Requirement ST4.2	16
8.2.3. Requirement ST4.3	16
9. PROGRESS PLAN	16
9.1. Comments	17



1. Introduction

This document outlines the principal activities and milestones for the project. The milestones are aligned with the Customer requirements for delivery.

Computas has adopted a “best of breed strategy” in order to deliver a successful implementation of the requirements for the EVALG2011.

Computas has a long tradition in delivering successful large and complex implementation projects for the public sector in Norway. The most recent and largest is the ongoing implementation of process and information control for The Norwegian Food Safety Authority. Computas is the prime contractor and single point of contact for the Customer. To ensure that core competence related to Electronic Voting is integrated in the resource pool delivering EVALG2011 to the Customer, Computas has elected the following vendors delivering parts of the overall systems;

- Opt2Vote Ltd (Based in Northern Ireland)
- Cybernetica AS (based in Estonia)

In addition Computas AS has elected Acando AS (Norway) as a development partner in order to ensure that sufficient development resources are available throughout the specification and development phase. A brief summary of the three companies are provided below.

The project planning and proposed organisation of the execution of the project is designed to ensure that the all companies are working as one cohesive unit. The strength in the offer created by Computas is that key competence and skills is selected from the best of breed in the business and integrated into the offer.

Computas’ methodology for development, implementation and project management is outlined in the attached document set with the overall title “The Computas Way”. An excerpt of this document is provided on this document.

1.1. Opt2Vote Ltd



OPT2VOTE is one of the premier election service providers in the UK, providing outstanding expertise and knowledge across all areas of election management.

OPT2VOTE specialises in designing and delivering a range of solutions to address the changing needs of the UK electoral services market. Products and services incorporate traditional election services and innovations such as electronic voting by internet and telephone.

OPT2VOTE aims to provide the choice, convenience and simplicity necessary to improve participation and confidence in voting whilst achieving modernisation and advancement of the democratic process.

The OPT2VOTE portfolio includes the following products:

- Registration
- Print
- Postal Vote Management Solution
- Personal Identifier Matching Solution
- E-Counting



- Internet & Telephone Voting
- E-Voting
- Detailed EML knowledge
- Election preparation

Since its foundation, OPT2VOTE has acquired a first class reputation synonymous with quality, reliability and excellence and a proven track record of delivery that speaks for itself:

- Over 10 million Postal Ballots in last 3 years
- Election Services to over 100 local authorities
- Successful delivery of e-voting pilot projects

OPT2VOTE's main contribution in the EVALG2011 implementation is their core competence listed in the OPT2VOTE services portfolio above.

Company size: 30 people

1.2. Cybernetica AS



Cybernetica is a private research and development company, original equipment manufacturer and solutions provider active in the field of Information and Communication Technologies.

Cybernetica's Department of Information Security focuses on:

- Consulting in the field of information security
- Software for solving information security problems
- Auditing of information systems

Cybernetica's Department of Information Security was established in 1992 to support the realization of the Estonian state information security program. Since then, Cybernetica has participated in several projects initiated by the Estonian state, such as:

- e-voting solution for Estonian National Electoral Committee
- information security and IT-related standardization
- launching of the ID-card project, drafting of the law on digital signature and development of an infrastructure supporting the implementation of the digital signature, including creation of an information system for the public certification registry,
- X-Road: a project environment for secure use of public databanks

Cybernetica is active in the field of cryptographic research. Scientific co-workers have shown substantial results in fields of time-stamping, integrity of databases, secure information flow in programs, analysis of cryptographic protocols, applications of attack trees in the security analysis of system, secure multiparty computation, privacy-preserving data mining. Cybernetica is experienced in providing cryptographic solutions to real-life problems with help of theoretical research.

Export markets: EU, Canada, China, Israel, Malaysia, Norway, Panama, Russia, Singapore, USA

Cybernetica's main contribution in the EVALG2011 implementation is security and encryption in addition to E-election competence.

Company size: 104 people



1.3. Acando AS



Acando is a consultancy company that in partnership with its clients identifies and implements business improvements through information enabled by technology.

Acando provides a balance of high business value, short project times and low total cost. Acando is listed on the NASDAQ OMX Nordic. Acando's corporate culture is based on three core values: Team spirit, Passion and Results.

Acando creates measurable improvements through the development of processes, organisations and IT systems, ensuring that these support the client's operations. It is the task of Acando to acquire an overall view of the client's business and to ensure that each project yields a fast effect and improves the results. The client base is wide and includes small businesses as well as corporations and public authorities.

Acando's main contribution in the EVALG2011 implementation is open source specification skills and development resources.

Company size: The Group employs more than 1,100 professionals in six European countries. In Norway Acando employ 100 people.

1.4. Language

The language used throughout the implementation and delivery phases is English. All documents, with few exceptions, are written in the English language. However, when practical or specifically requested by the Customer the Norwegian language may be used.

1.5. Collaboration Tools

The project organisation is designed to ensure that all project activities are executed at optimal speed and resource expenditure and at a manageable risk. The following collaboration tools will be used extensively throughout the project:

- Video conferencing (Tandberg and similar compatible systems)
- Conference phone
- Microsoft SharePoint
- Presence tools (Skype and MSN)
- Email

The Customer is invited to deploy the same collaboration tools for those engaged in the EVALG2011.

1.6. The Computas Way

Computas will structure the EVALG2011 project by combining the best practises of agile product development using the SCRUM methodology for the development phase and structured formal processes for the overall management of the project. "The Computas Way" is development practise fine tuned over 30 years of product development and project management. Computas offer the Customer a formal and structured framework coupled with flexibility enabling controlled adaptation of the specification, development and completion phases.



1.6.1. Formal processes for the overall management of the project

Formal processes imply that roles and responsibilities are clearly and formally defined for the Project Steering Group throughout the life time of the Project. Communication is formal through regular management meetings and project progress is based on the attached progress plan.

1.7. The SCRUM methodology

This is a brief introduction to the key principles and benefits of SCRUM, an agile method of product development, for complex projects. The introduction to SCRUM has been adapted from a paper by *Ken Schwaber (May 2009), of the Scrum Alliance*.

SCRUM is commonly simplified with this simple scenario:

A Scrum Team consists of the ScrumMaster, the Product Owner, and the Team. Scrum Team members are called “pigs.” Everyone else is a “chicken.” Chickens cannot tell “pigs” how to do their work.

“A chicken and a pig are together when the chicken says, “Let’s start a restaurant!”

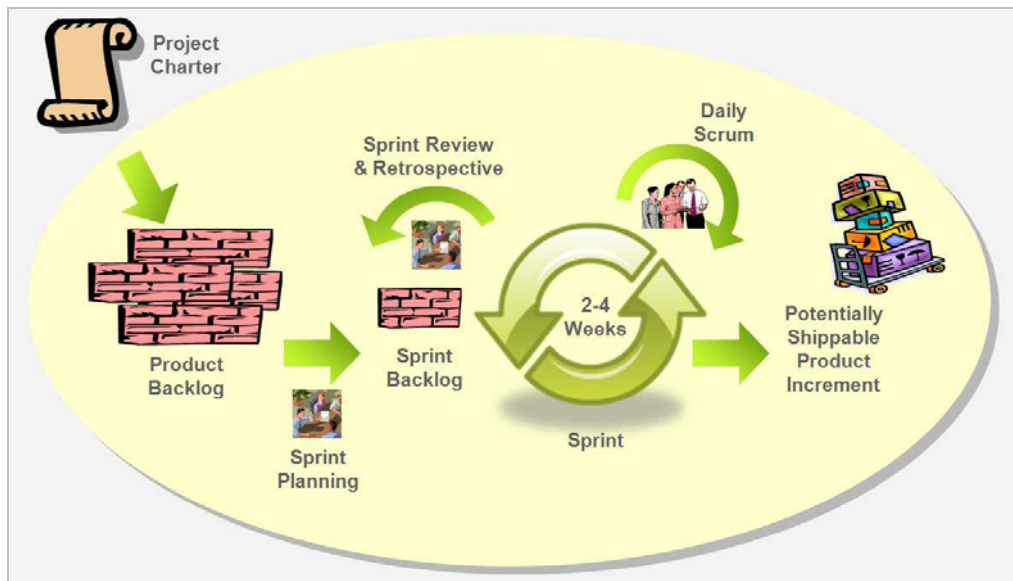
The pig thinks it over and says, “What would we call this restaurant?”

The chicken says, “Ham n’ Eggs!”

The pig says, “No thanks, I’d be committed, but you’d only be involved!”

1.7.1. Introduction to Scrum

Scrum has been used to develop complex products since the early 1990s. Scrum is not a process or a technique for building products; rather, it is a framework within which you can employ various processes and techniques. The role of Scrum is to surface the relative efficacy of your development practices so that you can improve upon them while providing a framework within which complex products can be developed.



1.7.2. Scrum Theory

Scrum, which is grounded in empirical process control theory, employs an iterative, incremental approach to optimize predictability and control risk. Three legs uphold every implementation of empirical process control.



1.7.3. The First Leg Is Transparency

Transparency ensures that aspects of the process that affect the outcome must be visible to those managing the outcomes. Not only must these aspects be transparent, but also what is being seen must be known. That is, when someone inspecting a process believes that something is done; it must be equivalent to their definition of done.

1.7.4. The Second Leg Is Inspection

The various aspects of the process must be inspected frequently enough so that unacceptable variances in the process can be detected. The frequency of inspection has to take into consideration that all processes are changed by the act of inspection. A conundrum occurs when the required frequency of inspection exceeds the tolerance to inspection of the process. Fortunately, this doesn't seem to be true of software development. The other factor is the skill and diligence of the people inspecting the work results.

1.7.5. The Third Leg Is Adaptation

If the inspector determines from the inspection that one or more aspects of the process are outside acceptable limits, and that the resulting product will be unacceptable, the inspector must adjust the process or the material being processed. The adjustment must be made as quickly as possible to minimize further deviation. There are three points for inspection and adaptation in Scrum. The Daily Scrum meeting is used to inspect progress toward the Sprint goal, and to make adaptations that optimize the value of the next work day. In addition, the Sprint Review and Planning meetings are used to inspect progress toward the Release Goal and to make adaptations that optimize the value of the next Sprint. Finally, the Sprint Retrospective is used to review the past Sprint and determine what adaptations will make the next Sprint more productive, fulfilling, and enjoyable.

1.7.6. Scrum Content

The Scrum framework consists of a set of **Scrum Teams** and their associated roles: **Time-Boxes**, **Artefacts**, and **Rules**.

Scrum Teams are designed to optimize flexibility and productivity; to this end, they are self-organizing, they are cross-functional, and they work in iterations. Each Scrum Team has three roles:

- 1) the **ScrumMaster**, who is responsible for ensuring the process is understood and followed;
- 2) the **Product Owner**, who is responsible for maximizing the value of the work that the Scrum Team does; and
- 3) the **Team**, which does the work.

The Team consists of developers with all the skills to turn the Product Owner's requirements into a potentially releasable piece of the product by the end of the Sprint.

Scrum employs time boxes to create regularity. Elements of Scrum that are time boxed include the **Release Planning Meeting**, the **Sprint Planning Meeting**, the **Sprint**, the **Daily Scrum**, the **Sprint Review**, and the **Sprint Retrospective**. The heart of Scrum is a **Sprint**, which is an iteration of one month or less that is of consistent length throughout a development effort. All Sprints use the same Scrum framework, and all Sprints deliver an increment of the final product that is potentially releasable. One Sprint starts immediately after the other.

Scrum employs four principal artefacts. The **Product Backlog** is a prioritized list of everything that might be needed in the product. The **Sprint Backlog** is a list of tasks to turn the Product Backlog for one Sprint into an increment of potentially shippable product. A burndown is a measure of remaining backlog over time. A



Release Burndown measures remaining Product Backlog across the time of a release plan. A **Sprint Burndown** measures remaining **Sprint Backlog** items across the time of a Sprint.

1.8. SCRUM impact on the Customer

The Customer assumes the role as Product Owner and will be invited to participate in the prioritization of the functional development as part of the various Development design phases.

1.9. Project Organisation

The project organization is a reflection on the fact that multiple parties are supplying technology, skills and resources to complete the project. The prime contractor and single point of contact for the Customer is Computas AS represented by the Projector Director. The Project Director is overall responsible for the project, all resources report to the Project Director directly or indirectly through the management layers.

The Project Director is the head of the project steering group. The project steering group is mandated by all parties involved in this offer to make decisions on:

- Economics
- Resource allocation
- Change management
- Exception management

The principle objective for the Project Director is that the project is delivering according to the delivery milestones with the agreed quality and according to the economical boundaries specified on this offer.

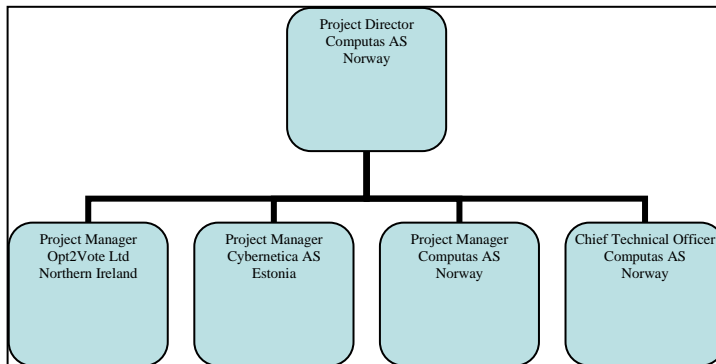


Figure 1 Project Steering Group

The Project Steering group will meet regularly on Monday's at 1200 [CET] by videoconferencing. At least quarterly the Project Steering group will also meet in person at Computas location, Lysaker, Norway. Each meeting shall be documented and the minutes of the meetings shall be stored until the project has been accepted in full by the Customer. Minutes of Project Steering Group meetings are internal documents but available on request to the Customer subject to removal of matters deemed to be of purely internal nature.

Communication is central to project management. The stakeholder management strategy aims to keep awareness and commitment high, maintain consistent messages within and outside the project, and ensure that expectations do not drift out of line with what will be delivered. A full detailed communication plan will be developed and communicated to all members of the Project.



Communication is required to ensure that Customer staff and stakeholders are prepared for the implementation of the EVALG2011 project. The aim of the project Communication Plan is to enable support for the change to begin to be generated before the project is implemented.

1.9.1. Communications Plan

Effective communications is fundamental to the success of a project of this type. Consistent, timely and straightforward communication will enable stakeholders to understand the reasons for the change (if any), the Customer vision for the future, and their role in helping to create that future. It will promote the development of ownership among Customer staff, and assist in the transition to revised processes and procedures leading up to the election. The Communications Plan aims to build on existing communications within the Customer organisation to promote active and enthusiastic stakeholder ownership through all phases of the pilot development and deployment.

Objectives

The key objectives of the communications campaign are to:

- Ensure visibility and understanding of the change initiative for all stakeholders;
- Ensure senior management leadership is strong, focused and clearly visible in association to the EVALG2011 service;
- Develop stakeholder understanding of the change initiatives;
- Sustain project momentum by recognising achievements and milestones;
- Develop an open and continuously improving communications network for the project.

The successful realisation of these objectives will ensure that uninformed stakeholders and an unprepared workforce do not affect the evaluation of project elements.

Key Principles

Based on best practice, and experience derived from other election communications campaigns, the following principles will be followed where possible:

- Communication for the electorate will be delivered via a specific voter engagement plan (optional);
 - Other stakeholders will be consulted as to their communication requirements in advance where possible allowing them to indicate their required message, media type and frequency;
- Communication will be two way, allowing feedback to be passed from the stakeholders back to the Communications Team and Project Director;
- A *variety* of media and activities will be used as appropriate;

1.10. Project Steering Group backup

Each member of the Project Steering Group will have a backup representative, inheriting the mandate in full should the principal member of the steering group, for reasons not possible to predict, be unable to fulfill the duties on the Project steering group.

1.11. Governance Structure

The Customer shall establish a project governance organization headed by a Governance Director.



The Project Director will review the progress of the project with Governance Director reviewing the following key components of the project:

- Progress
- Economics
- Resource allocation
- Change management
- Exception management

The Project Director and Governance Director will meet regularly on Monday's at 1000[CET] by videoconferencing or other methods.

1.11.1. Governance Steering Board

The Governance steering board shall, as a minimum, be represented as follows:

- Project Steering Group
- Governance Director

The meeting is chaired by the Project Director.

Each meeting shall be documented and the minutes of the meetings shall be stored until the project has been accepted in full by the Customer. Minutes of Governance Steering Group meetings are internal documents available to the Customer and select members of the Project Steering Group.

1.12. Public Communication

No member of the Contactor or the Customer shall communicate to the public, matters defined as internal without prior consent from the Project Director and Governance Director.

2. Resource Allocation and availability

2.1. Resource availability

The Contractor confirms that resources are available to deliver the project according to the progress plan submitted with this Tender.

2.2. Resource allocation

The contractor has indicated how the various subcontractors engage in the progress plan throughout the project period.

The Project Director will

3. Change Management

3.1. Options

All options shall be treated as a change. When activating an option the Customer shall issue a Change Request using the "Change Request Table" listed below.



An option is not active (contractually binding in any form) until accepted in writing by the Project Director and the Governance Director.

3.2. Change Management

Change management is bidirectional. That is:

- The Contractor can request changes
- The Customer can request changes

All change requests shall reference the following two documents:

- The Tender document (“the Contract”)
- The details design specification, submitted with milestone “SP01” “Acceptance Detailed Design Specification”

A change is not active (contractually binding in any form) until accepted in writing by the Project Director and the Governance Director.



Change Request			
EVALG 2011			
Change Document ID	CRQ-EV11-00000		
Submitted By (Full name and Company)			
Submission Date	01.01.2010		
Title of Submission	<Short title of Change Request>		
Detailed description			
Reference(s) to Contract	<Only chapter and paragraph references>		
Reference to detailed design description	<Only chapter and paragraph references>		
Document received confirmation	<Name and Title w/Signature>	Date	
Change Request completed	<Signature by both Project Director and Governance director>	Date	
Approved or Rejected	Accepted / Rejected (Edit as appropriate)		Doc Reference Additional information
Project Director (Sign)		Date	
Governance Director (sign)		Date	

This document is included as an Excel-file together with the submitted Tender response documents.



4. Risk Management

Risk management is embedded in the management and governance structure specified in this document. The design and risk methodology is specified in the attached document set titled “the Computas Way”.

In summary all stages of the project the EVALG2011 Project Team will monitor and manage risks on a regular basis. The Project Steering Group allocate an owner for each identified risk. All identified risks are analysed, monitored and managed throughout the project and where possible a contingency plan is agreed and all appropriate staff are briefed on the action to be taken if the risk becomes an issue. All risks are monitored closely and captured via a risk register which is circulated and updated at all meetings.

These documents are submitted in the Norwegian language. An English translation may be submitted at a later stage in the project execution cycle if so specifically requested by the Customer with the reasoning that such a translation is essential to successfully complete the delivery of the EVALG2011 project.

5. Escalation Procedures

All logged issues / problems are handled in line with agreed processes and procedures.
All problems will be managed with a fault logging system.

When a problem is reported to the Project Steering Group, it will be logged. On receipt of a problem report, the Project Director will acknowledge receipt of the report to the Governance Director.

Detailed Escalation Procedures will be introduced during the initial phase of the project to ensure that all problems and issues are moved up through the senior managerial and Board levels where appropriate.

6. Stakeholder Management

In order to gain the maximum impact from the introduction of the EVALG2011 service, it is necessary to promote EVALG2011 to the end users and other stakeholders in a manner that engenders trust and confidence in new voting methods and systems.

7. Training

A success criterion for the EVALG2011 project is that all stakeholders, including the Voter, are competent and comfortable using the technology and applications making up the EVALG2011 service. A clearly defined training strategy and Voter engagement plan is essential to increase Voter participation as well as providing a lasting platform for ‘joined up’ government by linking voting to wider eDemocracy aims.

The training included in this offer is outlined with a focus on users from KRD and election officials. The training principle offered is “train the trainer”, which implies that a select group of expert users attend training classes. They in turn convey the knowledge further as deemed appropriate by the Customer.

It is the intention of the Contractors to define the training details and objectives together with the Customer in the Specification phase.

The Contractor can offer extended training services as an optional addition such as:

- Voter engagement (e.g. media campaigns)
- Online training (e.g. videos and training portals)



- Local presence

8. Responds to specific Requirements

8.1.1. Requirements in Appendix 4

Project plan, including milestones and main activities with allocated resources and their %-allocation over the given time period

The main activities have been specified. The resource allocation is specified as %-allocation of the principal suppliers involved in the execution of the progress plan. It should be noted that the %-allocation is indicative, the Contractor, through the Project Steering Group reserve the right to adapt this %-allocation in order to ensure that the progress plan delivery milestones are met.

Principles and routines for cooperation

This document specifies the “principle and routines for cooperation” between the Tenderer and the Customer. It also specifies the management structure and governance structure.

The Tenderer must also specify which functionality will be ready for pre-pilots. Functionality necessary to do the pre-pilots must be available for customer acceptance test by August 15th 2010.

The Tenderer has noted the request for pre-pilot activity on August 15th 2010.

During the *Specification phase* a development plan is established describing which components will be part of the different sub functional deliveries and the associated functionality that will be ready for the pre-pilot.

8.1.2. Requirement GR3.1

The system must be divided into partial deliveries. Each delivery must be a complete subsystem. It must be possible to perform part acceptance tests on each partial delivery.

The Tenderer confirms that the system will be divided into partial deliveries. Each delivery will be a complete subsystem. It will be possible to part acceptance tests on each partial delivery.
See the project plan above for more details.

8.1.3. Requirement GR3.2

The system must be ready for customer acceptance test November 1st 2010 (full scale, all elections). All customer acceptance tests and all vendor correction of system errors, and regression tests should be finished within December 31th 2010.

The Tenderer confirms that the system will be ready for customer acceptance test November 1st 2010 (full scale, all elections). All customer acceptance tests and all vendor correction of system errors, and regression tests should be finished within December 31th 2010. See the project plan above for more details.



8.1.4. Requirement GR3.3

First deadline is the submission of list proposals from the political parties is March 31th 2011. The system must be configured and ready for use by the local communities from March 1st 2011.

The Tenderer confirms that the system will be configured and ready for ready for use by the local communities from March 1st 2011. This will meet the required deadline for the submission of list proposals from the political parties on March 31th 2011. See the project plan above for more details.

8.2. Quality Control

8.2.1. Requirement ST4.1

The Contractor shall be certified to or work according to ISO 9001/TickIT (ISO/IEC 12207)

The Tenderer confirms that all companies in the consortium is certified, will be certified to, or work according to ISO 9001/TickIT (ISO/IEC 12207).

Cybernetica is certified on ISO 9001:2008.

The certificate is attached as “SSA-U Appendix 4 Cybernetica ISO 9001_2008 Certificate.pdf”

OPT2VOTE is certified on ISO 9001:2000.

The certificate is attached as “SSA-U Appendix 4 Opt2Vote ISO 9001 Certificate.pdf”

OPT2VOTE is certified on ISO 9001:2005.

The certificate is attached as “SSA-U Appendix 4 Opt2Vote ISO 27001 Certificate.pdf”

8.2.2. Requirement ST4.2

The system shall be developed to satisfy the requirements of a data centre operator certified to or working according to ISO/IEC 20000-1 and ISO 27001.

The Tenderer confirms that the system shall be developed to satisfy the requirements of a data centre operator certified to or working according to ISO/IEC 20000-1 and ISO 27001.

8.2.3. Requirement ST4.3

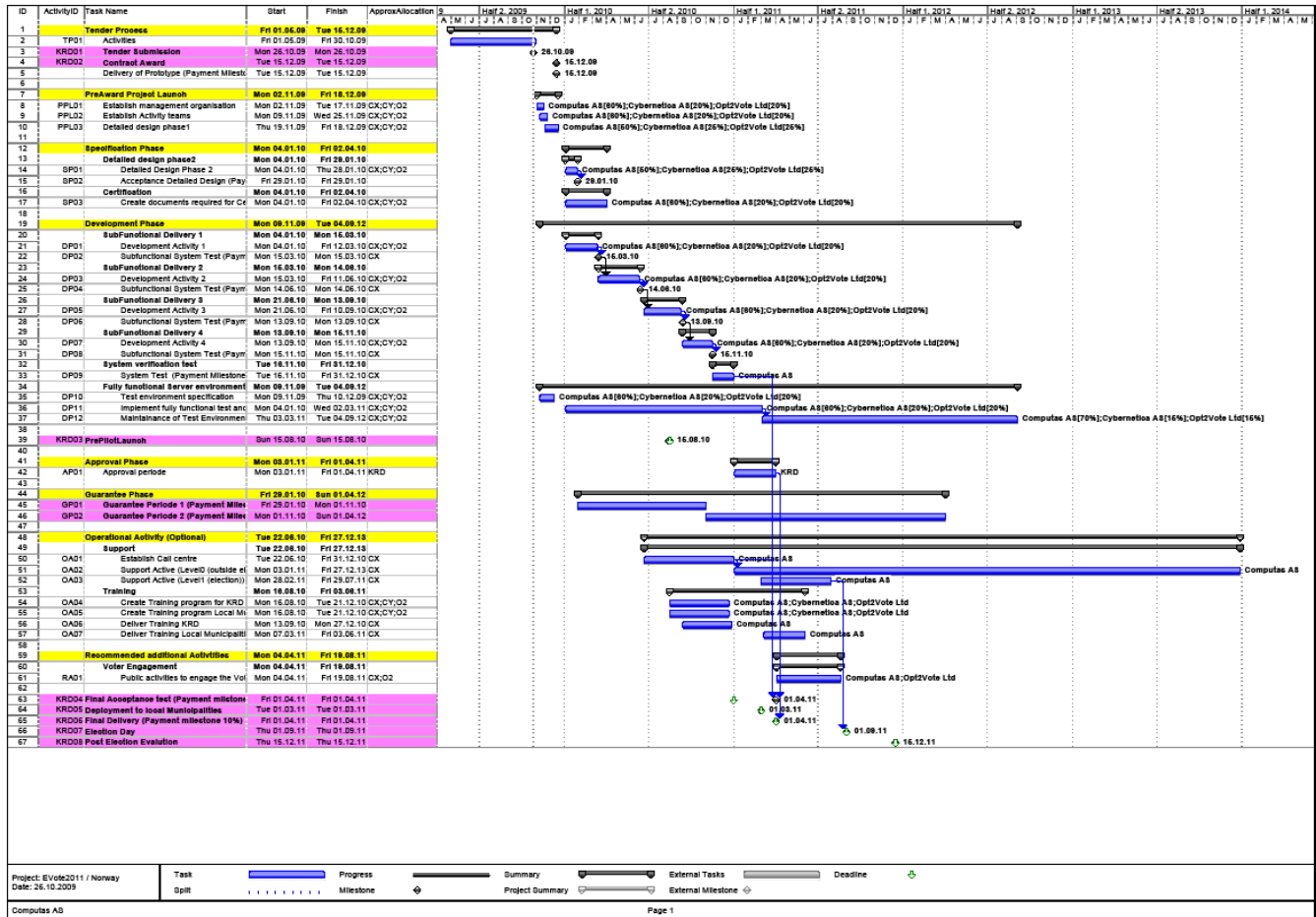
For work covered by the Maintenance Agreement-option, the Contractor shall be certified to or work according to ISO/IEC 20000-1.

The Tenderer confirms that all companies in the consortium is certified, will be certified to, or work according to ISO/IEC 20000-1 for work covered by the Maintenance Agreement-option.

9. Progress Plan

The progress plan is attached to offer as a separate document in the format “Microsoft Project 2007”. For the convenience of the Customer an Adobe PDF copy is also attached.

An image of the progress plan is included below for reference and completeness of this document.



9.1. Comments

The Contractor wishes to highlight the intention to start the project in November, at its own expense and risk in order to ensure that the time available is as optimal as possible.