

MINISTRY OF LOCAL GOVERNMENT AND REGIONAL DEVELOPMENT

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E-vote 2011

SSA-U Appendix 6 Administrative Provision

Project: E-vote 2011

E-vote 2011

Administrative Provision



MINISTRY OF LOCAL GOVERNMENT AND REGIONAL DEVELOPMENT

Change log

Version	Date	Author	Description/changes
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1. Project Organisation

Indra and the Customer shall each appoint a Project Director to act as their representative for the day to day management of the Contract.

The internal organisation Indra will implement to deliver this service is as follows:

The Project Management Team will be comprised by the following roles:

Project Director

Executive authority and final decision maker when dealing with escalated issues. He will interface with the Steering Committee members of The Ministry organisation

Project Manager

In charge of managing the project on a day to day basis. His responsibilities are:

- Managing and leading the project team
- Managing co-ordination of working groups engaged in the project work
- Responsible for the detail project planning and control including:
 - Developing and maintaining the project plan 0
 - Managing project deliverables in line with the project plan 0
 - Recording and managing project issues 0



Date:

- Monitoring project progress and performance 0
- Working closely with the customer to ensure the project meets user's needs 0
- Control over all project resources
- Assessing and mitigating risks 0
- Establishing and maintaining quality in the project 0

Software & IT infrastructure

In charge of the design and implementation of the selected IT architecture, management and coordination of the software development and system operation:

- Design of system architecture •
- Implementation of security measures •
- Analysis, development and implementation of the applications and software running in the central system
- Management and coordination of functional tests
- Coordination of system operation

Infrastructure & Logistics

Support activities to all remaining areas such as solution technical support, installations, transportation of equipment, equipment maintenance:

- Ensure that the working place is properly equipped
- Transport management •
- Distribution of materials •
- Maintenance of equipment •
- Technical support during system operation

Training & Documentation

In charge of implementing the training plan. It will define, along with The Ministry the content of training plan including documentation and sessions:

- Preparation of procedures •
- Preparation of user's guide
- Training sessions design and coordination

Mr. Javier Fernández will be appointed as Project Director to the delivery of the e-Vote solution for Norway. The following is a brief biopic on Mr. Fernandez:

Javier Fernandez, Director of Operations (Electoral Processes)

Javier has led the development of the portfolio of products and services that the Elections Department currently holds. His responsibilities involve an in-depth knowledge of the electoral world and liaison with a variety of Government agencies, groups and institutions involved. He has been project director of many elections projects in three continents and has been very successful in providing innovative solutions for electronic voting and counting. He is recognised as an authority within the elections market. Javier is Industrial Engineer and MBA qualified. He join Indra in 1985.

Mr. Jesús Orbegozo will be appointed as Project Manager to the delivery of the e-Vote solution for Norway. The following is a brief biopic on Mr. Orbegozo:

Jesus Orbegozo, Technical Director (Electoral Processes)



Jesus, Technical Director of the Elections Department, joined the company in 1997. A Telecommunications Engineer, he is highly experience as project managing the delivery of state-of-the-art technology system for customers across the world. Jesus joined the elections department in 2006 and was formerly account manager in the telecoms market in charge of the Vodafone account. As part of the Elections Department's senior management team he has overall responsibility for the design and implementation of strategic projects. He was the Project Manager of the 2008 GLA Elections project.

Please refer to the Document "Résumés" for detail cv's of appointed staff.

2. Collaborative Management Practices

The development of Collaborative Management Practices in this project will offer the mechanisms to engage, collaborate, and lead together both, The Ministry and Indra.

To create Collaborative Practices, Indra suggests the set up of Committees structured in a three tiered approach: executive, follow-up and operational. The following is an outline of the proposed scheme:

	Committee	Attendees				
		KRD	Local Authority	Indra	Other Suppliers	
Strategic Level	Executive Committee Every two months	Steering Committee		Project Director Project Manager		
Tactical Level	Follow-up Committee <i>Weekly</i>	Project Manager E-vote 2011	As appropriate	Project Manager		
Operational Level	Operational Committees Weekly/Variable	Responsible of Corresponding Functional Areas	As appropriate	Responsible of Corresponding Functional Areas	Project Manager	

EXECUTIVE COMMITTEE

The Executive Committee is the top decision making board, and it has to decide about proposals that can mean modifications of the contract. The decisions of the Executive Committee have to be accepted by both parties. This committee will be composed by the Programme Director and Project Manager of Indra and its equivalent in the KRD.

The objectives of this Committee are:

- To align the strategies of both parties with the fundamental principles on which the service model is established.
- Guarantee the fulfilment of contractual commitments.

The Programme Director of Indra is responsible for the following tasks:

- To define the strategy and lines of action of Indra, articulating the mechanisms that guarantee a good operation at all levels.



- Resolution of conflicts that can arise in the execution of the services that are scaled to him.
- To make proposals of strategy changes that, being based on his experience, can help to achieve the success of the project.

The responsibilities of the Programme Director from the Customer's organisation will be the following:

- To define the strategy and lines of action of the KRD, guaranteeing a very high level of collaboration to Indra.
- To contribute in the definition of the strategy of the project with his knowledge about specific conditions that can affect the success of the process.

FOLLOW-UP COMMITTEE

This level represents the authority in the identification of expectations of the KRD, and its satisfaction through the fulfilment of the contract agreements in quality, cost and time. The Follow-up Committee has the responsibility of control that the development of the project is following the stages planned by the Executive Committee.

The Follow-up Committee has to ensure that the project is going to be developed successfully. The most important objectives of this committee are:

- To guarantee the effective implantation of all reached agreements under the established agreements of quality.
- To analyze and detect every deviation in the development of the project that can affect the success of the process.

The Project Manager of Indra is responsible for the following tasks:

- Managing and leading the project team of Indra.
- Managing co-ordination of working groups engaged in the project work.
- Responsible for the detail project planning and control including:
 - Developing and maintaining the project plan.
 - Managing project deliverables in line with the project team.
 - Recording and managing project issues.
 - Monitoring project progress and performance.
 - Working closely with the customer to ensure the project meets user's needs.
 - Control over all project resources.
 - Assessing and mitigating risks.
 - Establishing and maintaining quality in the project.
- Resolution of possible conflicts that can arise in the development of the project.
- Approval, rejection or transmission to the Programme Director of Indra, of every modification proposed to the KRD, and if it is approved, establish processes to control those modifications.
- Elaboration of strategic proposals and recommendations to raise to the Executive Committee.

The responsibilities of the Project Manager of the KRD will be the following:

- Managing and leading the project team of the KRD.
- In coordination with the Project Leader of Indra, collaborate in the project development, making the tasks of which KRD is responsible.
- Collaboration with Indra to solve any problem that can arise during the project performance.



A. The Executive and Follow-up committees must be in place during the full length of the project (from 2010 to 2011). The schedule will change though the Executive Committee will meet every two months; however the Follow-up Committee will meet every five weeks to follow the progress of the project.

The Executive committee will have the following responsibilities:

- Receive the reports from the Project Managers on: progress against the Project Plan, possible future developments, issues relating to delivery of software modules....
- Review the status of service management, co-ordination of individual tasks and any integration issues
- deal with the prioritisation of resources and the appointment of project responsibles
- consider and resolve disputes in the first instance and
- develop operational/supplier relationship and develop and propose the relationship development strategy and ensure the implementation of the same.

A fortnightly written highlight report will be submitted to the Customer describing actions taken against key objectives and deliverables, details (in advance) of potential additional costs, risk assessments and actions taken to minimise risks and all other issues and dependencies involved in the delivery of the system.

An issues log will be maintained during the project lifecycle. It will be reviewed in every meeting. So will the "combined" risk log (Customer and Supplier's).

B. The Operational Committees will change in nature as follows:

THE OPERATIONAL COMMITTEES DURING STAGE 1 (2010)

Comprised by members of staff from The Ministry organisation, participant Local Authorities and Indra. The Operational Committees run during Stage 1 of the project, i.e. during the development and testing phase in 2010. The Operational Committees will deal with the three main areas of the project: functional, technical and operational. The Committees have to be comprised by members of staff which have expertise on specific areas such as:

- Functional: legislation, regulations, operational requirements and additional requirements such as accessibility and inclusion
- Technical: infrastructure (Hw/Sw/comms) and security
- Operational: procedures to be developed, training programme, communication plan, Local Authority support scheme etc...

At the beginning of the project the three top level Operational Committees will be set up (Functional, Technical, Operational). Later on, it may be necessary to set up sub-committees, but this is something that should be addressed as the project progresses.

Operational Committees are vital for the success of the project (development and testing phases during 2010). The following suggestions come from our own experience in projects where this collaborative approach has worked extremely well:

1. We suggest The Ministry to appoint at least one representative per Operational Committee. Please not that just one representative may not cover all the aspects to be discussed in a particular committee. It will be up to the Ministry to decide whether to appoint various representatives taking part in the same committee.



- 2. It will be required for representatives to have full dedication to this task during the length of the project.
- 3. The representatives must have authority to take decisions and make suggestions to progress into the project development. This is a crucial issue: if we want the project to progress according to plan, the Operational Committees have to work, and this is achieved by appointing members with authorisation to take decisions.
- 4. Local Authorities can be a valuable asset for these committees in particular in all issues related to operational requirements, procedures, training and local support. They must be part of these committees and their dedication must be partial (50%) during 2010. The number of representatives will be at the discretion of the Local Authorities.

THE OPERATIONAL COMMITTEES DURING STAGE 2 (2011)

These committees will assess changes requested in the technical solution either coming from the customer (the Ministry and/or Local Authorities) or from Indra.

The committees will have to analyse:

- the reason for the change
- the impact on cost, calendar and scope
- the operational impact of not implemented the change

The mechanism for raising and managing a change requests should be drafted in the contract documentation.

3. Scope for deliverables and implementation

Elaboration of Requirement GR3.7

Indra will set up a project office in Oslo at the beginning of 2010 where the core project management team will be located. The project office will be opened until the project is finished.

Please note that Indra has a worldwide agreement with Regus. Regus is the world's largest provider of workplace solutions. Regus operates over 1000 business centres across 450 cities in 75 countries. Their facilities include staffed offices, business support services, meeting conference and training facilities and videoconference rooms.

Elaboration of Requirement GR3.8

Indra will set up a project office in Oslo at the beginning of 2010 where the core project management team will be located. The project office will be opened until the project is finished.

Please note that Indra has a worldwide agreement with Regus. Regus is the world's largest provider of workplace solutions. Regus operates over 1000 business centres across 450 cities in 75 countries. Their facilities include staffed offices, business support services, meeting conference and training facilities and videoconference rooms.



4. Security

4.1. General requirements

Elaboration of Requirement GR2.1

Indra is ISO 27001 certified. Below is a copy of the certificate:





INDRA SISTEMAS, SA

dispone de un sistema de gestión de la seguridad de la información conforme con la Norma UNE 71502:2004 y/o ISD/IEC 27001

para las actividades:

Los sistemas de gestión de seguridad de la injonnación relativos al control de acceso a servicios y sistemas corporativos, entendiendo éstos como aquellos de carácter interno ofrecidos a toda la organización.

que se realizan en: AVDA, DE BRUSELAS, 35 28108 ALCOBENDAS (Madrid-España)

Fecha de emisión: 2007-12-28 Fecha de expiración: 2010-12-28

AENOR

El Director General de AENOR

Asociación Española de Normalización y Certificación

Génova, 6. 28004 Madrid. España Tel 902 102 201 - www.acnor.cs

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Date:

Elaboration of Requirement GR2.2

Indra fully complies with this requirement as we are ISO 27001 certified. Please refer to the copy of the certificate above.

5. Accesibility and usability

5.1. Methodology requirements

Elaboration of Requirement M1

The focus of the Indra solution is based on a user-oriented development methodology, through which all the aspects are improved for usability, accessibility, design and communication in a way that is combined with all of the project's technological components.

The Development of Accessible Interfaces is a piece within the Indra **HCI department's** (*Human Computer Interaction*) mechanism. This user-oriented method consists of 4 basic steps:

- **Product definition:** Analysis of the product objectives and the user needs that should be covered.
- Usability and Information Architecture: Designing the interaction processes, the information architecture and the graphic elements of the portal's interface that facilitate the user interaction.
- **Design and Creativity**: Combining different graphic elements to create a visual interface for transmitting images and information in a clear, attractive and efficient way.
- **Development of User Interfaces:** Design and composition of solutions for implementing interfaces through processes established under the premise of quality, optimization, functionality and innovation.

These 4 phases are perfectly integrated into the phases of a traditional project, and set up the next correspondence to the 5 phases that normally make up a project:



Construction

Tests, Implementation

and Acceptance

Start-up and support

We list the phases of a user-oriented design according to the following distribution:

- System Analysis and Design:

- Product Definition.
- Usability and Information Architecture.
- Design and Creativity.
- Construction:
 - o Development of User Interfaces.

- Tests, Implementation and Acceptance:

- Usability and Information Architecture.
- Design and Creativity.
- o Development of User Interfaces.
- Support:
 - o Usability and Information Architecture.
 - Design and Creativity.
 - o Development of User Interfaces.



Date:

This combined methodology will be treated in detail during the project's runtime.

The entire definition and development process undertaken by Indra is properly documented, especially everything referring to the special sections dedicated to accessibility and usability.

In this regard, in addition to all the generated technical documentation, the following documents will be provided:

- Flowchart. -
- Wireframes.
- Style Guide. _
- Accessibility Analysis and Solutions.
- Implementation of Accessibility.
- Accessibility and Usability Test and Results. _

Elaboration of Requirement M2

All analysis and solutions referring to the implementation of accessibility will be documented in detail within the group of previously listed deliverables.

Among these descriptions, the section that stands out is dedicated to defining the accessibility tests in all aspects, from the procedures to the tools used to conclude with the analysis of the obtained results. If applicable, the corrective actions will be documented to solve the possible errors detected in the tests.

Specifically, in the correction tests of accessibility we will have the following tasks:

- **Definition of Tests:** once there is a system developed with the objective of fulfilling accessibility rules, the experts in this subject will define in detail a plan of tests based on automatic activities, expert revisions and laboratories with disabled users.

Likewise, the metrics will be defined that will generate the subsequent reports and analysis after executing the tests.

- Execution of Tests: after defining the tests in detail, they will be taken with the participation of accessibility experts. In this way, we can distinguish 3 different test types:

Automatic Tests: by using automatic accessibility verification tools, such as TAWDIS (Spain) or AChecker (Norway), in a way that the possible shortfalls can be identified that could be found by a computer program.

This software keeps improving its degree of precision, but it still requires the revision of an accessibility specialist before ruling out the correct testing of some non-testable standards by a computer program.

Expert Tests: Expert product validations are conducted precisely for those standards that cannot be 100% checked by the automatic validation programs. In this regard, all the specifications of use and system coding are revised in order to verify their complete correction according to all the recommendations for an accessible product. These validations are done by using the current Norwegian rules as reference, and the internationally accepted ones as standard WAI rules, in their specifications 1.0 and 2.0.



- Laboratories for Disabled Users: in which, beyond the expert verifications, the system will be subjected to the tests of real users that present different types of disabilities. This type of test is usually definitive for determining the real degree of the developments' accessibility, since fundamental aspects are shown in these that go beyond the good standards generally covered by the rules.

-Analysis of Results: finally the analytical tasks are done that correspond to the results from the previous tests, in a way that reports can be issued about the accessibility status, identifying the strengths, shortfalls and the necessary corrective actions to carry out.

With these results, an error correction phase is carried out, after which the product is subjected to the same complete tests again, as done in the first iteration.

Elaboration of Requirement M3

In a similar way to that which was explained with the accessibility tests, the execution of tests on users is proposed, which would allow us to verify that the proposal of the prototype and design phase works as expected with real users.

In this case, the following test types are defined:

- **Expert Analysis**: in which the product is subjected to the expert analysis from the usability point of view, to identify the good practices or the cases that are not adequately resolved, so that they facilitate the use of the application.
- **Heuristic Analysis:** the heuristic evaluation or evaluation by criteria is conducted by specialized evaluators based on principles established by the discipline of the HCI. The criteria recommended by authorities in the subject such as Jacob Nielsen (Visibility of the System status, Adaptation between the system and the real world, Control and freedom of the user, Consistency and standards, Preventing errors, Recognizing is better than remembering, Flexibility and efficiency of use, Minimalist aesthetics and design, Helping users recognize, diagnose and solve errors, Help and documentation), is used as the basis for those that add their own criteria based on the experience of our experts.
- User Laboratories: finally, in a similar way as the case of accessibility, the product will be subjected to the tests with real objective users, which will prove the reality of the application's use.

The user conduct, reactions and opinions can become known through the laboratory tests. This way, the detected problems will be analyzed in depth, as well as the expectations and suggestions of these users.

The **results** include ratios of effectiveness, efficiency, satisfaction, comments, tendencies, opinions, etc. The test results come with recommendations for improvement.

This entire procedure will be properly defined and the results will be recorded. In the same regard, the obtained results will be analyzed, and their conclusions will become feedback in a cyclical process of improvement for the user interfaces from all possible points of view.



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Elaboration of Requirement M4

Throughout the entire project, it is possible to contact the accessibility and usability experts to respond to the possible requests from independent outside consultants provided by the organization, who can carry out different activities based on these subjects, such as validating the adequacy of the proposed solutions.

Elaboration of Requirement M5

In this requirement, that which was mentioned in the section M1 applies, but specific actions can also be set as found within the Graphic Design and Creativity phase:

- Graphic line.
- Validation with client.
- Development of several screen types according to validated prototypes.
- Final validation.
- Preparation of style manual.

These tasks will produce the following deliverables:

- Graphic Line
- Designed Screens
- Style Manual