**E-vote 2011**

Contractor Solution Specification

MINISTRY OF LOCAL GOVERNMENT
AND REGIONAL DEVELOPMENT

Version: 1.0
Date: 26/10/2009

# *E-vote 2011*

## SSA-V Appendix 2 Contractor Solution Specification

## Project: E-vote 2011

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Date:        26/10/2009

**Change log**

| Version | Date | Author | Description/changes |
|---------|------|--------|---------------------|
| 0.1 | 26.10.09 | | First version |
| | | | |
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# CONTENT

# 1. Service Model

## 1.1. Global Scope

The Service proposal developed by Indra was created to respond to conditions established by Customer in the RFP "Government Standard Terms and Conditions for IT Procurement".
The objective of this process is to choose a provider to do the Maintenance and Servicing of Equipment and Software for the E-Vote 2011 Platform for the Ministry of Local Government and Regional Development located in Norway.
INDRA offers to Customer the implementation of a complete Application Management Model, incorporating all the key aspects of the INDRA's Model described in this proposal.

The **general scope** of the proposed services is described as follow.

### 1.1.1. Temporary

The contract will have duration of one year, and the estimated dated of beginning is April 2012.
During the first three years, the Customer can renew the contract automatically. From then, both the Customer and Indra will have to decide whether or not to renew it.
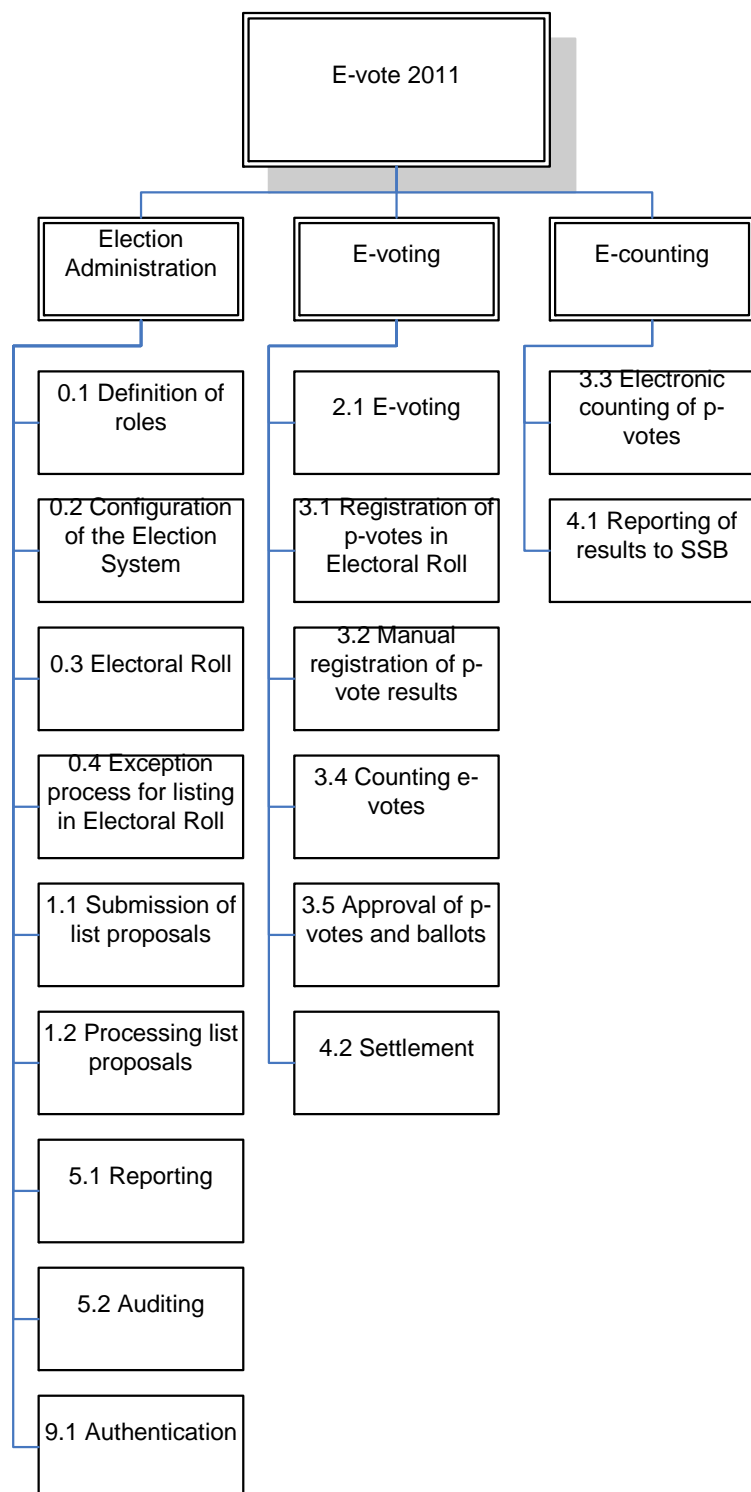
### 1.1.2. Location

The services will be provided off-site from Indra's locations, except one off tasks that requires on-site presence on customer location, for example defining requirements.
Onsite support will be provided in case that Customer requests it.

### 1.1.3. Functional

The service will cover the maintenance of the application software develop for the e-Vote 2011 project. The application software cover the use cases indicated below which are defined by the Customer in the Contract "Software Devlopment Agreement SSA-U".  The service includes user support, correction maintenance and development of new versions for the e-voting, e-counting and election administration functionalities.

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### 1.1.4. Working Time

The services will be provided as is showed in the following table:

|  | Non Elections Periods | Elections Periods |
|---|---|---|
| Support Services | a.m. 08:00 to 04:00 working days | 24x7 |
| Error correction | a.m. 08:00 to 04:00 working days | 24x7 |
| New Versions | a.m. 08:00 to 04:00 working days [*] | |

[*] The main goal of the service is to deliver the versions within timeframe previously agreed between Customer and Indra.

## 1.2. Service Map and Operational Model

Following it is showed the service map proposed to Customer, based on RFP specifications.
The service includes user support, error correction and development of new versions for all three solutions:

- E-voting
- E-counting
- Election administration.
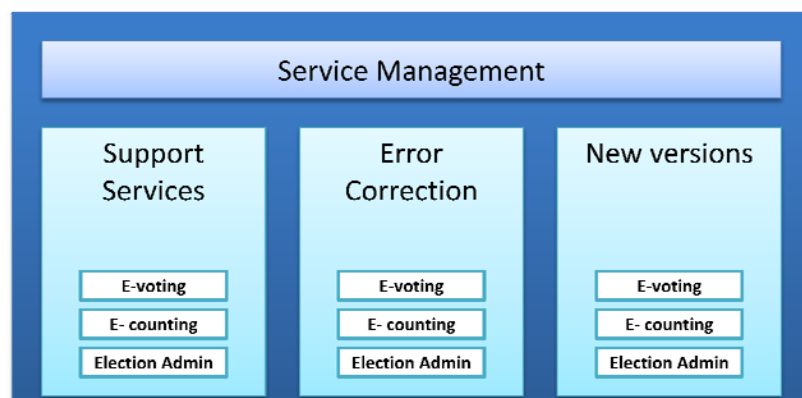


### 1.2.1. Service Management

The aim of this service is to guarantee that the compliance of Service Level Agreements (SLA) – for which INDRA organises, administers and makes the necessary monitoring and follow up reports, at the same time as it ensures its Quality Management.

The **main activities** related to the service are:

- Centralise the high level relationship with Customer.

- Guarantee a suitable communication flow on the relationship model between INDRA and Customer.

- Participate on the follow up and monitoring meetings with regards to the service evolution and the SLA.

- Plan and to manage the global base capacity of the service.

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- Coordinate the resources needs with the team leaders in charge of the Service Operation according to the service demand.

- Supervise the Service Level Agreements reported by the operation, and adopt the necessary actions to maintain the quality levels established on the service.

- Carry out the service financial supervision and plan the billing according to the agreement´s terms.

- To manage the relationships with third parties (suppliers) -if needed.

### 1.2.2. Support Services

The main goal of the service is to resolve queries and end-user incidents not classified as corrective maintenance and evolution, for example, information extraction.

The service will be organized in two levels, **Level 1 (**support) and **Level 2 (**resolution).

This **first level** will responsible for:
- Telephone and email reception of incidents, requests and queries from users (in order to compliance the answer time SLA).
- Register in ISLA incidents and user requests.
- Resolution of incidents and doubts first of all where possible, by telephone verification and / or actions by remote connection.
- Escalate the incidents to next level of support.
- Follow the life cycle of the incidents, until its closure and user acceptance.
- If is necessary, update or create documentation in tool Egeo.

The **second level** will responsible for:
- Resolution the incidents and queries derived by the first level of support
- Resolve on time incidents, queries and requests.
- Give a response to the first support group to register the incidence.

The **main characteristics** are:
- Indra's proprietary tool, iSLA allows the activities related to the requests between the Customer expert user group and Indra's team to be registered, followed up and controlled.
- Another Indra's proprietary tool, Egeo, allows manage the documentation related to service.
- Moreover, there will be on-site support available where any of the three solutions (e-voting, e-counting and election administration) has been deployed. This on-site support will be accorded to prices on Appendix7.
- Both support teams will solve any functional inquiry on the times specified on Appendix 5 and will direct the technical ones to the error correction team.

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**Tasks**:

- Request reception via iSLA.
- Capture all the information related to request.
- Register the service requests.
- If applicable, follow up the previous point services escalation.
- Perform specific actions to solve the issues.

### 1.2.3.    Error correction

This service will ensure that any error or incident, detected due to application failures of causes related to system technical problems on the application scope, will be solved on the times described on Appendix 5 without changing the functionality or operation of the solution.

The tool Egeo will allow the maintenance of documentation as it is specifically requested in the RFP. Indra will prepare and keep updated a specification of the maintenance deliverables, containing all information concerning the maintenance deliverables that is of relevance to the Customer. This deliverables include user's manuals, functional documentation, etc.

**Tasks**:

- Analyze, diagnose, individually, the incidents received and their causes.

- Technical and functional analysis of the solution.

- Implement contingency solutions to minimize the impact on the Service.

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- Update the state of the incident.

- Update the technical and functional documentation in Egeo.

- Regardless of how the issue is detected, the process it will follow is:

- Issue reception and registration

- Issue analysis and diagnosis, verifying whether the issue comes from data, programming or configuration errors. Issue must be categorized in A, B or C as stated on de "SSA-V Maintenance Agreement" document.

- Solution proposal and evaluation, giving temporary solutions if possible to minimize impact on operations.

- Resolution. Includes data if it has been affected by the issue.

- Testing (includes both integration and certification testing)

- Solution deployment on all units

- Close incident

- Documentation of both the temporary solution, if any, and the final solution

### 1.2.4.    New versions

This service consists on improving the overall quality of the existing solutions, including developing new functionalities, improving the existing ones or adapting them to environmental changes.

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This deliverables of the service (new versions) will be generated according to the following reasons:

- **Legislative changes**: legislative changes in Norwegian law will involve the functional adaptation of the application. This will entail the creation of a new version that will include legislative changes to the model.
- **Indra's proposals**: Indra will share the experience with other clients in the sector. Indra may propose functional improvements to the application that will require a software deliverable. These technical and functional proposals will have an associate economic proposal that the Customer will have to validate and accept before start the new version development.
- **Customer's requests for change**: the customer may, in any case, propose improvements to the application involving a development of a new version. The Customer has the right to order changes, in the form of increases or reductions in the scope, nature, type, quality or delivery of the deliverables.

Both Customer and Indra will have prioritize and plan the new version developments. This new developments can be focus on:

- Building new functionalities
- Adapting existing functionalities to environmental changes
- Preventing issues that may occur in the future or improving the solution performance.

Any new version developed will be installed in all units required and will came with all the necessary documentation to prepare for the receipt and use of the deliverables as intended.

Indra's proprietary tool, Egeo, allows manage the documentation related to service. This will allow the documentation maintenance as it is specifically requested in the RFP. Indra will prepare and keep updated a specification of the maintenance deliverables, containing all information concerning the maintenance deliverables that is of relevance to the Customer. The updates will be made available to the Customer without undue delay.

To develop a new version, the **Indra's study** will include the following:

- **Request for Change**: The Customer drafts the petition with a description that is as detailed as possible in order to favour subsequent analysis.

- **Registration of Request**: The Customer assigns a priority level to the maintenance request and registers or gives instructions for the registration of the request details in the Petition Catalogue.

- **Analysis of Request**: Indra's personnel analyses the specification of the request and drafts an Impact Analysis and Action Plan.

- **Indra's valuation**: Indra will study potential risk and implications for the requirements applicable to the Customer's technical platform and will prepare a report. At the same time, Indra will prepare a technical proposal and price estimate to develop the request and generate a new version.

- **Customer acceptance**: The Customer can authorise start-up of the maintenance and his authorisation must be made effective before the Indra's proposal acceptance.

- **Analysis of Planning**: Indra plans the maintenance service together with the customer.

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- **Planning Accepted**

- **Design and construction the new version**: Indra will carry out the planned development activities. The Customer will follow-up the Action Plan, the modification control and the reporting in regard associated products.

- **Indra Testing**: Indra will carry out sufficient tests to ensure the soundness of the changes and that the other information systems involved in the maintenance have not been affected; the Customer will assess the results of the tests.

- **Acceptance Tests**: Indra, together with the Customer if deemed necessary, will carry out the acceptance tests in Customer facilities.

- **Acceptance and Closure of Petition**: The completion of the New Version is formally approved in accordance with the results obtained in the foregoing task.

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## 2.  Transition phase: Service Model implementation

Indra defines a phase prior to implementation of service model. During this phase Indra will do the transition of a project model to a service model. To do the implementation of the service model, Indra will used his methodology based on market best practices and past experiences. Indra estimates that this phase will take place during two months.
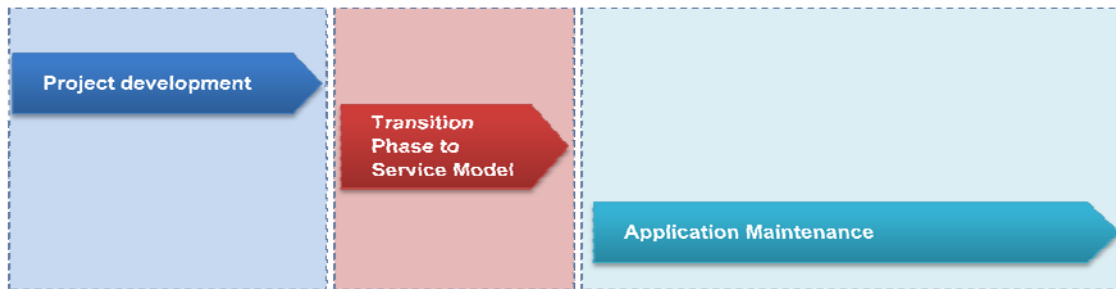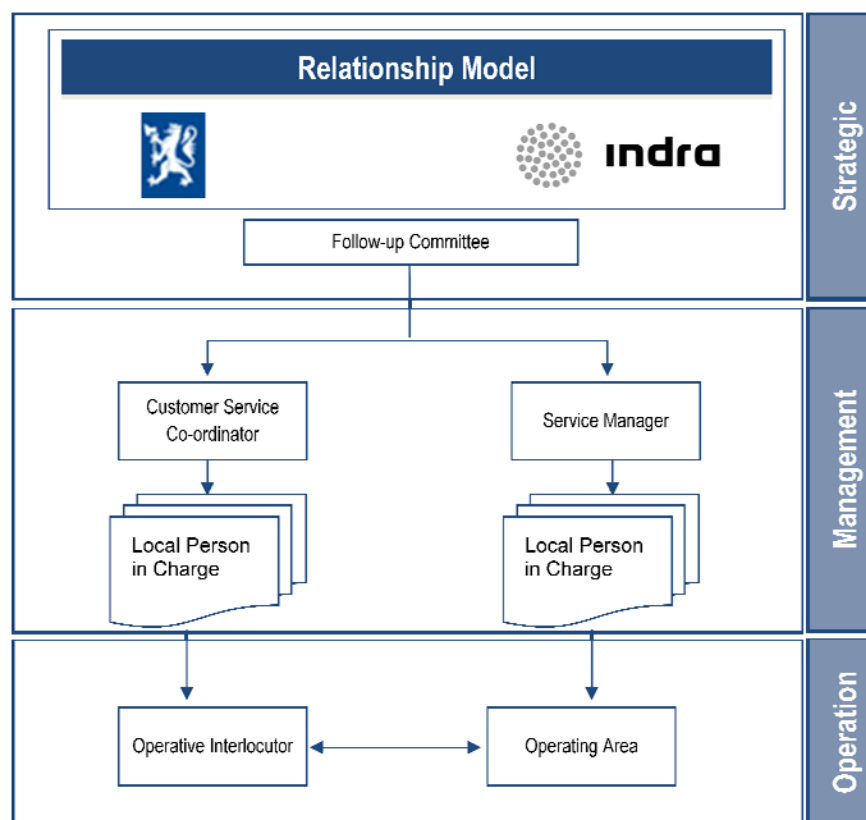


The main goal of the Service Model: Application Maintenance implementation is to ensure the development of the service provided by INDRA to Customer, oriented towards continuous improvement, increasing the maturity level of service and upgrading  management processes in accordance with best market practices.

During this phase, the **main activities** that Indra will do are the next:

- Indra proposes an **advanced service model** that meets the traditional management functions and implements a new layer of **management services** that ensures the alignment of Customer requirements.

- To ensure the success of the service, **Indra's own methodology** introduces Service Management based on best market practices.

- In addition, Indra propose the incorporation of **management tools** to achieve the SLA agreed.

- Indra proposes a **SLA model** that agrees the technical, functional and economic requirements. This SLA model is adapted to changes of these requirements. In this phase Customer and Indra jointly defined and agreed service level indicators and target values.

- As is specified in the RFP, Indra suggest a **penalties model** based on service level with standarized prize reductions.

- Indra will implement in this transition phase a **Relationship Model** for the Service. This model is structured in three levels as its showed in the next figure:

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This model may be structured as follows:



During the contract negotiation, the customer can request all necessary information on the model of relationship management and Indra.

## 3. Management Model

### 3.1. Indra's Methodology

Indra has developed a proprietary methodology based on best market practices that ensures optimal performance level throughout the service.

Indra has adopted several measures for industrializing processes regarding Application Management services. The most relevant are ITIL best-practices, CMMi standards, Project Management methodologies and quality management processes. The implementation of these measures is explained below.

Other information:
More than 700 people ITIL certified. ITIL included in our internal training plans.
More than 130 people certified PMP.
CMMi Level 3.
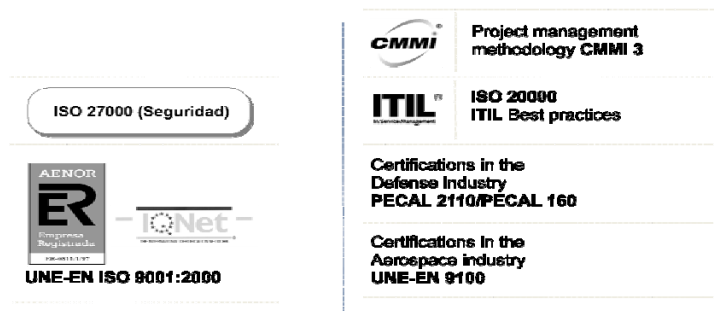


#### 3.1.1.    ITIL best practices

Indra services are managed according to market best-practices. For applications support, Indra applies methodologies aligned with **ITIL best-practices**, including the ISO20000 standard. To ensure process and operations compliance with ITIL best practices, Indra has over 900 ITIL certified professionals.

Figure below represents the ITIL based methodology applied for Outsourcing Services attending to both Clients and Users.
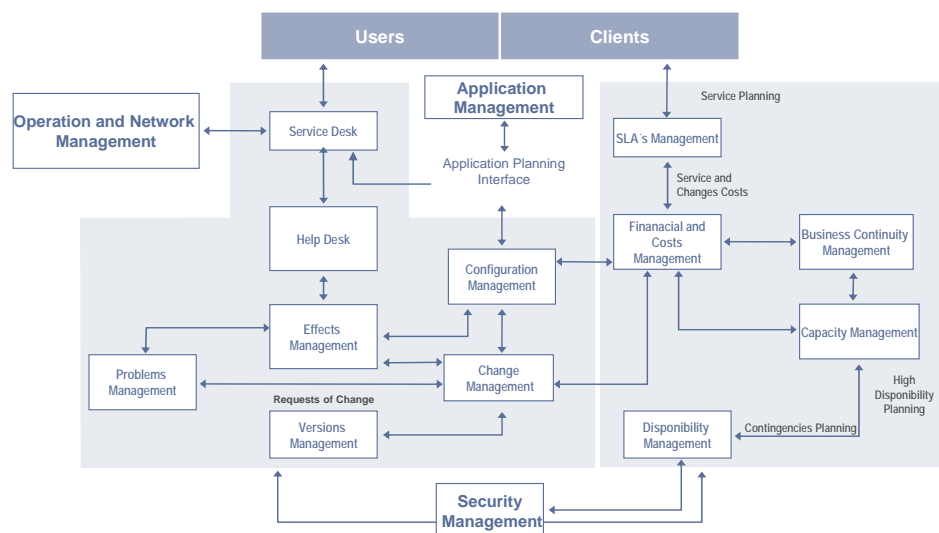


**Figure The ITIL Process Model**

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Producer: Indra

### 3.1.2. CMMI

CMMi[SM] practices help to attain the maturity needed to successfully address the definition, construction, provision and return of an applications management service.

INDRA has earned accreditation CMMi-SW/SE Level 3 in October 2005 for its Centers CARMA (Centers for High Performance Applications Maintenance), the Network Development Center Project, the center SIM / SAM (simulation) and ATM.

**Objectives for the future**

- Reach Levels 4 and 5 for Madrid Centre

- Complete CMMI level 3 accreditation for all software Labs

### 3.1.3. Indra Project Management Method based on PMI methodology

Indra is a multi-business and multimarket company that bases its competitive advantage on knowledge and strong delivery capabilities, achieved through excellent skills in Project Management. Indra considers working in project modes as the main process to create value for its customers. At Indra, Excellence in Project Management and Knowledge Management are two essential factors in creating competitive advantage.

According to the Project Management Institute (PMI), "Project Management is the application of knowledge, abilities, techniques and tools, to the project activities in order to satisfy their requirements".

The main goal of the Indra Project Management Method (IPMM) is to provide the company and its project managers with an efficient tool for managing the different types of projects that are carried out and ensure that they are successfully completed. The Indra Project Management Method is based on Project Management Institute's PMI methodology. It includes details on deliverables, responsibilities, reports and indicators for projects.

## 3.2. Certifications of Quality

**INDRA understands that the service delivery methodology is one of the service model's main pieces**. The methodology establishes the framework that governs the application of the procedures and work instructions for the day to day course of service. It also guarantees that the necessary measures, records and follow-ups to fulfil the SLA are carried out. Following are showed the Indra's certifications:

| Category | Name | Certifying Entity | Centers | Date of delivery |
|---|---|---|---|---|
| Quality | UNE-EN ISO 9001:2000 | AENOR / IQNET | Indra Sistemas – All Spain Centers | 22-09-2008 |
| Quality | UNE-EN ISO 9001:2000 | AENOR | Indra Sistemas Software Labs | 23-09-2008 |
| Environmental Management | UNE-EN ISO 14001:2004 | AENOR / IQNET | Indra Sistemas | 18-12-2008 |
| Environmental Management | EMAS | AENOR | Indra Sistemas | 28-06-2008 |

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| Internal Process | CMMI Level 3 | Gartner | Centers for High Performance Applications Maintenance | 26-10-2005 |
|---|---|---|---|---|
| Internal Process | CMMI Level 3 | Gartner | ATM European Programs Direction | 07-07-2006 |
| Internal Process | CMMI Level 3 | Gartner | Development Centers Network | 18-01-2006 |
| Internal Process | CMMI Level 3 | Gartner | Simulation and Logistics Systems | 18-06-2008 |
| Security | ISO/IEC 27001:2005 | Applus | Indra Sistemas | 12-09-2007 |
| Security | ISO/IEC 27001 | AENOR | Indra Sistemas HQ | 28-12-2007 |
| IT Services Management | ISO/IEC 20000-1:2005 | Applus | Indra Sistemas | 13-07-2007 |

Indra has defined and established measurement and monitoring processes, which assure its compliance to quality requirements and standards. These processes ensure the preservation and the continuous improvement of the current certificated quality level.

### 3.3. Management Tools

#### 3.3.1. Egeo

INDRA's Outsourcing Department has developed its own Web Content Portal, EGEO. It offers an operating environment for following up on and controlling all projects and activities associated with the required services. EGEO enables projects' documentary management to be conducted. It thus offers group work capabilities that provide a centralized place for Risk Control, Involved Users, Commitments, Quality Tasks or activity planning.

Egeo's main goals are:

- Provide a web portal for publishing the contents of different areas that comprise Outsourcing Management.

- Manage documentation related to each of the areas that is easily accessible via web. The previously defined security levels must be followed.

- Be able to integrate the information coming from multiple heterogeneous applications and databases.

- Create operations environments to facilitate management and follow-up of projects.

- Offer the possibility of creating group work areas by facilitating communication among the different members in a centralized and organized manner. This should be done even though the members do not work on the same physical network (e.g. work with offshore groups.

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### 3.3.2.     iSLA

iSLA allows the activities related to the requests between the different groups to be registered, followed up and controlled. To achieve a tool which can be configured has been created. It allows a workflow of activities to be defined based on the different types of requests, their follow-up and monitoring. The system is based on the following functions:

**Functional Description**

- Request Registration allows the Request to be registered in the system by the authorized users.

- Request search, in which the existing requests are searched for according to the filter defined by the user and the corresponding security restrictions.

- Request Reading, to visualize the Request data. It allows authorized users to make the state transitions as defined for each type of Request.

- Request Modification, the data of a Request are modified according to the security restrictions corresponding to the user accessing the functionality.

- Predefined consultations offer a screen list or downloading of text and Excel files, giving the data of the requests to which the user has access.

- Administration to define and configure the system for the processing of the information according to the different necessities of the different work groups.

- Events to notify of the actions carried out related to requests or to detect deviations in the same.
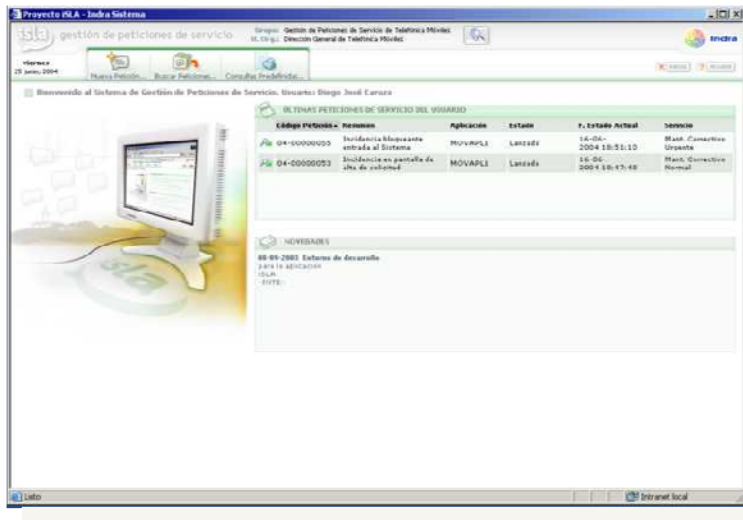


## 3.4. Reporting

The reports generated by Indra are the mechanism for swapping information that allow keep CLIENT the control and ongoing analysis of the service key points and its evolution.

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In order to deliver information in a rational way to avoid moments of excess information: It is critical to define the user target and what information we want to communicate (Action reports, service levels reports, problems administration reports, management of changes, etc…) Reporting is one tool of INDRA's Management Model, where the main objectives of operational reporting are the following:

- How is the information presented: depending on the user target, the report can be shown in detailed form, with graphic results, results interpreted in written way

- When is the report presented: According to the essence of the information, the reporting can be daily, weekly, monthly, etc

- To whom is it addressed: All the levels of the organization should receive the information that corresponds to them, as also they can request additional information.

According to the RFP, Indra defines a Reporting Plan which includes the following types of reports:

### 1. Service Manager Opinion (monthly report)

To this numerical information and graphic brought up to date automatically will be added the daily opinion of the INDRA´s Service Manager with comments that transfer to the client the situation of the Service.

### 2. Monitoring Service Reports (monthly report)

It collects information about: Milestones reached, causes of the deviations detected from the predicted planning, updating of the planning, revision of critical activities, proposals of changes to the objectives of the service, analysis of possible future deviations, immediate risks predicted, proposals of changes and new developments in the tools utilized. Some examples for monitoring service reports are the following:

- Situation Reporting: It includes all the events produced along the service:

- Number of reported errors (including a description thereof and specification of the response time and the amount of time elapsed before such errors had been rectified).

- Incidence report

- Change report

- Service availability reports

- Number of user support falls

- Meeting reports

- Rectification errors: status for rectification of A- and B-errors.

- Surveillance Reporting: It includes all the reports by different levels of detail which allow control and tracking of each of the services (e.g. SLA report, survey results). The frequency of each one of these reports is determined according to its level of detail and agreed update during the Due Diligence Stage.

- Progress Reporting: It includes all the reports of different levels of detail which allow tracking and viewing the evolution of works and/or services (Organizational chart, innovation report, transformation plan report).

- SLAs Management: Considering that the SLAs are the main operation tools for service follow-up, Indra has a management mechanism for them, which not only identifies the correct performance of

the services but it also looks for the evolution of the SLAs towards more advanced measurement models for the achievement of business goals from the TIC. Monthly Report, weekly if needed.