

**COMPETITIVENESS AND INNOVATION FRAMEWORK PROGRAMME**  
**ICT PSP Fifth Call for proposals 2011 - Pilot Type A**

Towards a single European electronic identification and authentication area

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## D5.3.3 eGov4Business Pilot Running Phase Planning

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**Abstract:** This document focuses on the activities planned to ensure a smooth running of the different cross-border services offered by the eGov4Business pilot participating parties and on the means foreseen to gather all necessary pilot results and generate knowledge at different levels, useful both for the internal evaluation of the degree of achievement of pilot's objectives and for the intermediate and final public reporting of progress and benefits enabled for different stakeholders by the piloting activities. It defines the quantitative and qualitative metrics used to gather the results corresponding to different previously defined common pilot criteria (with a special focus on business value following a cost-benefit analysis approach), it sets the criteria to assess individual metrics fulfilment and establishes the sources of information for obtaining them (multilingual feedback forms, automatic logging facilities, service providers' information...). Periodicity and methodology of results analysis and of their consolidation for generating pilot knowledge have been established, in accordance with internal reporting of progress and risks or issues to the executive governance body of the project and the internal Pilots Governance Terms of Reference. Approaches for support and change control have been previously agreed in coordination with the Common Specifications & Building Blocks Work Package and strategies were agreed with Marketing, Communication and Dissemination Work Package for pilot dissemination to different audiences and maximum impact creation.

## History

<i>Version</i>	<i>Date</i>	<i>Modification reason</i>	<i>Modified by</i>
0.1	09/07/2013	Initial ToC	ATOS
0.2	21/08/2013	Updated ToC, comments and explanations	ATOS
0.5	24/02/2014	Updated ToC with some First draft contents	IC + main contributors
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0.9	15/04/2014	Quality check	ATOS
FINAL		Final reviewed deliverable	

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## List of abbreviations

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AP	Attribute Provider
AQAA	Attribute Quality Authentication Assurance
B-IDP	Identity Provider for legal person validation (usually the official, national Business or Mercantile Register)
CA	Certification Authority
CFUC	Common Functional Use Case (see [4])
CRL	Certificate Revocation List
EB	Executive Board
eID	Electronic Identity
eIDAS	Regulation on Electronic identification and trust services for electronic transactions in the internal market
eSENS	Electronic Simple European Networked Service
IDP	Identity Provider
OCSP	Online Certificate Status Protocol
PEPS	Pan European Proxy Server
PMG	Pilot Management Group
QAA	Quality Authentication Assurance
SAML	Security Assertion Markup Language
SLA	Service Level AgreementSP      Service Provider
STORK 2.0	Secure idenTity acrOss boRders linKed 2.0
V-IDP	Virtual Identity Provider

### Executive summary

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The present deliverable reports the planning for the activities of the piloting period of the eGov4Business pilot services. Activities include service deployment, service support, service promotion with engagement of pilot users, pilot evaluation, assessment of results and evaluation of sustainability of STORK 2.0 services, additional promotion and final reporting.

To ensure the smooth running of all these activities a specific pilot governance structure is described in Chapter 2, including an eGov4Business Pilot Management group, PMG. The composition and responsibilities of the PMG are described as well as its relations with the project Executive Board, EB. The main instruments and areas of pilot reporting to the PMG and within the project are described in Chapter 3. Of particular note is the bi-weekly report to the EB, whose template structure and contents are described.

Chapter 4 is dedicated to the central issue of pilot evaluation, and presents the individual metrics which the various project actors will implement as part of the final stage in the Benefits Logic approach to service assessment. In particular, the 53 individual metrics are organised around the Common Criteria identified in the previous steps of Benefits Logic analysis: Functionality, Interoperability, Security, Maintainability, Scalability/Flexibility, Reliability/Maturity, Portability, Business Value, Usability/ Understandability, Data Protection & Privacy and Adoption. The main objective of the metrics is to orient the pilots and the project in general to produce a sustainable, cost-effective service and organization with maximum impact on the target market.

Chapters 5 and 6 specifically address the market issues dealing with communication and dissemination of STORK 2.0 results and the activation of end-users for adequate testing of the pilot services. Some specific Member State plans for user engagement are reported as examples of the general approach.



## 1 Introduction

The STORK 2.0 eGov4Business Pilot involves integrating existing eGovernment services from thirteen different countries with their national STORK 2.0 interoperability infrastructures and coordinating the testing and evaluation of the STORK 2.0 eID interoperability services according to an agreed-upon assessment scheme. The piloting activities make up much more than a mere technical exercise, all the services are currently running under the auspices of national government portals but with limited international use. They hope to benefit from the STORK 2.0 infrastructure by enlarging their markets to other MS, making access to public services for businesses more practical for foreign business-persons.

Although the basic STORK 2.0 eID interoperability services are common to all piloting services, each pilot country faces individual problems in the technical, organisational, legal and political levels which must be addressed and harmonised across borders in order to function at the European level. The running of such a complex mechanism (“eGovernment services ecosystem”) requires specific and detailed actions and structures for coordination, governance, reporting, monitoring, final assessment and promotion.

### 1.1 Scope and objectives of the deliverable

This deliverable presents all relevant instruments, organisations and approaches which will guide the pilot services throughout the final year of the project. Through correct monitoring of the services and through careful internal and external evaluation of the services – from a multifaceted point of view – the end results of the project hope to acquire sufficient quality, market relevance and appeal, to justify the sustainability of the STORK 2.0 infrastructure and the continuation and spread of its use as an enabler of public services for businesses.

In particular, the deliverable presents a new pilot **governance** organization which aims to ensure that issues that arise in the piloting period are dealt with effectively and efficiently through appropriate organisations and **reporting** channels. Moreover, the critical issues of monitoring and evaluating piloting activity and results are dealt with, in depth, through the definition of specific **metrics** to be used throughout the piloting period. These metrics are based on the common criteria and pilot-specific considerations developed in the previous deliverables [4], [5] and include proposed target success criteria which will be re-evaluated during the course of the piloting. Each metric also indicates the source of data and means for gathering the data necessary to evaluate the metric – be it qualitative or quantitative.

Obviously, the success of the piloting activity - independent of the final evaluation of the STORK 2.0 results, themselves - depends on an adequate **engagement of pilot end-users** and on the appropriate **marketing, communication and dissemination** of project results and activities. Therefore this deliverable will also indicate the general and MS-specific initiatives in these areas, developed in coordination and with the support of the project Marketing, Communication and Dissemination Work Package.

### 1.2 Methodology

As for previous STORK 2.0 deliverables, this document was produced with the consolidated project approach consisting in the following steps:

- the identification of tasks for the period (Pilot running phase);
- the definition of the chapter/section structure and contents of the document;
- the division of work among pilot partners and the development of the individual chapter/section contents;
- the overall redaction, review and quality control of the final deliverable;

Each step is developed in an iterative fashion, with the project manager (ATOS), the pilot leaders and the piloting partners meeting (face-to-face or, more often, in phone conferences) to refine and extend the results. All phases of work are accompanied by close interactions with other work packages to guarantee that legal, technical, marketing and communication issues are up-to-date and aligned with the rest of the work in the project. Since the eGov4Business pilot makes heavy use of the powers of representation of legal persons, several critical project issues have been raised (and solved) through such transversal, collaborative efforts.

## 2 Governance structure

To ensure that all piloting activities are carried out smoothly and correctly, and to provide adequate means for raising issues and dealing with them, a new, specific pilot governance organisation is established to broaden the contact of all partners with project management decision-making and shorten the reporting processes, in particular the coordination loops with supporting work packages dealing with legal, technical, pilot evaluation and communication issues. The main goals of the piloting period which must be continuously monitored are:

- Iterative pilot system **deployment** – after the initial Go-Live many SPs will continue to develop additional features and use case variations to further test and exploit STORK 2.0 eID interoperability services. Each new release must be accompanied by adequate preparation of system documentation, testing procedures and updating of user support materials including the feedback forms, if necessary. The data-gathering mechanisms which feed the metrics evaluations must also be aligned with the status of pilot deployment. The specific summary page in the pilot wiki dedicated to monitoring current pilot status up to the Go Live, [7], will be extended to furnish additional information on the evolution and monitoring of the pilots.
- Pilot development must also be coordinated with the general STORK 2.0 infrastructure **change control** organisation as indicated in [3].
- **Reporting** will follow rather short cycles (from 2-4 weeks) depending on the nature of the issues. ATOS has prepared a basic instrument for bi-weekly reporting from the PMG to the overall project Executive Board (EB), [1]. All aspects of pilot development are included and particular attention will be given to the progress toward project goals, the respect of quality standards, the management of risks, and the (potential) market development of the services. The pilot wiki will also provide support for many reporting needs which require frequent updating by individual project partners or Service Providers and which are of general use to other partners, pilots and work packages.
- Pilot **evaluation** including gathering of feedback from end-users (see APPENDIX I - FEEDBACK FORMS, eGov4Business pilot), from Service Providers and other stakeholders and STORK 2.0 actors. The overall analysis of results, in particular the Business Benefits, the cost-benefits analysis and the assessment of service adoption “appeal” will be carried out in cooperation with the Pilot Evaluation work package and with the eID as a Service Offering work package.
- These final evaluation areas will provide key inputs towards the formulation of STORK 2.0 **sustainability plans**.

In what follows, we report the most pilot-relevant features of the general Pilots Governance - Terms of Reference presented in [2]. The definition of the new bodies and their respective responsibilities does not alter the project Consortium Agreement or contract nor does it require any modification of same.

### 2.1 eGov4Business Pilot Management Group

In order to implement the level of governance required to carry out the above tasks a specific pilot body is created, the eGov4Business Pilot Management Group (PMG) which will be made up of the following members:

- a representative of each of the MS, usually the SP responsible for offering the pilot service

- exceptionally, in particular in those MS where project partners cover several roles – SP, PEPS, IDP, B-IDP – a second member of the PMG will be named
- the pilot leader.

The eGov4Business PMG will initially be composed of the following partners:

Austria/STORK.AT, Belgium/FEDICT, Estonia/RIK, France/ANTS, Greece/HMI, Iceland/IS-Skra, Italy/IC, Lithuania/LT-Mol, Luxembourg/TUDOR, Netherlands/NL-MEAI, Portugal/AMA, Slovakia/SK-MOF, Slovenia/SI-MJPA.

This group will discuss problems that are related to the services within the eGov4Business pilot. The PMG will take internal decisions on the pilot, will continuously monitor the running of the e-services and will agree the problems that need to be raised to the STORK 2.0 Executive Board. MS representatives will coordinate and represent the different Service Providers from their respective MS.

The Pilot Leader will coordinate the PMG, will chair meetings and have the responsibility to set up its agenda, make sure minutes of decisions and discussions are produced and keep the necessary communications between its members throughout the existence of the PMG. The Pilot leader will also ensure that other partners in the pilot who do not belong to the PMG are informed of any decisions which affect them or else provide in a timely manner any feedback required by the PMG.

PMG meetings will usually take place through the ATOS phone conferencing facility, with an occasional face-to-face meeting if the opportunity presents itself – General Assembly, piloting workshop, etc.

At the start of the piloting period, the PMG will produce bi-weekly reports submitted to the EB as indicated by the template [1]. The PMG represents a two-way channel for raising issues that emerge in the piloting activity, and for communicating and implementing decisions or recommendations from other project bodies. Communication will not be limited by the frequency of the PMG periodic meetings, and representatives can contact the pilot leader, the PMG and the general project management should unexpected urgencies arise or in the face of persistent problems.

The following figure reports the relation of the PMG in the overall project governance structure.

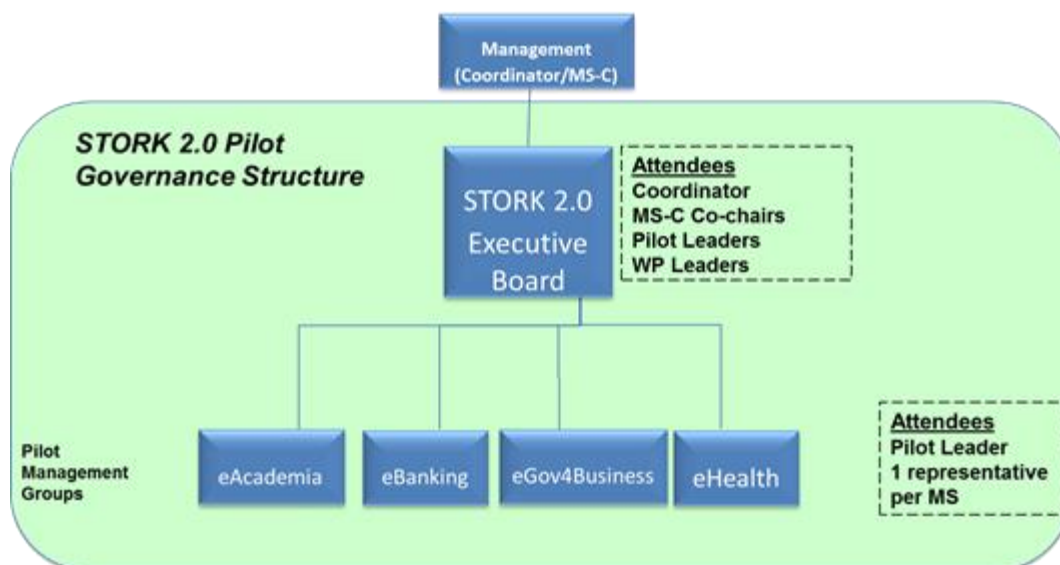


Figure 1: Pilot Governance Structure

## 2.2 STORK 2.0 Executive Board

The STORK 2.0 Executive Board continues to follow the same provisions outlined in the project contractual documents, in particular, the Consortium Agreement. In terms of pilot governance, the STORK 2.0 Executive Board, is the supervisory body for execution of the Project, and shall support the management of the operational activities during the live running of the pilot as a decision making body. The Executive Board can thus indicate to the PMG what would need to be done and in some cases set up deadlines, although operational decisions on how to achieve these objectives or actions will be made at PMG level.

The EB is chaired by ATOS, and will typically address those problems that lie outside the strict competence of a single work package or pilot, problems that have proven themselves not otherwise resolvable at the WP or PMG level. They may be technical or non-technical, in nature, and their causes are often external to the project with a cross-border or European dimension. Further details are available in [2].

### 3 Pilot Reporting of activities

As already indicated, reporting of pilot activities and achievements will be performed at all project levels and will feed into all areas of project work, in particular, to all project work packages and deliverables.

- Basic information on pilot status will be sent from SPs to the pilot Leader for bi-weekly PMG reporting and for the Periodic Project Reports each semester. This information will include the number of users and services accessed, the use-cases and services that have gone live, the number of users participating in the pilot, the number of different countries and credentials used, addressed issues and solutions, etc. Such information will be gathered from internally generated logs, statistics and partner progress assessments, as well as from end-user feedback forms published on the project website. Normal customer service channels of the SP will also contribute, when they have been contacted by pilot users. Some of the information will be gathered with the support of the pilot wiki. In this way, the SPs will independently update information according to the state of activity and deployment of their own pilot services, providing an up-to-date picture of overall pilot status.
- Other MS actors, such as PEPS, IDPs, B-IDPs, as well as shareholders from government agencies and elsewhere, will provide direct feedback on pilots and periodic pilot impact assessments to the national PMG representative.
- The above information will be shared at the PMG level and will go into the bi-weekly reports to the EB, to the Periodic Reports to the EC, and to the Pilot deliverables D5.3.4 and D5.3.5 the intermediate Progress Report and the Final Report.

Since the bi-weekly PMG reports are new project instruments not foreseen by the project Description of Work, we spend a word to describe their contents. These reports will be based on an agreed-upon template developed by ATOS [1].

Information included in the periodic reports to the EB will follow the structure shown below:

- Services Overview and Relationship with End-Users
  - Description of Cross-Border Services in Production
  - Assessment of Fulfilment of User Engagement Plan
- Quality & Stability Assessment
  - Pilot Testing Results Overview
  - Pilot Usage Assessment
    - ✓ Results of feedback from end-users
    - ✓ Usability assessment
  - Feedback from internal Service Providers and Identity/Attribute Providers
- Issues: pending tasks, issues, risks which may have negative impact on achieving expected goals; evaluation of correct path for solving the questions raised
  - Main Issues Identified (eGov4Business)
  - Main Issues Identified (Cross-Pilot or Cross-WP)
- Short-Term Running Phase Activities: summary of future (short-term) piloting activities.

- Follow-Up of Pilot Evaluation Recommendations: Assessment of how internal and external evaluation recommendations are being implemented, and their effect on pilot achievements.
- Summary of Conclusions and Proposal of Corrective Actions

Finally, we remark that the key project concepts of Use, Learn, Value and Adoption, present in reporting instruments, will be used to exploit reported information for optimizing results and to maximize the chance of achieving sustainability of STORK 2.0 services. Some examples of this are the channelling of Usage feedback to the technical work package for future improvements to the system and services. Value information will provide guidance in marketing and dissemination of results and Adoption information will be used to better focus efforts aimed at creating sustainability.

More detailed information on the raw materials for reporting is included in the next chapter on pilot evaluation metrics and in the Appendices of this deliverable.

## 4 Metrics

### 4.1 Quantitative and Qualitative Metrics

This chapter presents the further development of efforts reported in the previous eGov4Business pilot deliverables, D5.3.1 and D5.3.2 ([4] and [5]) regarding the Benefits Logic approach to pilot evaluation. This approach leverages different viewpoints, measures and perceptions of project achievements in order to maximize the real business value and end-user benefits of the pilot solutions while creating viable technical solutions and reliable, trustworthy service providing organisations. This is to achieve the ultimate goal of creating an economically sustainable service: that is, a service that project partners will want to continue to use and develop because technically valid and of proven usefulness; a service whose “unique selling points” are clearly definable and are requested by the target markets; a service for which the benefits of integration and deployment not only outweigh the costs, but for which the more complex problems of “adoption” of a new approach to cross-border eGovernment find sufficient answers in the (organisational, legal and technical) lessons learned that are “packaged” with the service proposal.

The metrics that have been developed are quantitative (QN) and qualitative (QL), they are drawn from different sources, and they come together under the previously identified categories of Common benefits criteria: Functionality (F), Interoperability (I), Security (S), Maintainability (M), Flexibility/Scalability (FS), Reliability/Maturity (RM), Portability (P), Business Value (BV), Usability/Understandability (UU) and Data Protection (DP).

Metrics are SMART: Specific, Measurable, Attainable, Relevant, Timely. They have been categorized for implementation priority with the four-level “MoSCoW” method - Must, Should, Could or Won't. The classification “Must” and “Should” are considered critical, but the “Could”-class is interpreted as optional (i.e., nice to have).

The source of the metrics, or “Target Group”, is indicated as: U= End-Users; SP=Service Providers; MS=PEPS, IDP, B-IDP; O=Other stakeholders.



<b>Common Criteria to be measured</b>	<b>Metric ref. number</b>	<b>Type</b>	<b>MoSCoW</b>	<b>Use</b>	<b>Value</b>	<b>Learn</b>	<b>Description of Metric.</b>	<b>Success criterion for Metric.</b>	<b>Method to Gather Results for the Metric</b>	<b>Target Group</b>
<b>Functionality</b>	F.1	QN	M	X			Implementation of Use Cases.	Common functional use cases (see Chapter2 of [4]) properly implemented in at least 66% of MS.	Execution of the test cases and analysis of the results.	U, SP
	F.2	QN	S		X		Implementation of Use Case variations.	Variations 3, 4 and 5 of main CFUC#1 <sup>1</sup> each successfully implemented in at least one MS.	Execution of the test cases and analysis of the results.	U, SP
	F.3	QN	S	X		X	Successful authentication on behalf of a company.	More than 66% successful service access rate (or justified denial of access).	Results reported from APPENDIX I - FEEDBACK FORMS, eGov4Business pilot (see Q3).	U
	F.4	QN	M	X	X		Perceived usefulness (by end-user).	More than 80% positive replies..	Results reported from APPENDIX I - FEEDBACK FORMS, eGov4Business pilot (see Q10).	U
<b>Interoperability</b>	I.1	QN	M	X	X		Verification of cross-border services.	Over 80% coverage of cross-border testing (Table 28 in [6]).	Evaluation of test reporting.	U, SP

<sup>1</sup> These are the variations where partners are committed to develop services, see Table 2 of [5]

<b>Common Criteria to be measured</b>	<b>Metric ref. number</b>	<b>Type</b>	<b>MoSCoW</b>	<b>Use</b>	<b>Value</b>	<b>Learn</b>	<b>Description of Metric.</b>	<b>Success criterion for Metric.</b>	<b>Method to Gather Results for the Metric</b>	<b>Target Group</b>
	I.2	QN	M	X	X		QAA mix - successful authentication with different combinations of QAA values.	Successful use of credentials with at least two different QAA levels.	Evaluation of test reporting.	U, SP
	I.3	QN	S	X	X		AQAA mix - successful authentication with different combinations of AQAA values.	Successful powers verification with at least two different AQAA levels.	Evaluation of test reporting.	U, SP
	I.4	QN	W	X	X		Various mandate types used (semantic/legal perspective).	At least two different powers types used for authentication.	Evaluation of test reporting.	U, SP
	I.5	QL	M	X	X		Absence of Legal and semantics obstacles.	No outstanding issues reported.	Results reported from APPENDIX I - FEEDBACK FORMS, eGov4Business pilot (see Q3, Q5, Q11/Q24).	U
<b>Security</b>	S.1	QL	M	X			Technical verification of security aspects. Measurement of features addressing security aspects.	Over 80% of items included in the APPENDIX II - Security checklist.	Report from development teams. Completion of APPENDIX II - Security checklist.	SP, MS
	S.2	QL	S			X	User perception of security.	Over 50% positive responses.	APPENDIX I - FEEDBACK FORMS, eGov4Business pilot	U

<b>Common Criteria to be measured</b>	<b>Metric ref. number</b>	<b>Type</b>	<b>MoSCoW</b>	<b>Use</b>	<b>Value</b>	<b>Learn</b>	<b>Description of Metric.</b>	<b>Success criterion for Metric.</b>	<b>Method to Gather Results for the Metric</b>	<b>Target Group</b>
									filled in by users (Q13, Q17).	
<b>Maintainability</b>	M.1	QL	C		X		Assessment of the maintainability of the code and documentation quality	More than 66% positive evaluation.	Self-assessment performed by the partners according to agreed-upon guidelines	SP, MS
	M.2	QN	S	X	X	X	Evaluate the cost of maintaining the involved services and systems	Estimates received from at least 66% of piloting PEPS indicate benefits justify costs.	Cost estimate guidelines for PEPS; benefits analysis based on feedback and SP & PEPS questionnaires.	MS
	M.3	QN	S	X	X	X	Evaluate the cost of not maintaining the system.	Estimate of quantifiable benefits <i>lost</i> (e.g., cost savings for estimated number of users and government agencies) comparable to costs.	Cost estimate guidelines for SP benefits analysis (based on system logs and SP questionnaires)	SP
	M.4	QN	S	X		X	Migration to comply with new SW versions of STORK 2.0 including tests to check SP previous services keep on working along with the new available features	Less than one person-month of effort to migrate.	Questionnaire filled in by SPs.	SP
<b>Scalability/ Flexibility</b>	SF.1	QN	C	X	X		Increase in number of users by the end of the project.	125% increase with respect to 1-2 months after Go Live.	Quantitative metrics that will come from SP & PEPS logs.	SP, MS

<b>Common Criteria to be measured</b>	<b>Metric ref. number</b>	<b>Type</b>	<b>MoSCoW</b>	<b>Use</b>	<b>Value</b>	<b>Learn</b>	<b>Description of Metric.</b>	<b>Success criterion for Metric.</b>	<b>Method to Gather Results for the Metric</b>	<b>Target Group</b>
	SF.2	QN	S		X		Increase in number of available SP services from Go Live.	125% increment with respect to Go Live.	Periodic updating of service metrics on pilot wiki.	SP
	SF.3	QL	S	X	X		Ease of integration for SPs.	More than 50% positive evaluation.	SP Questionnaire.	SP
	SF.4	QL	S		X		Time to deploy and integrate the SP (limited to integration with PEPS, not internal business logic).	Less than 2 person-months effort.	SP Questionnaire.	SP
<b>Reliability/ Maturity</b>	RM.1	QN	M	X			Availability of STORK 2.0 common interoperability layer, PEPS/V-IDP.	More than 85% for 6 months continuously.	Uptime reporting from PEPS, IDPs, B-IDPS, SPs or 3 <sup>rd</sup> party monitoring systems.	MS, SP
	RM.2	QN	M	X			Availability of STORK 2.0 National interoperability layer, IDP/V-IDP, B-IDP (Business Register) services.	More than 85% for 6 months continuously. <sup>2</sup>	Uptime reporting from PEPS, IDPs, B-IDPS, SPs or 3 <sup>rd</sup> party monitoring systems.	MS, SP
	RM.3	QN	M	X			Availability of SP pilot services.	More than 85% for 6 months continuously. <sup>3</sup>	Uptime reporting from SPs or 3 <sup>rd</sup> party monitoring systems	SP

<sup>2</sup> Errors not related to STORK 2.0 services or integration do not count towards dis-service.

<sup>3</sup> Errors not related to STORK 2.0 services or integration do not count towards dis-service.

<b>Common Criteria to be measured</b>	<b>Metric ref. number</b>	<b>Type</b>	<b>MoSCoW</b>	<b>Use</b>	<b>Value</b>	<b>Learn</b>	<b>Description of Metric.</b>	<b>Success criterion for Metric.</b>	<b>Method to Gather Results for the Metric</b>	<b>Target Group</b>
	RM.4	QL	M		X	X	Stork integration has no perceived negative impact on service SLA	More than 50% positive evaluation.	SP Questionnaire.	SP
	RM.5	QL	C			X	Implementation level of support, incident and SLA related procedures	More than 50% positive evaluation.	SP Questionnaire.	SP
<b>Portability</b>	P.1	QL	C		X	X	User verified portability on different browser platforms.	More than three browsers.	APPENDIX I - FEEDBACK FORMS, eGov4Business pilot (Q23) filled in by the users.	U
	P.2	QL	S		X	X	Platform portability from service provider perspective – confirmed number of different platforms (like Java/PHP)	More than two platforms.	SP Questionnaire.	SP
<b>Business Value</b>	BV.01	QL	C		X	X	Documented benefits for end users.	At least 1 benefit for 85% of users and at least 3 benefits for 60% of users	APPENDIX I - FEEDBACK FORMS, eGov4Business pilot (Q10, Q11).and follow-up analysis.	U
	BV.02	QL	M		X		Documented cost reductions for end users.	More than 10 positive cases.	APPENDIX I - FEEDBACK FORMS, eGov4Business pilot (Q3, Q5, Q18).and follow-up analysis.	U

<b>Common Criteria to be measured</b>	<b>Metric ref. number</b>	<b>Type</b>	<b>MoSCoW</b>	<b>Use</b>	<b>Value</b>	<b>Learn</b>	<b>Description of Metric.</b>	<b>Success criterion for Metric.</b>	<b>Method to Gather Results for the Metric</b>	<b>Target Group</b>
	BV.03	QL	M		X		Documented simplification of administrative procedures for end users.	More than 10 positive cases.	APPENDIX I - FEEDBACK FORMS, eGov4Business pilot (Q3, Q5, Q18).and follow-up analysis.	U
	BV.04	QL	M		X	X	Concrete benefits for Service Providers.	At least 1 benefit for 90% of SPs; at least 3 benefits for 60% of SPs.	SP Questionnaire.	SP
	BV.05	QL	M		X		Documentable cost reductions for SPs.	Over 60% favourable estimates received from piloting SPs.	SP Questionnaire.	SP
	BV.06	QN	C		X		Average estimated reduction of the length of time and cost of the administrative process.	A measurable, significant percentage ( <i>TBD</i> <sup>4</sup> ) of total cost of service.	SP Questionnaire.	SP
	BV.07	QL	M		X		Improvements (perceived) quality in of service.	Over 60% favourable estimates received from piloting SPs.	APPENDIX I - FEEDBACK FORMS, eGov4Business pilot (Q6, Q12).and SP Questionnaire.	U, SP
	BV.08	QN	C		X		STORK 2.0 contribution to European policy aspects (Services Dir., eIDAS)	Over 50% positive replies.	MS representatives feedback.	MS

<sup>4</sup> To be determined in the early stages of piloting.

<b>Common Criteria to be measured</b>	<b>Metric ref. number</b>	<b>Type</b>	<b>MoSCoW</b>	<b>Use</b>	<b>Value</b>	<b>Learn</b>	<b>Description of Metric.</b>	<b>Success criterion for Metric.</b>	<b>Method to Gather Results for the Metric</b>	<b>Target Group</b>
	BV.09	QL	S		X	X	Cost/benefits analysis of integration of STORK 2.0 services in existing eGovernment platform.	Over 50% favourable estimates received from piloting SPs.	SP Questionnaire.	SP
	BV.10	QL	C		X	X	Benefits for national interoperability layer, IDP/V-IDP, B-IDP (Business Register).	Over 50% favourable replies received from piloting MS.	Periodic evaluation.	MS
	BV.11	QN	S	X	X		Increase in number of users by the end of the project.	125% increase with respect to the initial situation.	Quantitative metrics that will come from SP & PEPS logs.	SP, MS
	BV.12	QN	M	X	X	X	Successful cross-border eGovernment service transactions.	Number of positive cross-border service cases. (TBD <sup>5</sup> )	APPENDIX I - FEEDBACK FORMS, eGov4Business pilot (Q5).	U
	BV.13	QL	S		X	X	Services enabled by STORK 2.0 that would otherwise not have been available online across borders.	Over 80% of SPs.	SP Questionnaire.	SP
	BV.14	QN	S		X	X	Opportunities for integrating additional services and portals.	Opportunities found in over 80% of MS.	MS representatives feedback.	MS

<sup>5</sup> To be determined in the early stages of piloting.

<b>Common Criteria to be measured</b>	<b>Metric ref. number</b>	<b>Type</b>	<b>MoSCoW</b>	<b>Use</b>	<b>Value</b>	<b>Learn</b>	<b>Description of Metric.</b>	<b>Success criterion for Metric.</b>	<b>Method to Gather Results for the Metric</b>	<b>Target Group</b>
	BV.15	QL	S		X	X	Willingness to pay for the new service.	Positive attitude quantified if possible in liaison with WP7.	End-users follow-up interviews (Focus Groups) and SP Questionnaire..	U, SP
	BV.16	QN	M		X	X	Number of SPs engaging in the pilot intending to continue the service at the conclusion of the project.	Over 50%.	SP Questionnaire.	SP
	BV.17	QN	S	X	X	X	Costs of adapting SP service to cross-border, STORK 2.0 users.	Evaluated as less than 30% of the cost of developing new service.	SP Questionnaire.	SP
	BV.18	QN	M	X		X	Cost of support, training and documentation.	In line with SP practices.	SP Questionnaire.	SP
<b>Usability/ Understand-ability</b>	UU.1	QN	M	X			End-users' perception of usability.	Over 50% positive replies for users unfamiliar with eGov services. Over 66% positive for users familiar with eGov services	APPENDIX I - FEEDBACK FORMS, eGov4Business pilot (Q6, Q7 and also Q11, Q18).	U
	UU.2	QN	M	X			Microsite and feedback form available in MS languages.	100% coverage of Piloting MS.	Self-Assessment done by pilot leader.	MS
	UU.3	QN	M	X	X		Successful access to SP services.	Over 50% positive replies.	APPENDIX I - FEEDBACK FORMS, eGov4Business pilot	U



<b>Common Criteria to be measured</b>	<b>Metric ref. number</b>	<b>Type</b>	<b>MoSCoW</b>	<b>Use</b>	<b>Value</b>	<b>Learn</b>	<b>Description of Metric.</b>	<b>Success criterion for Metric.</b>	<b>Method to Gather Results for the Metric</b>	<b>Target Group</b>
									(Q3, Q5, Q18).	
<b>Data Protection &amp; Privacy</b>	DP.1	QL	M			X	Users perception of privacy protection (safer, smarter, more trustworthy).	Over 50% positive replies.	Feedback form filled in by the users (Q15).	U
	DP.2	QN	M	X	X		Users perception of being in control over the handling of their own personal data.	Over 50% positive replies.	Aggregated results of APPENDIX I - FEEDBACK FORMS, eGov4Business pilot (Q14, Q16).	U
	DP.3	QL	M	X			Privacy policy present on SP site.	100% presence.	SP Questionnaire.	SP
<b>Adoption</b>	A.1	QL	M		X		Impact on end-users; expectations for benefits	Overall positive evaluation by end-users in at least 66% of MS.	Overall analysis of Focus groups and feedback forms.	U
	A.2	QL	M		X		Impact on SPs; expectations for benefits	Overall positive evaluation in at least 66% of SPs.	Overall analysis of SP questionnaires.	SP
	A.3	QL	M		X		Sustainability	Overall positive evaluation of costs/benefits analyses in at least 66% of MS.	MS partner and stakeholder assessment.	MS, O

**Table 1: Metrics for eGov4Business pilot**

### 4.2 Sources of Evidence

This section describes the different sources of the raw data used to calculate the metrics and referred to in the last two columns of the above table.

#### 4.2.1 Relevant Sources of Evidence

The sources vary according to the target of the metric or, in other words, according to the point of view from which the pilot evaluation is made. The three principal points of view are:

- The user perspective – directly measuring Functionality, Interoperability, Usability/Understandability and Business Value; the users perceptions are also particularly relevant when considering Security and Data Protection and also as a component of the general appeal of service Adoption<sup>6</sup>.
- The SP perspective - is directly relevant for all metrics except, perhaps, Usability/Understandability which is best measured from the end-user's perspective.
- The MS perspective – expressing the opinion of the national and cross-border components of the STORK infrastructure, therefore most relevant for the metrics Security, Maintainability, Scalability, Reliability/Maturity and of course for Business Value and Adoption.

##### 4.2.1.1 User Feedback Forms and follow-up interviews

The main instrument for end-user feedback will be the forms to be published on the STORK 2.0 website (and also, optionally, on the individual SP portals). Two forms have been prepared (see APPENDIX I - FEEDBACK FORMS, eGov4Business pilot) to gather information from the widest range of users: a short form for casual or less involved users and a longer, advanced form for more interested and dedicated users.

In most cases, feedback from forms will be anonymous. However, some users from specific focus groups may be contacted for follow-up interviews to gather more in-depth information regarding benefits of services and the specific cost-savings and added business value of STORK 2.0-enabled eGovernment services for businesses.

##### 4.2.1.2 SP customer service channels

End-users will also have their usual customer service channels available to them through the SP portal. Although customer service agents will encourage pilot users to fill out the standard pilot feedback forms, some additional more personalized information is expected to be gathered in this way

##### 4.2.1.3 SP server logs, questionnaires and security checklist

The Logs from the involved Service Providers will be heavily utilized to measure usage statistics (BV), performance measures (FS, RM), time savings (BV) and Interoperability. Many other measures from the SP perspective will be gathered in specific questionnaires which will be published with the mid-term pilot evaluation report (D5.3.4). Additional technical information regarding Security will be gathered through an in-depth security checklist (see APPENDIX II - Security checklist)

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<sup>6</sup> We do not plan on measuring the user perception of Reliability/Maturity because of the limited use of the pilot systems expected of individual pilot users – that is, we do not expect the average user during the piloting period to access the system with sufficient frequency to develop a dependable opinion of system's Reliability/Maturity.

### 4.2.1.4 MS assessments and Logs from PEPS, IDPs, B-IDPs

Additional information on system usage, performance and service benefits will be gathered from the server logs hosting components of the STORK 2.0 platform and the national infrastructures. MS representatives will also be called upon to add higher-level considerations regarding costs and benefits as part of their periodic reporting and pilot evaluation.

### 4.2.2 From sources of evidence to SMART metrics

The sources of evidence, or raw data, have been chosen to make metric evaluation as simple, meaningful and achievable as possible, taking advantage of the most relevant points of view to gather appropriate, timely information about the pilot. SMART stands for:

S→Specific (Significant, Stretching, Simple)

M→Measurable (Meaningful, Motivational, Manageable)

A→Attainable (Appropriate, Achievable, Actionable)

R→Relevant (Realistic, Results-oriented, Rewarding)

T→Time-bound (Time-oriented, Timely, Time-Specific)

### 4.2.3 MoSCoW metric prioritization Method

Each STORK 2.0 pilot has decided which metrics are most relevant to their specific services. The methodology which was followed to indicate this relevance is MoSCoW: Must, Should, Could or Won't:

- **Must:** Metrics that must be included to be considered a success.
- **Should:** Represents a high-priority metric that should be included if it is possible. This is often a critical requirement but one which can be satisfied in other ways if strictly necessary.
- **Could:** Describes a metric which is considered desirable but not necessary. It will be included only if time and resources permit.
- **Won't:** Represents a metric that is not planned be implemented (barring future re-considerations).

## 5 Marketing, communication and dissemination activities

The pilot partners will continue to support the Marketing, Communication & Dissemination Work Package activities within the pilot context aligned with the project's goals. This involves a number of measures which are detailed below:

- *STORK 2.0 website*: Events relevant for pilot dissemination will be publicised
- *Events – conferences - workshops*: The pilot and its developments will be presented at a number of events at national and European level by pilot partners. The pilots will be demonstrated in real life settings and attendees/visitors will be able to interact. MS dissemination and marketing campaigns will be supported by partners communicating with relevant public (administration) sectors and industries.
- *Key messages to the identified Stakeholders Groups*: tailored messages will be delivered to the relevant stakeholders groups, their engagement and strong commitment to the project will be encouraged. A whitepaper is being prepared which will detail the legal and regulatory situation at the European and national levels.
- *Materials*: Design and creation of the pilot factsheet, pilot presentation, contribution to the project brochure, and poster, and contributions to the online newsletters.
- *Deliverables*: the pilot deliverables are available on the website for knowledge and results sharing with people interested in the pilot services and findings.
- *Journals, publications*: Publication in relevant conferences and journals will continue to be made by pilot partners
- *Direct marketing, etc.*: Pilot partners will continue to contact interested organisations within their MS and organise events and direct contact as needed
- *Pilot micro site*: Information about the pilot and detailed information about the services being offered by participating organisations
- *Demonstrations* to stakeholders and end-users (demonstrators, information packages and activities) and workshops

### 5.1 eGov4Business Service Providers

Besides promoting the STORK 2.0 pilot services with information and links on the eGovernment portals themselves, eGov4Business Service Providers will also actively promote the services – pilot services and STORK 2.0 eID interoperability services – at national eGovernment conferences and at sectorial workshops sponsored by trade associations representing the businesses that are the users/clients of the eGovernment portals.

Similarly, press releases, trade newsletters or government agency house organs will be used to raise awareness about STORK 2.0 activities and results.

### 5.2 Member States

Several of the eGov4Business pilot partners represent or coordinate other government agencies that are involved in supplying the national STORK 2.0 infrastructure – i.e., PEPS, IDPs, B-IDPs. These agencies act as multipliers in the promotion of STORK 2.0, adding visibility to the piloting and further raising MS awareness about results and helping to reach critical mass in the effort to achieve sustainability. Targeted e-mail marketing can be used by SPs and other MS partners to reach businesses most likely to be involved in cross-border eGovernment.

### 5.3 STORK 2.0 Consortium

The eGov4Business pilot cooperates with the Marketing, communication and dissemination work package in both planning activities and in preparing project materials and instruments (brochures, website content, etc.) to be used in marketing and dissemination events during the pilot running period (see [8]). Participation in international events and organisation and participation in national initiatives are left up to individual project partners, SPs and other MS representatives.

#### 5.3.1 Pilots Microsites

One of the concrete instruments created through the collaboration of different project work packages are the Pilots Microsites. These are multilingual web sites with simple descriptions of STORK 2.0 pilots, links to service portals, user feedback forms and information about STORK 2.0 technologies and organisation.

#### 5.3.2 General dissemination material

Printed pilot brochures, posters, web banners and other material is being prepared for distribution at conferences, fairs, roadshows, etc. This material will help launch the pilots around the Go-Live and will be used to maintain and increase awareness throughout the piloting period.

#### 5.3.3 Internal communication: Wiki

Each of the four STORK 2.0 pilot work packages runs a pilot wiki for internal reporting and to help organize pilot wide collaboration on testing, monitoring, pilot evaluation, resolution of critical issues and risks and other activities of general interest.

Contact lists for various types of responsibilities are maintained as is the documentation of coming and past pilot-level meetings.

The screenshot shows a wiki page for 'WP5.3 Pilot 3 - Public Services for Business'. At the top right, there are user links for 'Dmitzman', 'Talk', 'Preferences', 'Watchlist', 'Contributions', and 'Log out'. Below this is a navigation bar with 'Page Discussion', 'Read', 'Edit', and 'View history' buttons, along with a search box containing 'Go' and 'Search' buttons. The main heading is 'WP5.3 Pilot 3 - Public Services for Business'. A 'Contents [show]' box is present. The main content area lists several sections, each with an '[edit]' link: 'The eGov4Business Pilot', 'General Pilot 3 Information and Organisation', 'Meetings', 'Partner Contact List', 'Pilot Management Group, PMG', 'Service descriptions, portal links and logos', 'Service Development, Testing and Deployment', 'Participation table', 'Current Pilot status table', and 'Common issues, problems and info'. On the left side, there is a sidebar with a 'STORK 2.0' logo and a 'Navigation' menu containing links like 'Main page', 'Community portal', 'Current events', 'Recent changes', 'Random page', 'Help', 'Back to Stork2.0 Webpage', 'Toolbox', 'What links here', 'Related changes', 'Upload file', 'Special pages', 'Printable version', and 'Permanent link'.

Figure 2: The eGov4Business Pilot wiki

## 6 Engagement and involvement of end-users and stakeholders

This chapter reviews and updates the descriptions of user groups and stakeholder groups presented in the planning previous deliverable, “GoLive planning” [5].

The main user groups are given in the following table:

<b>User group</b>	<b>Target group members</b>
<b>Core focus group</b> (Known audience to be reached as a priority)	<b>Service Providers and technical support agencies:</b> SP technical and operational staff involved in creating and running pilot services or analogous online eGovernment services.  <b>Real end-users currently registered in pilot services:</b> Known national and international end-users of the STORK 2.0 pilot service.  <b>End-user representatives:</b> Trade association representatives of end-users of sector-specific services.
<b>Real pilot users</b>	Primarily real end-users reached by one of the actions designed to inform and engage known and even unknown national and foreign users.
<b>Potential future users</b>	Unknown businesses that could be future users of the SP service thanks to the easier access afforded by STORK 2.0. These potential users will be reached through information published at the SP website, at the STORK 2.0 website and through actions in collaboration with other administrative agencies both within the SP Member State and abroad.

*Table 2: Overview of the main user groups and their members*

### 6.1 Explanation of focus group users involvement in pilot testing

Focus group testing will be performed by a small, select group of mainly foreign users and will serve to generate constructive feedback before the official launch of the pilot. Feedback will be used to improve the pilot service and the related support material in the production environment. In the eGov4Business pilot, end-users will be representatives of a legal entity in a country different from that of the SP. The end-users will have, preferably, a good knowledge of the language of the Service Provider or will be instructed to use an English version of the service. Each service provider will select at least two known clients from which to draw the focus group testers.

Alternatively, “almost real” end-users, such as representatives of national trade associations or colleagues of the SP in Administrative areas related to the pilot services may also be used. The important goal is to ensure that this first wave of testing and validating of the STORK 2.0 solutions has been performed by users with sufficient technical ability, organisational capability and business interest and knowledge to provide qualified, critical feedback. Their most important feedback will be gathered before and shortly after the Go-live launch, but they may be involved later in the piloting for further, more in-depth evaluation of services.

An important subset of these users will consist of national representatives of foreign companies or organisations. They will be seen as potential “STORK 2.0 evangelists”, capable of communicating the benefits of STORK 2.0 to their partners abroad, who would then be available for wider piloting activities. Another particularly important component of the core

focus group will be technical personnel from other Administrations that can provide additional perspective on evaluating the benefits of STORK 2.0 solutions and will be invited to evaluate the opportunities for applying STORK 2.0 results in their own online public services.

## **6.2 Explanation of real end-users involved in the running phase**

To achieve the intended level of success in piloting activities a wider group of real end-users will be engaged. These are the additional real pilot users who will participate in the piloting activities after the Go-live launch, validating the service and providing continuous feedback through the online feedback form available on the project micro-site. Their feedback will be used to confirm and consolidate STORK 2.0 results, establishing their visibility, relevance and value. Corrections of malfunctions and feature improvements may also be implemented where the benefits significantly justify the additional costs for modifying the released solutions.

These users will to a large extent consist of real foreign users known and contacted through the SP marketing or customer service departments or engaged by the users' known national representatives, perhaps already participating in the focus group (as explained above).

## **6.3 Unknown but reachable, potential future end-users**

A final group of pilot users are the previously unknown foreign businesspersons and legal entities who may become new users of the SP service through contact with dissemination and awareness events organised as part of the marketing and dissemination strategy. Once again the wider reach of trade organisations may help attract such pilot users through institutional communication means or at regional or national conferences.

## **6.4 Other stakeholders engagement and involvement**

Stakeholder organisations will also be instrumental in participating in piloting activities and in recruiting end-users for piloting. The direct stakeholders are those government agencies involved in running and administering the eGovernment service portals that host STORK 2.0 pilot services. These are one-stop-shops for business services, Points of Single Contact and the many specialized Competent Authorities that offer sectorial services.

Some indirect stakeholders may be the nearby administrations who collaborate with STORK 2.0 partners by participating in integrated or joined-up services, and who may therefore be brought into contact with the pilot activities on a very operational basis. Such contacts may be quite fruitful for the spread of STORK 2.0 services and for the multiplication of benefits both through reaching new users and through the creation of deeper ties with known users.

## **6.5 Some examples of individual Member State initiatives for user engagement**

This section reports some additional and/or updated examples of individual piloting MS approaches to user engagement with respect to those reported previously.

### **6.5.1 Estonia**

Estonia participates in eGov4Business Pilot as a SP and AP with our Company Registration Portal and Business Register. In order to engage users, we plan to directly contact national representatives of foreign companies. They could help us during the testing phase and also spread the word to their partners to attract real pilot users for the future. Additionally, we plan to publish information about STORK 2.0 services in relevant websites, social media and regular media to inform businesses. After successfully going live, it would be necessary to publish a press release about the new service. We also consider contacting the Estonian



Chamber of Commerce and Industry which has direct communication with businesses. When there will be national conferences or meetings regarding eGovernment and/or business, we should participate to contact and inform potential real users.

## 6.5.2 Luxembourg

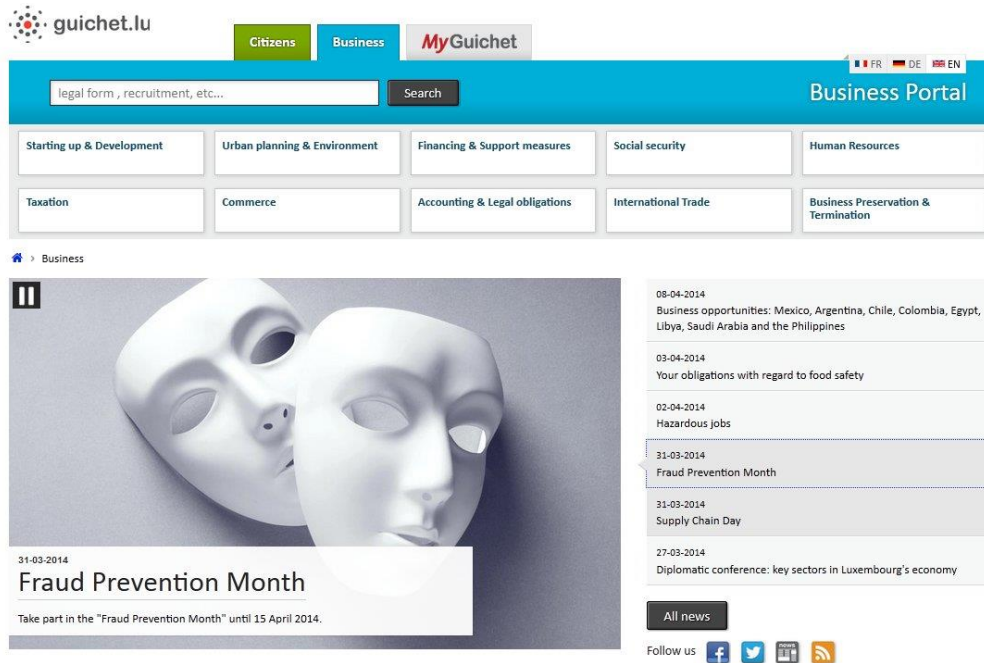


Figure 3: Le guichet (LU), web top page

The Luxembourg's service "guichet.lu", in its cloud version, is the one that will be used for the Stork 2.0's Pilot 3. It involves the Centre des Technologies de l'Information de l'Etat (CTIE) with the support of TUDOR and LuxTrust.

MyGuichet is a secure interactive platform on guichet.lu. It allows administrative formalities to be carried out online with the competent administration in a safe and secure manner via a LuxTrust certificate (national eID authentication).

The user completes his form online, signs it electronically, attaches the supporting documents and submits it via MyGuichet.

More precisely, the service that will be proposed to users is the Request for Criminal record certificate, and also the portal utilities (safely storing and transmitting application forms and other documents).

Identified potential users are cross-borders, since Luxembourg has the particularity to host everyday people from cross-countries for their daily working activities in Luxembourg. Indeed, cross-borders represent 44% of total employment in Luxembourg with 50% from France and 25% from Belgium, and 25% from Germany (STATEC, 2013). Since Belgium and France are also implied in Pilot 5.3, people working in Luxembourg coming from those countries are potential users. Portugal has also been identified since Portuguese people living in Luxembourg represent around 16% of inhabitants and 37% of foreign population (STATEC, 2011).

CTIE, LuxTrust and Tudor use their contacts (stakeholders) to identify potential users. Indeed, as CTIE and LuxTrust already participated in Stork 1.0, and include in those potential users their previous contacts from Stork 1.0.

A communication plan has been established and will help to engage users:

- Communication (an article) on the new guichet.lu when it is ready for go live
- Present the different pilots in spring 2014, at the go live time (an article): nature of pilots, what will be their usage
- Event in Luxembourg: workshop on a half day end 2014
- Organisation of an event in Luxembourg (linked with eSENS [9]) beginning November 2014: international event on European integration of public services

### 6.5.3 Netherlands

The services to cross-border farmers are delivered by the farmers portal "MijnRVO", <https://mijn.rvo.nl/home>.

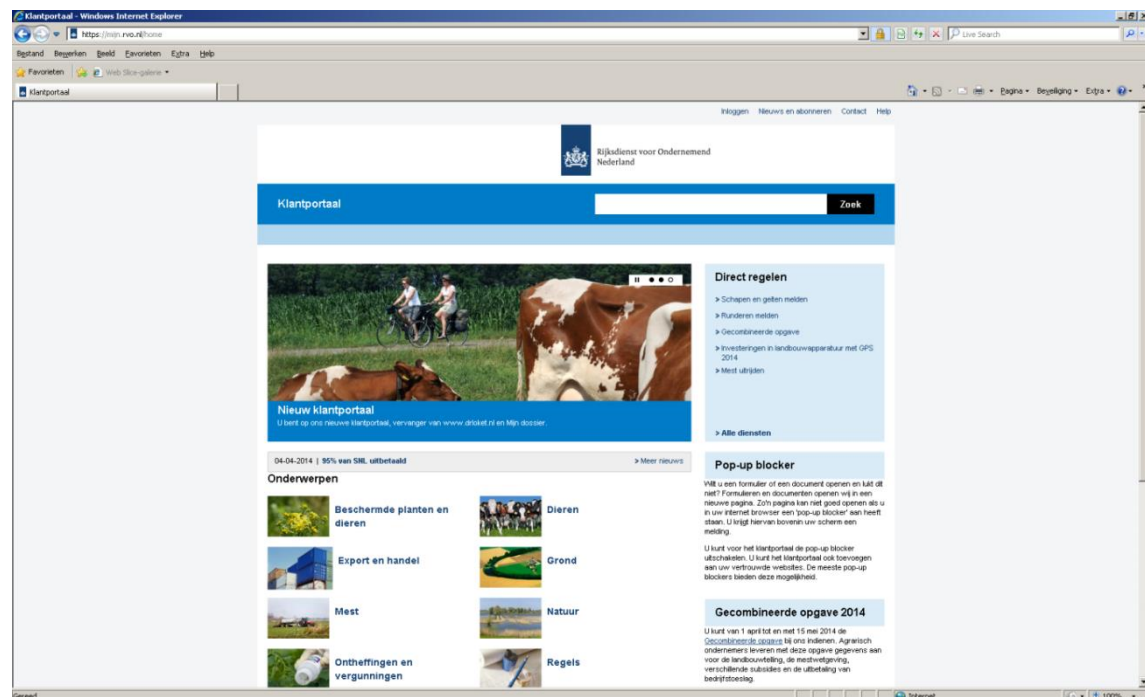


Figure 4: The farmers portal "MijnRVO" (NL)

The farmers' portal is operated by the "Rijksdienst voor Ondernemend Nederland" (RVO.nl). All (Belgian) cross-border farmers are already a known business relation registered in the relation database "Rebus" of RVO. New cross-border farmers have to register (by telephone and / or paper forms) as a business relation of RVO and are registered in the "REBUS" relation database, in this way they become a "known business relation".

Because all cross-border farmers are a known relation it's easy to make a query on the Rebus database and select cross-border farmers located in a MS that is participating in STORK2.0. Not surprisingly most of them are located in Belgium (approximately 200). In consultation with the RVO department that operates the REBUS relation database a selection will be made of 10 – 20 cross-border farmers. They will be approached to participate in the test phase of the pilot by mail and telephone.

After this early pilot phase RVO will actively promote STORK as a login solution for cross-border farmers. More and more cross-border farmers will be approached and encouraged to use STORK and their national eID-solution to login to the farmers portal "MijnRVO". Eventually they login tokens delivered by RVO to cross-border farmers will be eliminated and the

national eID token will become the only way to login to the farmers portal. A prerequisite for this full production phase is a stable and well-managed STORK / PEPS infrastructure. Governance and application management by DIGIT should be in place.

**Strategy:**

1. After the piloting phase RVO.nl will contact another (bigger) group of cross border farmers and invite them to use their Belgium eID. They will be contacted by phone, mail or internet (the European authentication webpage of RVO).
2. When STORK is secure and mature enough, RVO will make authentication with Belgium eID for Belgium cross border farmers mandatory (no other authentication options available anymore). RVO will launch a communication campaign well before cutting of current authentication possibilities. Foreign customers will be informed via internet.
3. The same will be true for other European customers of RVO - timing (at least partly) dependent on STORK maturity
4. In the meantime NL is examining other (non-famer) use cases at other SPs and promoting STORK as the way to implement eIDAS. The ministry of economic affairs is in contact with a couple of SPs that are interested or potentially interested in connecting to the STORK infrastructure. Decisions on user engagement will be performed in a future phase as a result of the mentioned contact with Service Providers.

#### 6.5.4 Italy

In Italy the national portal for public services for businesses, [www.impresa.gov.it](http://www.impresa.gov.it) gives access to the SPs Pilot Services involve the Ministry of the Environment and the Ministry of Health, each of which have formulated strategies for reaching the three types of users identified in the previous sections. Criteria were framed for selecting a small number of users for participation in focus group testing prior to the Go-live launch of services, they have gathered emailing lists for the engagement of a wider group of real pilot users, and they have begun presenting STORK 2.0 to their clients and to collaborating agencies and professional associations who will actively promote the piloting among potential future new users. Both Ministries have presented STORK 2.0 at national conferences of their respective sectors: manufacturers of medical devices regulated by the Health sector and electric device manufacturers who must adhere to environmental regulations.

Additionally, information is being published at the websites of these services and in the general eGovernment portals to inform businesses about STORK 2.0 and to invite appropriate companies to participate in piloting (see Figure below).

The screenshot shows the homepage of [impresa.gov.it](http://impresa.gov.it). The header includes the logo and the slogan "Una pubblica amministrazione più vicina alle imprese è un valore per tutti". The navigation menu contains: HOME, ACCESSO AI SUAP, AREE TEMATICHE, AREA INFORMATIVA, RESOURCES AND SERVICES, HELP DESK, and tag\_cloud. Below the menu, there's a section for "Progetto STORK 2.0" with the sub-header "un accesso semplice ai servizi pubblici per l'impresa". A list of services is provided, including "DOING BUSINESS IN ITALY", "ESTABLISHMENT" (with sub-points like "Settling up a new legal entity" and "Providing a service"), "CROSS-BORDER PROVISION OF SERVICES" (with sub-points like "Free provision of services" and "Regulated professions"), "RESOURCES", and "LOCATION SERVICES". A "Cosa è?" section explains that STORK2.0 is a co-financed project by the European Commission, aiming to simplify access to public services across EU member states. It mentions a "circle of trust" and the use of national electronic identity systems. A logo for "STORK 2.0" with the tagline "making access smarter.eu" is also visible.

Figure 5: *impresa.gov portal (IT)*

SP AEE Registry survey (IT)

An analysis conducted on the SP Pilot Service provided by the Ministry of Health revealed the following figures concerning companies' distribution in EU.

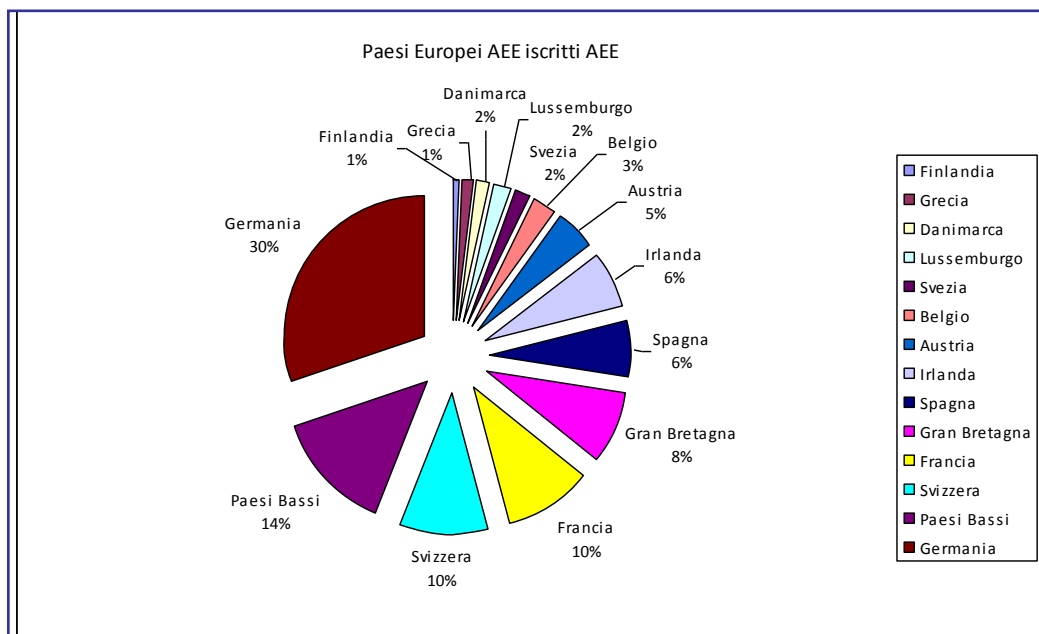


Figure 6: *statistics on SP of Min Health (IT)*

6.5.5 Slovenia

Slovenian Business Portal ([www.evem.si](http://www.evem.si), [www.eugo.gov.si](http://www.eugo.gov.si)) which will be integrated into the STORK pilot is well-known and very frequently used portal for business registering and access to the other services, needed for companies. Since the beginning of 2014 this portal has been upgraded with the complete information on services as required by Service directive. The foreign users are addressed through Slovenian EUGO.gov.si portal. This portal facilitates

access to all information, forms related to the Services Directive. To register a company the foreign users will be directed to the STORK enabled service, running on e-VEM portal.

The promotion of EUGO.gov.si and e-VEM is very intense at the national level; it will cover also the promotion of STORK pilots. This includes the presentations on different events, exhibitions. One of the sessions of the annual event on eDanube Region development, taking place in September 2014, will be devoted to STORK with a special attention to pilots.

In Slovenia users can access the e-VEM services also through the physical points, distributed all over the country, where users can complete the procedures through mediators. The promotion material of STORK will be distributed to all these physical points.

Following the practice from STORK 2.0 the representatives from the foreign embassies will be gathered to learn about STORK possibilities. They will be provided also with STORK material to enable them to do the further promotion.

The invitation to use STORK pilots will be done also through the promotion on the responsible institutions for company registration and others falling under the Service directive implementation.

## 7 Conclusions

The document has presented the main features for the planning of the Pilot running period. The central goal of the piloting activity is to reach a sustainable definition and configuration of both pilot services and STORK 2.0 infrastructure and organisations in order to ensure the future adoption of STORK technology by a wide group of Member States and Service Providers.

This goal will be achieved through the attentive guidance of project management and through the continuous monitoring and evaluating of pilot results. The detailed definition of business-oriented metrics will point the way toward maximizing the chances at service sustainability. Prerequisite activities of marketing and dissemination finalized, in part, in the engagement of adequate communities of end-users and stakeholders to contribute to the pilot testing and evaluation, were also indicated.

## 8 References

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- [2] A. Crespo, J. Martín “WP5 Pilots Governance - Terms of Reference”
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- [4] D5.3.1 “Technical & Business Objectives and Specifications”
- [5] D5.3.2 “eGov4Business Go Live Planning”
- [6] Pilot 3 wiki, [https://www.eid-stork2.eu/wiki/index.php/WP5.3\\_Pilot\\_3\\_-\\_Public\\_Services\\_for\\_Business](https://www.eid-stork2.eu/wiki/index.php/WP5.3_Pilot_3_-_Public_Services_for_Business)
- [7] WP5.3 Pilot 3 Current Pilot status table in Pilot 3 wiki, [https://www.eid-stork2.eu/wiki/index.php/WP5.3\\_Pilot\\_3\\_Current\\_Pilot\\_status\\_table](https://www.eid-stork2.eu/wiki/index.php/WP5.3_Pilot_3_Current_Pilot_status_table)
- [8] G. Savoy, V. Zalavra, D. Quer, D8.3 “Guidelines for marketing STORK 2.0 pilots”
- [9] eSENS project, <http://www.esens.eu/home/>

## APPENDIX I - FEEDBACK FORMS, eGov4Business pilot

### Simple Feedback Form:

1. Which online Public service for business portal did you try to access?  
*[a drop-down list of thirteen national SP portals is presented]*

What was the specific service you were interested in using?

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2. What kind of digital identification device did you use?

- Digital certificate on smart card
- Digital certificate on USB stick
- Digital certificate on SIM card for mobile phones
- eBanking eID system (card, token, etc.)
- Username & password
- Other, please indicate the type: \_\_\_\_\_

---

3. Did you manage to authenticate successfully and access the service?

- Yes
- No

If no, describe what happened (for example: "I forgot my PIN", "I didn't have the correct software for reading my eID token", "I could not access my powers of representation", "My powers of representation were not accepted", "Operation timed out"):

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4. Did you (try to) access the service

- as a Natural Person?
- on behalf of a Legal Person?  
In this case, please indicate the kind of mandate you have:
  - Statutory Mandate from Company Register or equivalent authority
  - Ad hoc, or other mandate issued by \_\_\_\_\_

---

- on behalf of another Natural Person?  
In this case, please indicate the kind of mandate you have:
  - Statutory Mandate from Company Register or equivalent authority
  - Ad hoc, or other mandate issued by \_\_\_\_\_

---

5. Did you manage to successfully use the service to achieve what you intended to do?



- Yes
- No

If no, describe at which point you stopped and why (for example: "I was denied access", "I did not have enough information to complete the service", "I did not understand the service for language issues / procedural issues / other issues", "I got an error message" - *please report the message*, "Operation timed out"):

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---

6. How would you rate the experience in terms of quality and efficiency?

- very poor
- poor
- adequate
- satisfactory
- very satisfactory

7. How would you rate the user experience and ease of use?

- very poor
- poor
- adequate
- satisfactory
- very satisfactory

Please provide a comment on the user experience of the service you tried to access (that is, on the clarity of the user interface, the functionality, the ease of use, etc.)

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---

8. Do you normally use Government services for businesses online in your own country?

- never
- daily
- weekly
- monthly
- yearly

9. Have you ever used eGovernment services for business from another country?

- Yes: From which countries? [*a multi-selector with the possible countries is presented*]
- No

10. What is the greatest benefit derived from being able to access foreign eGovernment services using your own native identity credentials?

- Cost savings
- Time savings
- Simplification of procedures
- Greater security, trust and privacy

11. Please provide any additional comments:

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**2. Advanced form:**

1. Which online Public service for business portal did you try to access?  
*[a drop-down list of thirteen national SP portals is presented]*

What was the specific service you were interested in using?

---

---

2. What kind of digital identification device did you use?

- Digital certificate on smart card
- Digital certificate on USB stick
- Digital certificate on SIM card for mobile phones
- eBanking eID system (card, token, etc.)
- Username & password
- Other, please indicate the type: \_\_\_\_\_

---

3. Did you manage to authenticate successfully and access the service?

- Yes
- No

If no, describe what happened (for example: "I forgot my PIN", "I didn't have the correct software for reading my eID token", "I could not access my powers of representation", "My powers of representation were not accepted", "Operation timed out") :

---

---

4. Did you (try to) access the service

- as a Natural Person?
- on behalf of a Legal Person?  
In this case, please indicate the kind of mandate you have:
  - Statutory Mandate from Company Register or equivalent authority
  - Ad hoc, or other mandate issued by \_\_\_\_\_

---

- on behalf of another Natural Person?  
In this case, please indicate the kind of mandate you have:
  - Statutory Mandate from Company Register or equivalent authority
  - Ad hoc, or other mandate issued by \_\_\_\_\_

---

5. Did you manage to successfully use the service to achieve what you intended to do?

- Yes
- No

If no, describe at which point you stopped and why (for example: "I was denied access", "I did not have enough information to complete the service", "I did not understand the service for language issues / procedural issues / other issues", "I got an error message" - *please report the message*, "Operation timed out"):

---

---

6. How would you rate the experience in terms of quality and efficiency?

- very poor
- poor
- adequate
- satisfactory
- very satisfactory

7. How would you rate the user experience and ease of use?

- very poor
- poor
- adequate
- satisfactory
- very satisfactory

Please provide a comment on the user experience of the service you tried to access (that is, on the clarity of the user interface, the functionality, the ease of use, etc.)

---

---

8. Do you normally use Government services for businesses online in your own country?

- never
- daily
- weekly
- monthly
- yearly

9. Have you ever used eGovernment services for business from another country?

- Yes : From which countries? [*a multi-selector with the possible countries is presented*]
- No

10. What is the greatest benefit derived from being able to access foreign eGovernment services using your own native identity credentials?

- Cost savings
- Time savings
- Simplification of procedures
- Greater security, trust and privacy

11. Do you agree or disagree with the statement: “the new procedure is easier, more convenient, more time saving and/or more reliable than the previous way of working”?

- strongly disagree
- disagree
- no change
- agree
- strongly agree
- can't say – it's the first time I used the service

12. How has your opinion on the provider of this service changed after using this new procedure?

- considerably worsened
- worsened
- no change
- improved
- considerably improved

13. What do you think about using your national eID to access an online service in another country? Please say whether, in general, you agree or disagree with the following statements about “cross-border eID interoperability”:

“cross-border eID interoperability is ‘logical’; it makes good sense”

- strongly disagree
- disagree
- neutral or no opinion
- agree
- strongly agree

“cross-border eID interoperability is trustworthy”

- strongly disagree
- disagree
- neutral or no opinion
- agree
- strongly agree

“cross-border eID interoperability is secure”

- strongly disagree
- disagree
- neutral or no opinion
- agree
- strongly agree

“cross-border eID respects my privacy”

- strongly disagree
- disagree
- neutral or no opinion
- agree
- strongly agree

14. Did you give your consent to the transfer of all the optional data the service requested?

- Yes
- No

If no, please explain why not: \_\_\_\_\_

\_\_\_\_\_

15. Did you feel you were fully informed about the data that was transferred to the online service?

- Yes
- No

16. In particular, regarding your personal data, did you have the feeling that you were in control of the data transmission during the whole process?

- Yes
- No

If no, please explain why not: \_\_\_\_\_

\_\_\_\_\_

17. Did you feel the security of the entire procedure was sufficient?

- Yes
- No

If no, please explain what was lacking: \_\_\_\_\_

\_\_\_\_\_

18. Would you recommend this service to other business persons, colleagues or partners?

- Yes
- No

If no, please explain why not: \_\_\_\_\_

\_\_\_\_\_

19. Do you have any suggestions for improving the use of domestic identity credentials in foreign eGovernment services?

\_\_\_\_\_

\_\_\_\_\_

20. How did you hear about the cross-border eID interoperability services offered by the STORK 2.0 project?

- STORK 2.0 website
- Internet search
- eGovernment website

- Social network (Twitter, Facebook, etc.)
  - EU website
  - Press article
  - Newsletter
  - Brochure
  - Conference
  - Business website
  - Other: \_\_\_\_\_
- 

21. Which device did you use to access the online service?

- Desktop
- Notebook
- Netbook
- Tablet
- Handheld
- Smartphone
- Virtual Desktop Infrastructure (VDI)
- Other: \_\_\_\_\_

22. Which operating system did you use?

- Microsoft Windows
- Mac OS X
- Linux
- Android
- iOS
- Other: \_\_\_\_\_

Which version? (e.g. Windows 8) \_\_\_\_\_

23. Which browser did you use?

- Google Chrome
- Mozilla Firefox
- Apple Safari
- Microsoft Internet Explorer
- Opera
- Other: \_\_\_\_\_

Which version? (e.g. Chrome v26) \_\_\_\_\_

24. Please provide any additional comments:

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## APPENDIX II - Security checklist

Introduction.

This security checklist aims to be a way of measuring the security metric related to the benefit logic plan.

You must check the items you have considered.

Checklist.

1. General Coding:

- Input Validation: The eGov4Business pilot service application (“pilot application”, in what follows) implements functions to address user input validation and sanitation.
- Output Encoding: The pilot application implements functions to address the correct encoding of every output to be sent or displayed (using the ad hoc syntax).

Comments (if any of the checks cannot be done explain why):

2. Authentication and Authorization:

- Signature: The pilot application checks the correct signature of the assertions given back from the S-PEPS

3. Signer Certificate: The pilot application checks the S-PEPS signer certificate also for:

- Non revoked certificate (OCSP or CRL)
- Non expired certificate (Check the dates in the certificate)
- It is issued by a trusted CA.

4. CA Certificate: The pilot application checks the CA certificate also for:

- Non revoked certificate (OCSP or CRL)
- Non expired certificate (Check the dates in the certificate)
- It is issued by a trusted CA.
- Assertion: The pilot application checks for the time of the assertion and establishes a reasonable margin of time (assertion expiration)

Comments (if any of the checks cannot be done explain why):



5. Attribute ad documents exchange:

- Signature: The pilot application checks the correct signature of the assertions given back by the S-PEPS and issued (and signed) by the APs

6. Signer Certificate: The pilot application checks the signer certificate also for:

- Non revoked certificate (OCSP or CRL)
- Non expired certificate (Check the dates in the certificate)
- It is issued by a trusted CA.

7. CA Certificate: The pilot application checks the CA certificate also for:

- Non revoked certificate (OCSP or CRL)
- Non expired certificate (Check the dates in the certificate)
- It is issued by a trusted CA.
  
- Assertion: The pilot application checks for the time of the assertion and establishes a reasonable margin of time (assertion expiration)

Comments (if any of the checks cannot be done explain why):

8. Communication Channel:

- S-PEPS: The SSL certificate of the local entry point to STORK has been checked for validity.
  
- Application SSL: The pilot application uses SSL to ensure end-user privacy.

Comments (if any of the checks cannot be done explain why):

9. Browser Temporary Storage Management:

- Browser configuration: The browser is configured to store cookies for Attribute Aggregation and to prevent their getting lost or altered.
  
- Cookies Backup: A temporary browser storage backup service has been adopted to manage the storage of the Attribute Aggregation containers.

Comments (if any of the checks cannot be done explain why):

10. Code Audit<sup>7</sup>: The pilot application has been checked for the non-existence of:

- Injection (SQL, command, etc.)
- Cross-Site Scripting (XSS)
- Broken Authentication and Session Management
- Insecure direct Object References
- Cross-Site Request Forgery (CSRF)
- Security Misconfiguration
- Insecure Cryptographic Storage
- Failure to Restrict URL and resources access
- Insufficient Transport Layer Protection
- Unvalidated Redirects and Forwards

Comments (if any of the checks cannot be done explain why):

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<sup>7</sup> These are the top ten threats from the OWASP project, you can check further information here: [https://www.owasp.org/index.php/Category:OWASP\\_Top\\_Ten\\_Project](https://www.owasp.org/index.php/Category:OWASP_Top_Ten_Project)