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Abstract: The dissemination strategy and plan will move from the general to the specific; from the overall objectives of the project down to the individual actions foreseen to achieve them. The Dissemination planning process will assist STORK by defining communication goals, objectives and strategies with specified timelines, allocating responsibilities, providing a clear modus operandi, facilitating timely response to changed conditions and deviations from plans, establishing a basis for evaluation, identifying risks and taking remedial steps to solve problems.

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Executive Summary

The dissemination strategy and plan will move from the general to the specific; from the overall objectives of the project down to the individual actions foreseen to achieve them. The dissemination planning process will assist STORK by defining communication goals, objectives and strategies with specified timelines, allocating responsibilities, providing a clear modus operandi, facilitating timely response to changed conditions and deviations from plans, establishing a basis for evaluation, identifying risks and taking remedial steps to solve problems.

After explaining the basic concepts of the dissemination plan and its relation to other work packages and other WP7 deliverables and tasks, a situational analysis of e-Government and the position of STORK will be conducted to effectively address both the internal and external environments as relating to the project so as to better recognize its strengths and weaknesses as well as opportunities and risks.

Following the project and the communication objectives, during the first six months of the project, our aim was to:

- Introduce the project to all stakeholders;
- Make stakeholders aware of basic information regarding the STORK project and activities, as well as how to get involved;
- Inform stakeholders of the portal as an information resource;
- Help promote the project in conferences and other events;
- Initiate interaction with stakeholders and receive feedback and reactions about the project that will be used in media relations and in designing the dissemination plan;
- Promote participation of relevant member states, institutions and organizations through the Member States Reference Group, Industry Group, eID Community of Interest Group, workshops, knowledge sharing, forums and petitions in the portal;
- Focus from the start on establishing a favourable reputation for the project and consortium;
- Profile a coherent identity of the project to each and every one of the stakeholder groups.

After explaining the stakeholder management strategy, we will give a list of the actions taken so far in this direction.

Further, the need for internal communications will be explained; that is to say, winning over the employees of the participating organizations. The goals for effective internal communications should be to encourage participation, create a sense that all partners are important assets, increase



partner understanding of the project, improve morale and foster goodwill. Partners should also address people in their national or local settings and connect with citizens by 'going local'. To assist them, we have provided general guidelines for communicating with local media.

Moreover, we will provide with an action plan that includes future actions and responsibilities regarding dissemination. Firstly, common actions will continue to be taken in order to generate a stronger sense of 'community' as well as to encourage cooperation and greater knowledge sharing among other CIP projects.

eID interoperability interests a wide range of stakeholders beyond the confines of the project consortium who have a vested interest in tracking developments in this subject area. Trust in the outcome of the project, as well as sustainability beyond the project timeline require that we pay attention to rallying these varied stakeholders, so as to create and sustain a fully-fledged community of interest. That is why we have created the Industry and Member States Reference Groups as well as the e-ID Community of Interest.

Our step by step approach for these groups can be summarized as: introducing the project to all stakeholders and making these groups aware of all relevant information regarding STORK through the portal and through other online and offline project dissemination efforts; creating initial interaction with these stakeholders and receiving reactions about the project (outcomes will be used in media relations and in updating the dissemination plan); promoting their active participation in the portal and in all related activities (such as findings, public deliverables, etc) and aligning with best practice initiatives and professional organizations (such as epracrice.eu, IDABC, OASIS, IDtrust for exchange of best practice).

Furthermore, recognizing that the project website/portal is an important resource in disseminating information about the project, facilitating collaboration amongst partners, and bringing together a diverse and scattered community of interest around the project's activities, we have foreseen several activities to improve its usability and features, and to market it for increased traffic and searchability.

Finally, certain risks are identified and mitigating actions are proposed.



1 Background

1.1 Key Concepts of the Dissemination Plan

The dissemination strategy and plan will move from the general to the specific; from the overall objectives of the project down to the individual actions foreseen to achieve them. It is also an interactive process, so that the draft output of each stage is checked to assess its impact on the earlier stages, and amended accordingly; therefore the dissemination plan is interrelated with the overall project plan and objectives.

While the general objectives offer the main context for the dissemination plan, we need also to define the **mission** of the project, that is, clarify the “groups” and “needs” to be served, and the “technologies” to be utilized.

Perhaps the most important factor in successful communications is the **vision**- i.e. the long term aspirations. There is a much better chance that STORK will attain its desired future if the consortium members have a strong and clear vision of where that future lies. This will be in no small part due to the fact that its strategies will be consistent, and supported by the partners at all levels.

The dissemination **objectives** are central to the whole marketing process. They are the precise statements or aims of purpose, which define where the project intends to be at some specific time in the future. The objectives define “which” results are to be achieved and “when”. Exactly “how” the consortium intends to achieve its objectives is defined through its **strategies**.

Three other central concepts within the project must also be addressed by the dissemination plan, i.e. Stakeholders, Identity and Reputation.

A large-scale and ground-breaking LSP project such as STORK is bound to attract a wide circle of **stakeholders** with a legitimate interest in the developments and outcomes of the project. For the project also, creating and engaging a community of interest will pay valuable dividends towards boosting performance and sustaining acceptance for the project beyond its deadline. It is important at all times, whilst addressing the different perspectives of each individual stakeholder group, to maintain and profile a coherent identity of the project.

Identity consists of the profile and values which are communicated by the project. It should be consistent and distinctive in order to evoke a positive **image** and a favorable reputation. Identity is

based on the distinct values of the project that guide its operations and involves the self-representation of the project through communications and the behavior of the consortium members.

In essence there are two sides to the concept of identity – firstly, to create and maintain a distinctive and unique identity of the project in the eyes of stakeholder groups; and secondly, to create an atmosphere of shared values, identification and belonging amongst project partners.

Reputation is the estimation in which STORK is held in the eyes of the community of stakeholders and the general public. A favorable reputation hinges on building a publicly recognized name and/or standing based on merit, achievement and reliability - *established over time as a result of consistent performance*. The communication policy of the project is an essential vehicle in building and conveying a positive reputation, which will be an important aspect of gaining competitive advantage beyond the lifecycle of the project.

Two distinct communication models will be employed to this end. One-way processes will use communication techniques to generate messages as an end in themselves (e.g. brochures, leaflets, etc). Two-way processes will use techniques derived from social sciences and seek to manage conflicts and build relationships with stakeholders and the public. In two-way processes, we will tend to avoid asymmetrical communication (wherein communicators use knowledge about their public to get them to act as the consortium members want) in favor of symmetrical communication (wherein knowledge about the public is used to negotiate win-win solutions for all parties). In the latter model, communicators take an ethical stand and seek to promote mutual understanding with key stakeholders and the public pushing for mutually beneficial, long term relationships.

Building trust is an important aspect of this and should be promoted by opting for tailored and personalized messages, providing balanced information from different media outlets as well as tapping varying sources of information (e.g. NGOs) and finally by promoting dialogue and transparency in processes.



1.2 The Dissemination Plan Explained

The Dissemination Plan is the direct result of a thoroughly collaborative effort by all the participants in WP7, consultation with deliverables from the other WPs and direct feedback from many partners. This plan is primarily addressed to the project partners thought it could prove useful at a later date to other stakeholders drawn to the needs and eventual benefits of the research. The recommendations of the present plan are merely introductory– the ongoing strength, impact and relevance of the project can only be achieved through the continued participation of all stakeholders. For this reason, we invite and welcome all feedback on info@eid-stork.eu.

STORK will gain from the dissemination planning process by: establishing clear goals, objectives and strategies with a specified timeline, allocating responsibilities, providing a clear direction for partners to follow and a framework to facilitate timely response to changed conditions and deviations from plans, and establishing a basis for evaluating performance, identifying risks and taking remedial steps to solve problems.

According to the DoW (pp. 166- 174), the D7.7 Dissemination Plan (M6 first planning, with 6 monthly updating) is the fourth deliverable of WP7: Communication and Sustainability, with Gov2u as leader, following: D7.1 Project Presentation (M1), D7.2 Project Portal/Collaborative Environment (M2) and D7.3 List of Commission A2A Services of Common Interest (M6). Information included in the plan is interrelated with all WP7 deliverables and more or less linked to all other work-packages.

The plan's usefulness and relevance to the other tasks of WP7 can be outlined specifically as:

Task 7.1.: eID Community of Interest – Gathering an “eID Community of Interest” encompassing EU member states and associated countries, non-EU states, industry stakeholders, NGOs, academia and any other relevant institutions with an interest in the project.

Task 7.2.2.: Promotional Activities/Organization of Workshops: STORK will be publicized via various websites (Task 7.2.1: Set-up/maintain dissemination & exploitation infrastructure), through presentations and participation in relevant international conferences by organizing workshops and seminars in all the participating Member States and a planned and timely PR campaign. This will provide a framework to promote STORK's activities and expose researchers, elected representatives and local/regional government officials to the expected results. The consortium will publish white papers at relevant eGovernment conferences and in industry-related media (Task 7.2.3: International Promotion through Publications and Press Releases) and will

provide material for publication in online newsletters focused on political and technological issues. It should be ensured that a coherent image is portrayed in these first publications.

Task 7.3: Coordination with other LSPs concerns cooperation between LSPs on the assumption that they have overlapping infrastructural requirements. As this deliverable is related to all the other WP7 deliverables, up-to-date information from the dissemination plan will be presented in the Project portal/collaborative environment as well as in the monthly updates of the project presentation.

D7.8 Exploitation Plan: The exploitation of project results is as important for all the partners individually so as to meet their potential business objectives, as it is for the consortium as a whole for sustainability beyond the lifetime of the project.

D7.11 Assessment/Evaluation, Implementation Report: As the project will address a number of emerging and highly innovative technological concepts, risk will be constantly assessed and evaluated over the entire course of the project. Monitoring will be performed throughout the project and corrective measures will be proposed where necessary by referring back to the dissemination plan. A detailed sustainability plan will be drafted in M36 to identify long, medium and short-term actions to ensure that sustainability is fully incorporated into project development.

Communication and dissemination strategies concern and have an impact on all the work packages of the project, which is why partners should ideally keep these in mind and align their work e.g. drafting their deliverables, conducting pilots, attending conferences, etc. accordingly with the communication strategy. The help of all partners is also needed in order to communicate and disseminate the project and its results successfully, to manage stakeholders and to create a positive reputation for the project and consortium.

The expected result of this plan is to achieve significant awareness of the initiative, an understanding of its benefits and active interaction with necessary stakeholders.



2 Situational Analysis

A comprehensive situational analysis of e-Government and the position of STORK therein should effectively address both the internal and external environments as relating to the project so as to better recognize its strengths and weaknesses as well as opportunities and risks. This analysis intends to define the strategic position of the project in, and to harmonize the dissemination strategy with, the environment.

2.1 Environmental Analysis: Macro environment

A survey conducted by the European Commission in 2007 showed that a majority (28 out of 32) of the countries use or plan to use an electronic ID scheme. While some countries have signed agreements on mutual recognition, eID systems differ from one Member State to another and interoperability across borders is almost nonexistent. Nonetheless, taking advantage of the development in eID systems and promoting mutual recognition of electronic identities between Member States moves us closer to seamless movement between EU countries, being a basic tenet of a borderless Single European Market.

The timing and objectives of STORK are ideal for producing high impact and contributing to the proposed objectives of the Lisbon Ministerial Declaration (2007), i.e. interoperability among Member States and reduction of administrative bureaucracy. The i2010 eGovernment Action Plan recognizes the importance of electronic identification management. Member States aim by 2010 to provide secure and convenient electronic systems for citizens and businesses to access public services in any country of the European Union – at all relevant administrative levels and in line with data protection and privacy regulations.

2.2 Environmental Analysis: Microenvironment

Research was conducted in order to identify similar projects and trends in the EU. Theories, results and background information of relevance are useful to our project and should therefore be exploited, e.g. by creating synergies between STORK and these projects. An indicative list of such projects includes:

- Modinis Study on ID Management in eGovernment (DG INFSO)
- eEpoch (eEurope Smart Card Charter proof of concept and holistic solution – 5th FP)
- GUIDE (Government User Identity for Europe – <http://www.guide-project.org>)

- eMayor (Electronic and Secure Municipal Administration for European Citizens - <http://www.emayor.org>)
- FIDIS (<http://www.fidis.net>)
- PRIME (Privacy and Identity Management for Europe - <http://www.prime-project.eu.org/>) : on-going
- IDABC (Interoperable Delivery of European eGovernment Services to public Administrations, Business and Citizens <http://ec.europa.eu/idabc/>)



3 Dissemination objectives

As stated earlier, the dissemination mission and objectives will be based on the general vision, mission and objectives of the project. To reiterate, STORK's vision is to simplify administrative formalities by providing secure online access to public services across EU borders. STORK's mission is to develop and test common specifications for secure and mutual recognition of national electronic identity (eID) between participating countries. The objectives of STORK are

- a) to define common rules and specifications to assist mutual recognition of eIDs across national borders;
- b) test secure and easy-to-use eID solutions for citizens and businesses in real life environments;
- c) interact with other EU initiatives to maximize the usefulness of eID services.

Drawing on this, we can say that:

The **dissemination mission** is to communicate and promote the methodology and findings of the project and develop a response mechanism between the consortium and the various stakeholders.

The **communication and sustainability objectives** are the following:

- Introduce the project to all stakeholders; Create awareness and understanding of the benefits of the initiative;
- Profile a coherent identity of the project to each and every one of the stakeholder groups;
- Make stakeholders aware of basic information regarding the STORK project and activities, as well as how to get involved;
- Initiate active interaction with stakeholders and receive feedback and reactions about the project that will be used in media relations and in designing the dissemination plan;
- Inform stakeholders of the portal as an information resource;
- Provide assistance and collect feedback from stakeholders and provide partners with processed results;
- Demonstrate the results of the Work Package methodology, building a framework for sustainable deployment at a pan-European level;
- Undertake widespread promotion and dissemination of current tasks undertaken by the focus groups and working groups through promotion of the results and set-up of specific learning processes to collect feedback;
- Carry out concrete work on each deliverable following the vision, mission and objectives set, and at the same time, create synergies between the various pilots;
- Promote participation of relevant institutions and organisations (focus groups, knowledge sharing etc);

- Help promote the project in conferences and other events;
- Promote participation of relevant member states, institutions and organizations through the Member States Reference Group, Industry Group, eID Community of Interest Group, workshops, knowledge sharing, forums and petitions in the portal;
- Focus from the start on establishing and maintaining a favourable reputation for the project and consortium;
- Define the exploitable knowledge and its use.



4 Targeting Strategy

4.1 Stakeholders

A **stakeholder** is any group or individual that can affect or is affected by the achievement of STORK's objectives. They often have differing interests and are prone to put conflicting pressures on the project. Understanding stakeholder management facilitates the ability to manage conflicting demands. The consortium needs to attend a rich variety of claims and interests of stakeholder groups in the environment, yet at all times needs to profile a coherent identity of the project to each and every one of these groups. A wide range of persons and groups exist with legitimate interests in STORK. Beyond their identification, recognizing and addressing their needs and interests will in turn enhance the performance of the project and secure its continued acceptance.

Generally speaking, the principal stakeholders of the project are:

- project partners
- directors involved in the project
- employees in the participating organizations
- the European Commission
- national, regional, local government officials
- democratic governments
- public authorities
- other LSPs
- citizens
- businesses/service providers
- industry
- potential partners
- media
- NGOs
- activists
- academics
- researchers
- scientists
- leadership staff

More detailed information regarding the stakeholders of the Industry Group, the Member States Reference Group and the eID Community of Interest is provided in section 5 of this plan.

4.2 Targeting Actions

Following the dissemination mission and objectives, several actions have been taken so far to target the various stakeholders. The actions have to do with the external environment and with the internal one (internal communications for winning over the employees of the organizations that participate in the project).

4.2.1 WP7 Status: Actions Taken to Date

The actions taken to date are the following:

- A publicly accessible **portal-collaborative environment** (<http://www.eid-stork.eu/>) was created by Gov2u to provide project-specific information to the public and the community of interest, to disseminate press releases, reports and results of the project and to facilitate collaboration between partners over the various work packages and events;
- A **document explaining the site registration process** step-by-step (including screenshots) was distributed by email to all partners;
- A **video explaining in detail the registration process** and the process of uploading documents in the portal was created;
- Agreement of all partners was reached on a **brief official description of STORK** to be used in various documents, such as in FAQs, the portal, press releases, fact sheets and kick off meeting presentations of WP7;
- A **logo** representing the project was created by Gov2u and all partners agreed to its use in all official documents and presentations of the project as well as on the site and elsewhere as necessary;
- A **project presentation template** was created and distributed to all partners;
- A **newsletter template** has been created and a mailing list established;
- Several **press releases** were created and distributed to various stakeholders;
- A **marketing document** with basic and easy to understand information regarding STORK is ready for publication;
- An **events list of all 2008 events related to STORK** was distributed by email to all partners and each partner had to complete the events which they could attend and present STORK (see Appendix B);
- A **fact sheet** was created;
- A **STORK leaflet** has been created;
- Initial dissemination actions that need to be taken by all partners were planned and relevant **handouts** were distributed during the kick off meeting;



- A **contact list of Press Relations focal points** for partners to put someone in charge of communication;
- **Collaboration with ePractice.eu and the OSOR project** has been initiated (for more details see section 5.2);
- A **STORK workshop** organised and presented at the ISSE '08 in Madrid (for more details see section 5.3.1);
- An **Industry Group workshop** was organized and held at the ISSE in Madrid (for more details see section 5.3.1);
- Several **scientific papers** have been created, such as the one submitted to the HICSS 42;
- A presentation about the STORK project in several conferences.

4.2.2 Detailed Listing of Actions Taken per Task

The following tables list the actions taken per task:

Task 7.1: eID Community of Interest

Description of the activities in this task	Partners
Draft for deliverable 7.3 "List of Commission A2A Services of Common Interest" sent to the EC, and to CapGemini (Quality Assurance); the document will be discussed with the Commission Services on 22 October in Brussels	BKA AT
Dedicated "Get Involved" sections created on the portal for Industry and Member State stakeholders respectively, to enable them to remain fully informed of developments throughout the duration of the project and to provide feedback to the consortium.	Gov2u
Organized the first Industry workshop on October 8, 2008 at the conference 'Information Security Solutions Europe 2008' (ISSE 2008)	Gov2u
Created promotional material (marketing document, leaflets etc) for the Industry Workshop	Gov2u
Created a document containing information on the workshop, its objectives and the evaluation process, an excel document with the workshop plan, and a WP7 organizational chart.	Gov2u
Liaised with EEMA members to announce start of STORK	EEMA
Spoke at OASIS conference and encouraged participation of industry partners in consultation with Gov2u	EEMA, Gov2u
Spoke at 20th Enterprise Architecture Practitioners Conference in Munich, October 20-22- presentation about the STORK project, its objectives and its challenges	Capgemini
Meetings with the European Commission (DG MARKT and DIGIT) on integration of STORK into EC services, such as the Internal Market Information System (IMI) via the	AT BKA, AT TUG,



European Commission Authentication Service (ECAS)	ES MAP
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Table 1: eID Community of Interest**Task 7.2: Promotional activities**

Description of the activities in this task	Partners
Issued a specific newsletter on e-forum	e-forum
Presented at the Gov IT summit Brussels	e-forum
Promoted STORK on various websites including: http://www.previewonline.info/index.php?doc=articolo&id_articolo=2285 http://www.retepa.it/radiopa/radiopa190608.html http://www.interno.it/mininterno/export/sites/default/it/sezioni/sala_stampa/notizie/enti_1ocali/0800_2008_06_12_progetto_sistemi_identix_elettronica.html_861909940.html http://www.europportunita.it/News/SchedaNews.aspx?idNews=1655 http://www.amministrativo.it/NOTIZIE/visual.php?num=52030 http://www.pubblicaamministrazione.net/governance/news/921/identita-elettronica-senza-frontiere.html	IT LOMB
Held 1 st discussions (gov2u and BRZG) about the shifting of tasks between them	BKA AT
Gov2u created a publicly accessible portal-collaborative environment (http://www.eid-stork.eu/) for the project to explain the goals, partners involved and milestones, to disseminate press releases, reports and results of the project and to facilitate collaboration between partners.	Gov2u
Created a marketing document with basic and easy to understand information regarding STORK (ready for publication).	Gov2u
Created a Project Presentation Template and distributed to all partners.	CAPGEMIN I, Gov2u
All partners agreed on a brief official description of STORK to be used in project documents, such as in FAQs, the portal, press releases, fact sheets and kick off meeting presentations of WP7.	Gov2u, All partners
Created a project factsheet.	ATOS, All partners
Created a logo representing the project approved by all partners for use in all official documents and presentations of the project.	Gov2u
Planned all initial dissemination actions to be taken by all partners and distributed relevant hand outs during the kick off meeting.	Gov2u
Distributed to all partners by email a document explaining the portal registration process step-by-step (including screenshots).	Gov2u
Created a video explaining in detail the portal registration process and the process of	Gov2u



uploading documents to the portal.	
Created a Newsletter template for the project	Gov2u
Gov2u circulated a list with Press Relations focal points to partners to allocate a point person for communication.	Gov2u
Initiated collaboration with ePractice.eu.	Gov2u
Created a STORK leaflet.	Gov2u
Prepared and distributed several press releases: http://www.eid-stork.eu/index.php?option=com_processes&act=list_documents&id=295&s=1&Itemid=60 At Computing.co.uk: http://www.computing.co.uk/vnunet/news/2227199/eema-set-unveil-stork At VNUnet: http://www.vnunet.com/vnunet/news/2227199/eema-set-unveil-stork	Ministerio de Administraciones Publicas, EEMA
Released two press releases announcing commencement of STORK and the STORK workshop in Madrid on 8th of October	EEMA
Wrote several articles on the project.	EEMA, Capgemini
Announced the STORK workshop on the e-practice web site	
Conducted a STORK Workshop at ISSE	EEMA, Gov2u
Organized the Industry Group workshop at ISSE	Gov2u, EEMA

Table 2: Promotional activities

Task 7.3: Coordination with other LSPs

Description of the activities in this task	Partners
Together with AT BKA and Regione Lombardia, contributed to initiate a model of cooperation with the epSOS LSP project under the eHealth domain. This model, to be further explored, will be centred both on professional and patient identification and will address legal & regulatory and ICT aspects.	IT LOMB
Held the first meetings with the Federal Ministry of Health	BKA AT
Met with representatives of PEPOL (the e-procurement LSP)	EEMA

Table 3: Coordination with other LSPs

Task 7.4: Sustainability Action Plan

Description of the activities in this task	Partners
Attended kick-off meeting & Paris meeting	ALL
Created programme for the STORK workshop, contacted all partners and selected Work Package speakers	ALL
Sent out request for industry group participation in STORK	ALL

Table 4: Sustainability Action Plan**Deliverables Submitted to Date:**

D#	Deliverable Name	Due Date	Delivered (Y/N)
D7.1	Project Presentation	M1	Y
D7.2	Project portal/collaborative environment	M2	Y
D7.3	List of Commission A2A Services of Common Interest	M6	In process

Table 5: Deliverables to Date**4.3 Communications****4.3.1 Internal Communications**

Internal communications is about winning over the employees of the organizations that participate in the project. The goals for effective internal communications should be to encourage participation, create a sense that all partners are important assets, increase partner understanding of the project, improve morale and foster goodwill. Internal communications should not be limited to simply providing information to partners about STORK. The portal-collaborative environment can prove a useful tool in this direction if used productively.

We therefore ask all partners to do the following:

- **Register and visit the portal at <http://www.eid-stork.eu/>:** Refer to the Gov2u instruction manuals/video for assistance;
- **Evaluate portal:** We value partners' comments and suggestions on the site at info@eid-stork.eu;
- **Inform Gov2u of Events:** Keep us informed of events that are relevant to the project in which you are participating, or that you are organizing, by sending us an email to info@eid-stork.eu. Gov2u will upload these events to the portal Events Calendar;



- Upload press clippings Any feedback from media, citizens or other stakeholders is useful to assure that the right message is coming across and that all questions are answered. We therefore ask partners to upload any relevant articles/pieces to the Press section of the site.
- Participate: Partners should actively participate in the portal;
- Inform Gov2u of relevant projects: We would like to receive information on any actions, projects or public initiatives relevant to the STORK project.

4.3.2 Guidelines for Communications at National Levels

Partners should address people in their national or local settings and connect with citizens by 'going local'. The first step is to put someone in charge of communication to collaborate with Gov2u and other WP7 partners on media-related issues.

These are a few guidelines for dealing with the media. They refer to those partners that have the authority from their organization to speak with the media.

- Respect the dissemination objectives;
- Use the right message: make sure it can be understood by your target audience and that it takes into account the information needs of the various groups you wish to reach;
- The receiver is the destination of the message. The receiver interprets the message according to his or her own perspective, knowledge, and logic;
- Feedback: communication is not a one-way process; we send a message to someone and that person reacts to the message received;
- Listening to citizens: take their views and concerns into account;
- A relationship of trust based on mutual respect should be established with journalists: keep them informed when you have genuine news to impart;
- Be proactive: Go to journalists and anticipate their needs by drawing their attention to key events and developments of particular interest;
- Be a conduit: When you are not able answer journalists' questions, try to refer them to someone in the project group who can;
- Monitor the coverage obtained: Collect press clippings/transcriptions and upload them to the portal under the Press section;
- Take the initiative. Send material: press releases, fact sheet and the marketing document to journalists;
- Look for relative events in your country and try to participate (do not forget to inform us so that we can put it on the Events Calendar);
- Write articles;



- Make sure the STORK portal is linked to the sites of the relative public bodies in your country;
- Profile a coherent identity: Use the presentation and the templates created;
- When giving a spoken presentation to a mixed and predominantly non-specialized audience, keep the presentation clear, simple and to the point;
- Put out press releases, keeping them short and highly effective;
- Clearly state the “Who, What, Where, When and Why” as well as the benefits and relevance for citizens, businesses and administrations;
- Use plain spoken language that most people can comprehend without further explanation;
- Upload the press releases to the portal or send them to us.

The visibility of our project depends on how we promote it. Therefore, it is better for partners to submit texts and presentations for approval before issuing, to provide Gov2u with regular updates and inform us about your publications.

5 Future Actions

5.1 Roles, Responsibilities and General Actions

First of all, drawing on the DoW, roles and responsibilities of WP 7 partners were defined according to the tasks and the deliverables (see Appendix A). The organizational chart circulated to all partners via email.

The following general actions will be taken towards meeting the communication and dissemination objectives:

- Identification of government employees. During Task 7.1 a preparatory communication will take place on an interoperability layer that will be implemented by the Commission Services into key services, namely IMI and CIRCA, as well as on key tasks such as the administration of travel reimbursements and national experts. Implementation will be carried out by the Commission Service;
- Creating synergies between the STORK eGov eID-LSP project and the epSOS eHealth-LSP project for mutual benefit and lessons learnt. Connecting the eGov eID-LSP with the eHealth-LSP considering the significance of person identification to both areas. The eHealth LSP will profit from the experience garnered on eID in the eGovernment sector, and the eGov LSP will get practical knowledge on a large public service area, the health sector, alongside traditional eGov applications and will broaden its experience in implementing eID tools in other sectors;
- STORK **portal-collaborative environment: being updated** for increased user friendliness and participation;
- Channelling feedback from the stakeholders back into the project and to the participating Member States; For example, 1st Industry Workshop – Evaluate **feedback from industry stakeholders**; (see section 5.3.1)
- **1st Reference Group meeting** to be organized (possible event: 6th Eastern Europe eGov days, April 22- 24, Prague);
- **Potential extension of the project** - being explored/letters have been sent (new members and/or pilots); (see section 5.3.2);
- Create PR plan and strategy;
- Dissemination of all relevant information (via websites, conferences, newsletters, workshops etc.); Send **newsletter**; International promotion of the project and its results (via publications and **press releases**); Create **leaflets**; **Participation in events**;
- **Collaboration with stakeholders**, such as other projects, programmes, working groups, initiatives (see section 5.2) as well as with the industry and the reference group and the eID community of interest (see section 5.3) - provide assistance and collect feedback;



- **New project presentation:** the general project presentation will be updated at regular intervals;
- **FAQ for the industry and the reference groups** have been created and are under review (might be uploaded at the portal);
- Create and circulate an **excel document with all 2009 events** (conferences, workshops etc) related to STORK and decide which partner can present the project and in which event (like the one created for 2008 events- see Appendix B);

Indicative list of events:

- 28 - 29 January 2009 | United Kingdom
UK: Workshop “Towards Shared Environmental Information in Europe: Opportunities and Challenges for Integrated Research”
 - 18 - 20 February 2009 | Prague, Czech Republic
eHealth2009
 - 25 - 28 February 2009 | Spain
ES: IADIS e-Society 2009
 - 12 - 13 March 2009 | Turkey
TR: “First International Conference on eGovernment and eGovernance” of TURKSAT
 - 25 - 27 March 2009 | Czech Republic
CZ: European Conference ‘Towards eEnvironment 2009’
 - 17 - 19 April 2009 | Bulgaria
BG: P2P Conference 2009
 - 6 - 8 May 2009 | Africa
UG: IST- Africa 2009
 - 27 - 29 May 2009 | Africa
SN: eLearning Africa 2009 – Learn, Share, Network
 - 3 June 2009 | United Kingdom
UK: Patient 2.0 Empowerment - EHR for Personalizing and Improving Care
 - 29 - 30 June 2009 | United Kingdom
UK: ECEG 2009
- Prepare for future STORK meetings, such as the December STORK meeting in Brussels: meetings, meeting agenda, presentations, minutes and so on;
 - Prepare for other deliverables, such as for the drafting of a Sustainability Action Plan.



5.2 Cooperation with Other Projects

The following contacts and cooperation with other projects, programmes, working groups, initiatives, etc. have been taken so far:

Project Name	Contact Person or Organization	Description of Cooperation Activity
epractice.eu	epractice.eu	Initial discussions held: <ul style="list-style-type: none"> - To register the project (including 1-2 pilots) as an epractice case - To create an eID community in epractice and linked the eid-stork website - To include a paper in the epractice Journal - To register the presence of epractice branding for the Stork workshops - For the co-organization of workshop with the epractice team and - To direct users to our site for further resources
IDABC (Interoperable Delivery of European eGovernment Services to public Administrations, Business and Citizens)		<ul style="list-style-type: none"> - Made initial contact for collaboration with the OSOR project
e-Forum		<ul style="list-style-type: none"> - Discussion to take place on collaborating with e-Forum working group on security and electronic identity.

Table 6: Cooperation with other projects

Common actions, contact and cooperation will continue to be taken with other projects, programmes, working groups, initiatives in order to generate a stronger sense of ‘community’ as well as to encourage collaboration and greater knowledge sharing among other CIP projects.

More specifically, future actions regarding other projects, programmes, working groups, initiatives include the following:

- Continue **collaboration with epractice.eu**:
 - Register as a case the STORK project;
 - Submit the case for the Good Practice Label;
 - Create a STORK community on ePractice;



- Register the STORK workshops for ePractice label;
 - Organize the STORK workshops in cooperation with ePractice (labelling, premises, potential speakers);
 - Write articles in the ePractice Journal ;
 - Webcast the workshops or shoot interviews for ePractice TV;
 - Link ePractice to the STORK website.
- Continue contact and **cooperation with OSOR** (“Open Source Observatory and Repository” for European Public Administrations www.osor.eu/) and discussions with Ismael Olea;
 - **Collaborate with the Porvoo Group**, which is an international cooperative network whose primary goal is to promote a trans-national, interoperable electronic identity based on PKI technology (Public Key Infrastructure) and smart cards and chip ID cards, in order to help ensure secure public and private sector e-transactions in Europe. It is a forum for discussion and exchange of good practice in eID, helping to inform the European perspective, is the Porvoo Group. Established in the Finnish town of Porvoo, the Group was initially an initiative of the eEurope Smart Card Charter, a project launched in 1999 by the European Commission to examine interoperability and security questions in relation to smart cards, and the Finnish Population Register Centre, which continues to provide the permanent secretariat for the Porvoo Group. The aim of the Group is to be a pro-active European-level electronic identity interest group, and to provide relevant contributions to informed public debate about eID questions
 - **Exchange (non sensitive) information and knowledge** regarding the description of work, the results of each project and its respective dissemination roadmap;
 - **Establish a permanent collaboration portal** to serve as a cross project collaboration tool for results consolidation and dissemination support, as well as sharing of knowledge, experience and best practice;
 - **Create a consolidated corpus of material** resulting from the projects available to all to avoid redundancy, leverage capability and exploit synergies;
 - **Organize Events** with the participation of European Commission representatives and stakeholders for presentation of results and exchange of practices, ideas, problems and lessons learnt;
 - **Identify key experts**, stakeholders and decision-making institutions; maintain **a list of contacts**, make it available through the portal, and co-organize events and activities.
 - **Organize common workshops** on relevant topics with the participation of external experts for consultation and transfer of know-how;
 - Identify key dissemination opportunities.



5.3 Industry group, Member States Reference group and eID Community of Interest

Effective networking is about building relationships over time that can lead to mutual understanding and trust. Developing a reliable and effective network takes time. eID interoperability interests a wide range of stakeholders beyond the confines of the project consortium who have a vested interest in tracking developments in this subject area. Trust in the outcome of the project, as well as sustainability beyond the project timeline require that we pay attention to rallying these varied stakeholders, so as to create and sustain a fully-fledged community of interest.

Our step by step approach for these groups can be summarized as:

1. Introducing the project to all stakeholders and making these groups aware of all relevant information regarding STORK through the portal and through other online and offline project dissemination efforts;
2. Creating initial interaction with these stakeholders and receiving reactions about the project (outcomes will be used in media relations and in updating the dissemination plan);
3. Promoting their active participation in the portal and in all related activities (such as findings, public deliverables, etc);
4. Aligning with best practice initiatives and professional organizations (such as epracrice.eu, IDABC, OASIS, Idtrust, e-Forum for exchange of best practice);
5. Feeding back their comments to the Consortium.

Our general aims related to these stakeholders are to:

- Create a positive reputation for the project;
- Stay in a continuous contact with stakeholders;
- Encourage their feedback and participation;
- Build lasting relationships with these stakeholder groups.

5.3.1 Industry Group

The STORK Industry Group has been set up as an open forum where industry stakeholders can remain informed of developments throughout the project and feed back their comments to the Consortium. The Industry Group includes large, medium and small companies and associations in the ICT sector that manufacture, supply and consult on infrastructure and end user related products for electronic ID for Member States and EEA members in Europe.

Who can join the Industry Group

All industry stakeholders are invited have their say in EU eID developments. More specifically, all large, medium and small companies and associations in the ICT sector, which manufacture, supply and consult on infrastructure and end user related products for electronic ID for Member States and EEA members in Europe, are welcome to join the Industry Group.

Defining our stakeholders as any group or individual that can affect or is affected by the achievement of STORK's objectives; we have a wide range of persons and groups with legitimate interests in STORK. Recognizing and addressing their needs and interests will in turn bolster the performance of the project and secure its continued acceptance.

A sample list of companies includes but is not limited to:

Accenture, Adobe, Agilent, Alcatel, Google, Brother, Bull, Cisco, Epson, Ericsson, FujitsuSiemens, Hitachi, HP, IBM, Infineon, Intel, Loewe Opta, Lucent, Marconi, Microsoft, Motorola, NEC, Nokia, Nortel, Océ, Panasonic, Philips, Pioneer, Qualcomm, Samsung, Sanyo, SAP, Sharp, Siemens, Sony, Sun Microsystems, Symantec, Texas Instruments, Thales, Thomson, Toshiba, Xerox, Tractis, CSF BV, Cryptolog, Corestreet, Jacob-Steen Madsen, Unisys, CA Inc, Ecebs Ltd, Izenpe, PriceWaterhouseCoopers, SAFELAYER secure communications, Ascertia Ltd, Agilesoft, EADS etc.

A sample list of Associations includes but is not limited to:

FEEI, AGORIA, BAIT, SPIS, ITB, ITL, SET, FFII, ALLIANCE TICS, SIMAVELEC; BITKOM, ZVEI, SEPE; ANCI, ANIE, ASSINFORM, LITTA, INFOBALT, ICT-Office, ABELIA, IKT Norge, KIGEIT, PIIT, ITAS, GZS, AETIC, IT Företagen, INTELLECT; SAFE BioPharma Association, Eurosmart etc.

A number of companies have already signed up in our collaborative space, including Tractis, CSF BV, Cryptolog, Corestreet, Institute of Medical Technology and Equipment, Sun Microsystems, Jacob-Steen Madsen, Unisys, CA Inc, Ecebs Ltd, Safe BioPharma Association, Izenpe, PriceWaterhouseCoopers, SAFELAYER Secure Communications, Ascertia Ltd., Agilesoft, EADS.

Microsoft, Fujitsu Siemens, HP, mcafee.com, PWC, LSEC, Anakyn, BSI, Indra, SEMARKET-UPC, DNV, Precise Biometrics Sweden, Giesecke & Devrient, Corestreet.com, Gemalto Eurosmart, and Isabel were among the participants of the First Industry Forum.



Objectives:

- The primary objective for setting up this forum is to engage industrial stakeholders so as to **promote mutual understanding** of the benefits that STORK will bring to the issue of electronic ID interoperability in Europe. The issue of standardization is especially of interest to industrial stakeholders who will want to stay abreast of the findings and results of pilots in this regard. We believe that working together, as opposed to in competition, with industrial stakeholders will benefit the long-term sustainability and value of the project.
- **Winning trust and acceptance:** Due to the political nature and implications of STORK, it is important that we gain the support of Industry in our efforts. Industry should be made aware of the ways in which STORK will contribute to developing trusted national solutions that work across borders, reducing administrative burden and being accepted by citizens;
- **Promote Best Practice and Innovation:** Sustainability of the results of STORK requires close collaboration with Industry throughout the process for the realization of improved services and ongoing innovation. We believe that Industry can assist us filter through the emerging technologies and identify those that should be prioritized for the benefit of Member States and their citizens;
- **Ensure a “linked approach”:** Since the nature of STORK is to develop a cross-border electronic ID recognition scheme, we need to encourage Industry to support and promote better integrated solutions that address the “linked” character of our project.
- **Encourage participation:** Promote active participation of industry stakeholders in the portal and in all related activities for mutual benefit and knowledge-sharing, receiving useful feedback from practitioners, and establishing a collaborative relationship for future exploitation.

Description of work so far

The Industry Group is an open forum to which all interested industrial stakeholders can engage. The project will organize online and off line workshops for the Industry Group over the duration of the project. These will be particularly important for the work of our work packages especially for WP5, as already mentioned in the DOW.

Stakeholders can join and participate in the Industry Group by simply registering in the relevant section on the STORK site or offline workshops that will be organized as parallel sessions of Industry related conferences. Online registration will give them access to the dedicated workspace for the Industry Group which is being set up and which will feature updates on the project, marketing materials, relevant events and news as well as a collaborative space related to our



findings or open forum discussions with our consortium. A number of our activities are described below:

- We have created a dedicated industry related workspace in the portal which will be re-launched shortly after receiving feedback from our internal site functionality workgroup. Industry stakeholders with an interest in following STORK can complete a sign-up form in order to gain access to and participate in the industry group, stay informed of all the project developments, news and events, participate in the collaborative space and get invited to our workshops.
- We have done research to identify relevant industry stakeholders and collected email addresses from the first industry workshop inviting them to join us. A number of companies have signed up already in our collaborative space, such as Tractis, CSF BV, Cryptolog, Corestreet, Institute of Medical Technology and Equipment, Sun Microsystems, Jacob-Steen Madsen, Unisys, CA Inc, Ecebs ltd, Safe BioPharma Association, Izenpe, PriceWaterhouseCoopers, SAFELAYER secure communications, Ascertia ltd, Agilesoft, EADS. In addition, we have had contact and exchanged ideas with Microsoft, Siemens, Google and IBM but have not signed up to our online collaborative space to date.
- We are in the process of completing the final edits of our video clips from the First Industry Workshop held in Madrid that will be uploaded on the site where:
 - Attendees of the workshop will be notified for further input;
 - Industry STORK members that could not attend will be invited for their online input;
 - Set the stage for the following offline workshop.

First Industry Workshop – brief

- All relevant information regarding the workshop was uploaded to the news section of the portal before the workshop.
- A detailed plan regarding the workshop was created and circulated through email to all partners. The plan included timetables regarding the following actions: Industry watch, Gather information on the event, WP7 planning meetings and conference calls, Maintain links with other international organizations, Decide that workshop will be held in ISSE, Decision on time and day of the workshop, Reserve rooms, Decide on the day for the press release to be sent, Press release draft, Press release reviewed, Press release send, Create industry group section, Receive and analyze information, Create updates, Create Print information & updates, Decide who will attend, Estimation of people attending, Send invitations, Decide the number of speakers, Decide who will speak, Decide on the content of the presentations,



Presentations sent to Gov2u for approval, Media liaison, PR Dissemination coordination with partners, Event, Interaction before event, Feedback during event, Report on feedback.

- This first Industry Workshop took place on Wednesday 8th October 2008 during the conference 'Information Security Solutions Europe 2008' (ISSE 2008). The objective was to offer industry stakeholders the opportunity to learn about the principals, issues and possible solutions being proposed by the STORK consortium plus the opportunity for a Q&A session with key representatives in a neutral forum.
- We had a much higher turnout than expected. Our aim was not only to make industry stakeholders aware of basic information regarding STORK but also to initiate interaction with them, answer their questions, and receive their feedback and reactions to the project to be used in designing pilots, in the dissemination and exploitation plans, in media relations and so on. Workshop participants readily shared knowledge and experiences, allowing the consortium to have access to a wide set of national eID practices and to ensure that feedback from as many groups as possible is taken into consideration during the inception and design phases – thus substantially increasing the odds of high adoption rates.
 - Planned attendees for STORK workshop 30-40, actual over 70
 - Planned attendees for STORK Industry workshop est. 10, actual over 20
- **Agenda:** The workshop included a general presentation of STORK to provide industry stakeholders with basic information on the project. Sufficient time was allocated to interactive sessions where we dealt with attendees' questions, and encouraged feedback and reactions to the project that could help us in designing pilots, in the dissemination and exploitation plans, in media relations and so on.
- **Results/minutes:** All discussions were recorded during the workshop and minutes uploaded to the relevant section of the website. Workshop participants readily shared knowledge and experiences, allowing the consortium to have access to a wide set of national eID practices.
- A record was kept of the industry stakeholders who were invited, those who replied, those who expressed an intention to attend the workshop, and those who finally came.
- The contact details of all stakeholders that attended the workshop were kept for future communications.
- All partners were informed via email regarding the stakeholders that attended the workshop.

Based on CapGemini's presentation during the Paris meeting, we have created an evaluation process for the first Industry Workshop that includes delivery and quality procedures (Process and Procedures and Roles and Responsibilities - RASCI) and risk management.



Evaluation of the First Industry Workshop

- Briefly, this is the **Quality Management process** that was followed:

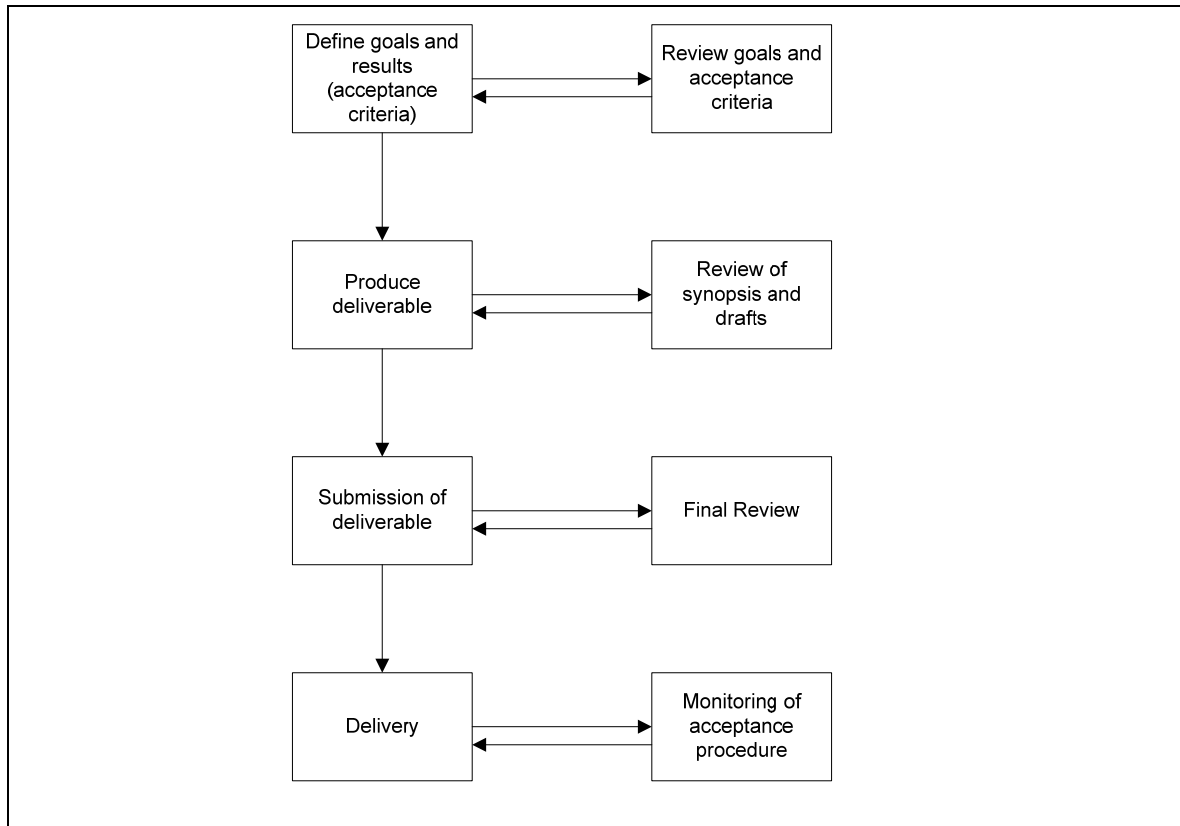


Figure 1: Quality Management process

Relating this to the workshop, issues were defined before the event; agreement was reached on the respective roles (accountability, responsibility), acceptance criteria and timing for each step; and the activities were defined accordingly. An excel document with the activities, time schedule and an organizational chart for WP7 was sent to all WP7 partners. Special attention was paid to receiving feedback from industry. All discussions were recorded during the workshop and minutes sent to all partners.

The goals of the Industry Workshop were in line with the general communication and sustainability objectives, which in turn, are in line with the general objectives of the project. These were decided on in collaboration with all WP7 partners.

- **Risk Management**

RASCI Quality Management

R = Responsible

A = Accountable

S = Supportive

C = Consulted

I = Informed

	WP leader	EB	PC	QM	Partners
Quality Management on STORK level	R/A	I/S	I/S	I/S	I/S

Table 7: Roles and Responsibilities for Risk Management

A number of risks and relevant measures were identified, mostly concerning the short time available to prepare for the event:

Risks	Analysis	Assessment	Measures
Press release	Not ready on time	Very low risk	Almost ready
Printed material	Not ready on time	Low risk	We will print them in Greece
Attendees	Not many	Medium-High risk	Send invitations to more than 10 organizations and follow-up for verification.
Speakers	Some speakers cannot attend	Medium risk	Ask to have their presentations, find alternative speaker to cover for them
Media	Not enough coverage	Medium risk	Send press releases and inform media of event
Feedback	Not the feedback anticipated	Medium- High risk	Everything will be recorded during the workshop. Make sure to collect contact details and follow up with them.

Table 8: Risks- Industry Group Workshop

Plans for Industry Group

Staying aligned with our objectives, conferences and workshops provide a good opportunity to introduce the project to a range of industry stakeholders and to make them aware of all relevant information regarding STORK including the portal. Interaction between the consortium and stakeholders has been initiated with all of our activities since the time we begun receiving some reactions about the project.

Our upcoming plans are to:

- Analyze the feedback taken from the industry workshop to share with the project partners;
- Promote their active participation in the portal and in all the related activities;
- Continuously feedback Industry stakeholders' comments to the Consortium.

In this way, we hope to continue to exploit the project with the help of the industry stakeholders beyond its duration. We aim to achieve this in the following way:

Build quality relationships

In order to deepen networking relationships we should sometimes go beyond the normal business interactions and invite stakeholders to appropriate functions so as to get to know these key people outside of the business environment whenever possible.

Share information with them

Share pertinent information with these groups and invite them to meetings and workshops that will position them favourably with others they need to get to know. We aim to get to the point where these stakeholders know we always have something to give them. This will be done through meetings, presentations and direct contact (emails) where we will:

- Ask them to demonstrate industry solutions related to our findings
- Ask them to provide us their views and recommendations with respect to our deliverables both online and offline
- Suggest for them to visit and register to the portal so as to gain more privileges
- Tell them to send us their articles and publications
- Send them our quarterly STORK newsletter
- Participate in the forums and surveys of the portal
- Request them to recommend our portal
- Be prompt in responding to their queries



Site

- Changes are underway to redesign various areas of the site to make it more user-friendly and logical so as to increase participation;
- A new dedicated workspace is being created for the Industry Group. This section will include all relevant information on the project, events, publications, and will be maintained regularly up to date. Specific forums will be posted to engage industry stakeholders in discussions regarding the project and eID developments, to be successful these forums will need “champions” to monitor and keep the debate going – expected completion November 2008;
- Regular updates are made to the relevant sections of the STORK portal so as to keep content at all times fresh, informative and up to date;
- We will seek to link the portal to all relevant industry and member state sites and directories;
- We will directly request knowledgeable stakeholders to participate in specific forums which fall under their areas of expertise;
- We will regularly ask users for their opinions and feedback on the content and usability of the site. All recommendations are welcomed and taken into consideration.

Plan Future Workshops

As mentioned above, in the planning of future workshops we will follow the same steps as for the first event:

- Before the workshop, upload to the news section of the portal all relevant information regarding the workshop;
- Create a detailed plan regarding the workshop and circulate through email to all partners;
- Keep detailed documentation regarding the industry stakeholders who were invited, who replied, who expressed an interest to attend and those who actually participated;
- Keep the contact details of all stakeholders that attend the workshop for future feedback and communication;
- Inform all partners via email regarding the stakeholders that attended the workshop;
- Upload the videos of the workshop to the portal.

5.3.2 Member States Reference Group

The STORK Member States Reference Group has been set up as an open forum where EU Member States and EU institutions which are not already part of the project, can remain fully informed of developments throughout the duration of the project and to feedback their comments to the Consortium. More specifically, the MS Reference Group is composed of MS national authorities and EEA members in Europe in charge of national identity.



Moreover, we will broaden the scope of the MS reference group to relevant national administrations (1 or 2) of participating MS to reinforce the project within our national borders.

The Member States Reference Group will meet once a year during the 3-year life of the project. Stakeholders may join and participate by simply registering in the relevant section of the website, which is located below the left hand menu of the homepage.

The MS reference group stakeholders

Hungary, Denmark, and Norway among others have registered to the MS reference Group through the STORK portal. Others such as Greece, Cyprus and Lithuania have expressed an interest without actually registering.

We have sent a letter to member states who are not already involved in the project to consider becoming a member in our eID Interoperability project in the event that an extension of the project is approved. We have started already to receive further expressions of interest.

The MS Reference Group is composed of MS national authorities and EEA members in Europe in charge of national identity as listed below:

States with eID	States planning to have eID (in the process)	States without eID (future plans)	No Information
Finland	Bulgaria	Cyprus	Ireland
Norway	Czech Republic	Latvia	
	Denmark	Malta	
	Greece	Hungary	
	Lithuania	Poland	
		Romania	
		Slovakia	

Table 9: MS Reference Group

A detailed list of national authorities responsible for eID can be found at the following table:

Country	Responsible Administration
Bulgaria	<ul style="list-style-type: none"> • Ministry of State Administration and Administrative Reform • eGovernment Directorate, Ministry of State Administration and Administrative Reform • State Agency for Information Technology and Communications



	<ul style="list-style-type: none"> State Agency for Information Technology and Communications, Sector Information Society and IT
Cyprus	<ul style="list-style-type: none"> Ministry of Finance Department of Information Technology Services, Ministry of Finance
Czech Republic	<ul style="list-style-type: none"> Ministry of Interior Ministry for Public Administration, Informatics, Legislation and Archiving, Department for Informatics, Ministry of Interior
Denmark	<ul style="list-style-type: none"> Ministry for Science, Technology and Innovation Directorate General, National IT and Telecom Agency Deputy Director General, National IT and Telecom Agency Head of Division of the Digital Task Force; co-Head of the Administrationpolitisk Center (APC)
Finland	<ul style="list-style-type: none"> Ministry of Finance State IT Director and CIO, State IT Management Unit of the Public Management Department, Ministry of Finance Government Information Management Unit, Ministry of Finance
Greece	<ul style="list-style-type: none"> General Secretariat of Public Administration & eGovernment, Ministry of Interior
Hungary	<ul style="list-style-type: none"> Minister in charge of the Prime Minister's Office Government Commissioner in charge of eGovernment
Ireland	<ul style="list-style-type: none"> Ministry of State at the Department of the Taoiseach (with special responsibility as Government Chief Whip and for the Information Society) Principal Officer of the Information Society Policy Unit, Department of the Taoiseach Director of the Reach Agency
Latvia	<ul style="list-style-type: none"> Minister for Special Assignments for Electronic Government Affairs Head of Secretariat of Minister for Special Assignments for eGovernment Affairs
Lithuania	<ul style="list-style-type: none"> Ministry of the Interior Director of the Information Policy Department, Ministry of the Interior Director, Information Society Development Committee under the Government of the Republic of Lithuania
Malta	<ul style="list-style-type: none"> Ministry for Infrastructure, Transport and Communication Head of Secretariat
Poland	<ul style="list-style-type: none"> Ministry of Interior and Administration Secretary of State Director of the Department for Informatization, Ministry of Interior and Administration
Romania	<ul style="list-style-type: none"> Ministry of Administration and Interior Ministry of Communications and Information Technology Secretary of State for Information Technology



	<ul style="list-style-type: none"> • Director: "Knowledge Based Economy" Project
Slovakia	<ul style="list-style-type: none"> • Ministry of Finance • Director of the Information Society Dpt., Ministry of Finance • Government plenipotentiary for Information Society
Norway	<ul style="list-style-type: none"> • Ministry of Government Administration and Reform

Table 10: List of national authorities responsible for eID

Objectives:

- The primary objective for setting up this forum is to engage EU/EEA Member States so as to **promote mutual understanding** of the benefits that STORK will bring to the issue of electronic ID interoperability in Europe. The issue of standardization is especially of interest to EU Member States with ongoing or future eID programs who will want to stay abreast of the findings and results of pilots insofar as they affect their national plans for the cross-border offering of public services for the European citizen. Our future goal is for as many member states as possible to adopt our interoperability framework - which makes our interaction with them from early on all the more valuable;
- **Winning trust and acceptance:** Due to the political nature and implications of STORK it is important we ensure the support of Member States in our efforts. Member States should be made aware of the ways in which STORK will contribute to developing trusted national solutions that work across borders, reducing administrative burden and being accepted by citizens;
- **Promote Best Practice and Innovation:** The sustainability and usefulness of the results of STORK require close collaboration with Member States so that both we and they can fully take into account the national characteristics of the various national eID programs and how they affect and are affected by the interoperability process. Progress on identifying and prioritizing emerging technologies (and in sync with developments from the Industry) in this field will also give useful direction to the Member States;
- **Ensure a “linked approach”:** Since the nature of STORK is to develop a cross-border electronic ID recognition scheme, we need to encourage the Member States to support and promote better integrated solutions that address the “linked” character of our project.
- **Encourage participation:** Promote active participation of EU Member State stakeholders in the portal and in all related activities for mutual benefit and knowledge-sharing, receiving useful feedback from practitioners, and establishing a collaborative relationship for future exploitation. The portal allows us to share pertinent information with Member States and



invite them to meetings and workshops that will position them favourably with the relevant people and organizations that they need to get to know.

Description of work so far

Extensive consultation with all Member States is needed to ensure that the common specifications developed in STORK are applicable across Europe. To this end, we have created a Member States Reference Group which will allow EU governments and institutions which are not consortium partners to remain fully informed of developments throughout the project duration and to provide feedback. The Member States Reference Group will meet once a year during the 3-year life of the project. Member States can join and participate in the Reference Group by simply registering in the relevant section on the STORK site. Our future goal is for as many member states as possible to adopt our interoperability framework which makes our interaction with them from early on all the more valuable.

- We have created a dedicated Member States Reference Group workspace in the portal which will be launched shortly. Non-consortium member state stakeholders complete a sign-up form in order to participate in the Reference Group, receive updates on project developments, events and news, participate in the forums and get invited to events.
- We have done research to identify relevant Member State stakeholders.
- We have sent a letter to member states that are not already involved in the project to consider becoming a member in our eID Interoperability project in the event that an extension of the project is approved. All partners were informed via email about the contact persons in each relevant member states that we approached in this regard, and about the invitation that we sent out. We are now in the process of receiving feedback.

Plans for the Reference Group

In addition to our presentations on the project at various conferences, this invitation has helped introduce the project to all the EU member states, making them aware of all the main pertinent information regarding STORK, including the portal. Further interaction with these stakeholders will be initiated at the first Reference Group Workshop that we are planning to organize.

- Analyze the feedback to the invitation and from the First Reference Group Workshop;
- Promote their active participation in the portal and in all related activities;
- Continuously feedback Member State stakeholders' comments to the Consortium.

In this way, we hope to continue to exploit the project with the help of the Member State stakeholders beyond its duration. We aim to achieve this in the following way:



Build quality relationships

In order to deepen networking relationships we should sometimes go beyond normal business interactions and invite stakeholders to appropriate social functions so as to get to know the key people outside of the business environment whenever possible.

Share information with them

Share pertinent information with member states and invite them to meetings and workshops that will position them favourably with others they need to get to know. We aim to get to the point where these stakeholders know we always have something to give them. This will be done through direct meetings, presentations and direct emails in which we will:

- Suggest for them to visit and register to the portal so as to gain more privileges;
- Tell them to send us their articles and publications;
- Send them our quarterly STORK newsletter;
- Participate in the forums and surveys of the portal;
- Request them to recommend our portal;
- Be prompt in responding to their queries.

Site

- Changes are underway to redesign various areas of the site to make it more user-friendly and logical so as to increase participation;
- A new dedicated workspace is being created for the Reference Group. This section will include all relevant information on the project, events, publications, and will be maintained regularly up to date. Specific forums will be posted to engage member state stakeholders in discussions regarding the project, eID and interoperability developments;
- Regular updates will be made to the relevant sections of the STORK portal so as to keep content at all times fresh, informative and up to date;
- We will seek to link the portal to all relevant industry and member state sites and directories;
- We will directly request knowledgeable stakeholders to participate in specific forums which fall under their areas of expertise;
- We will regularly ask users for their opinions and feedback on the content and usability of the site. All recommendations are welcomed and taken into consideration.

Plan workshops

In the planning of workshops will follow the same steps as for the first industry workshop:



1. Before the workshop, upload to the news section of the portal all relevant information regarding the workshop;
2. Create a detailed plan regarding the workshop and circulate through email to all partners;
3. Keep detailed documentation regarding the stakeholders who were invited, who replied, who expressed an interest to attend and those who actually participated;
4. Keep the contact details of all stakeholders that attend the workshop for future feedback and communication;
5. Inform all partners via email regarding the stakeholders that attended the workshop;
6. Upload the videos of the workshop to the portal.

For the time being, member states can:

- Visit and register to the portal so as to gain more privileges;
- Collaborate in MS reference group specific workspace;
- Send us letters, articles and publications;
- Subscribe to our quarterly STORK newsletter;
- Participate in the general eID interest forums and surveys of the portal;
- Recommend the STORK portal;
- Get informed and inform us of upcoming events.

5.3.3 eID- Community of Interest

The eID Community of Interest is basically composed of any stakeholder that has a genuine interest in eID Interoperability and in the Stork project but who does not belong to the consortium nor technically to the previous two groups. The list of stakeholders given here is indicative. They were chosen based on the objectives of the community, which are to promote mutual understanding of the benefits of STORK, to share knowledge and so on (please see below).

➤ **European Commission**

- [EU Research Directorate General](#)
- [EU Joint Research Centre](#)
- [EU Science & Research Commissioner Janez Potočnik](#)
- [EU Information Society & Media Directorate General](#)
- [EU Information Society & Media Commissioner Viviane Reding](#)
- [EU Enterprise & Industry Directorate General](#)
- [European Commission Vice President/EU Enterprise & Industry Commissioner Günter Verheugen](#)



- EU Science & Technology Portal
- Directorate- General for Informatics (DIGIT)

➤ **National, regional, local government officials of non- European countries, such as US**

➤ **Media**

Indicative list:

- research*eu results supplement http://cordis.europa.eu/news/research-eu/supplements_en.html
- EU Observer, <http://www.csipiemonte.it/home.shtml>
- European IT Observatory, <http://www.eito.com/>
- Inter-IT, <http://www.ndparking.com/inter-it.com>
- Journal of Information, Law and technology, <http://www2.warwick.ac.uk/fac/soc/law/elj/jilt/>
- Technology Innovation Information, <http://www.tii.org/>
- EPIC Alert (US), <http://epic.org/alert/>
- CISPIemonte, <http://www.csipiemonte.it/home.shtml>
- egovernment Bulletin, <http://www.headstar.com/egb/>
- EuroActiv, <http://www.euractiv.com/>
- Eubusiness, <http://www.eubusiness.com/>
- Synergy <http://ec.europa.eu/idabc/en/chapter/5584>
- CORDIS focus http://cordis.europa.eu/news/research-eu/archives_en.html

➤ **NGOs, activists**

Indicative list:

- SciDev.Net – the Science and Development Network – is a not-for-profit organization dedicated to providing reliable and authoritative information about science and technology for the developing world. <http://www.scidev.net/en/>

➤ **Academics, researchers**

Indicative list:

- Fraunhofer eGovernment Center : The Fraunhofer eGovernment Center combines the expertise of some Fraunhofer Institutes in the areas of research needed to build up broad-based e-government services in Germany and Europe.
<http://www.fraunhofer.de/EN/institutes/alliances/eGovernment-Center.jsp>



- madri+d, is a non profitable public and private research network for the development of information and technological systems at regional level, madri+d is being promoted by the Autonomous Community of Madrid within the European Union framework. www.madrimasd.org
- The Maastricht economic and social research and training centre on Innovation and Technology (UNU-MERIT) is a joint research and training centre of United Nations University (UNU) and Maastricht University. www.merit.unu.edu
- NIFU STEP is the leading Norwegian research institute for studies in innovation, research, and education. The mission of this independent social science research institute is to provide theoretical and practical insight into the dynamics of these activities, while contributing to relevant policy development. www.english.nifustep.no
- The Manchester Institute of Innovation Research (MIOIR) builds on the strengths of PREST and CRIC (the nationally-funded Centre for Research on Innovation and Competition). With around 50 academic and research staff, it is a leading global group combining consultancy and policy research for national, international and sub-national policy actors with fundamental research underpinning our knowledge of the dynamics of science, technology and innovation in modern, knowledge-based economies. www.mbs.ac.uk
- Technopolis Group provides high quality, practical, knowledge-based research, advice and management support services to policy makers and those responsible for putting policy into practice. It focuses on science, technology and innovation and policies for economic and social development. www.technopolis-group.com
- The Innovation Policy group contributes to the development and evaluation of technology and innovation policies of government, industry, and research organizations. www.tno.nl
- Industrial Research and Innovation (IRI). This European Commission's initiative provides a platform for the long-term collection, monitoring, analysis and reporting of information on industrial research and innovation in the EU, with particular emphasis on the relation between research, innovation and economic performance. <http://iri.jrc.es/>
- The European TrendChart on Innovation is an initiative of the European Commission, Enterprise & Industry Directorate General. It provides access to annual country reports, briefings, information on policy measures and Government decisions in the innovation field. It also produces a European Innovation Scoreboard (EIS) which measures innovation performances across the European Union. Clearly, there is synergy between Trendchart and ERAWATCH. <http://www.proinno-europe.eu/>



- The Policy Mix Project - help for policy-makers wishing to revise or fine-tune their policy mix for R&D. This project covers the monitoring and analysis of policies and public financing instruments conducive to higher levels of R&D investments. It is a research project conducted for the European Commission Directorate General for Research. <http://www.policymix.eu/PolicyMixTool/>

Other centres in Europe :

- France: Coopération Laser Franco-Allemande CLFA
- Great Britain: Fraunhofer TEG in Melton Mowbray
- Austria: IPA Project Group for Production Management and Logistics in Vienna
- Portugal: Centro IBERLog of the Fraunhofer IML in Oeiras
- Sweden: Fraunhofer-Chalmers Research Centre for Industrial Mathematics (FCC), Göteborg
- Sweden: Fraunhofer ISST Project Group Information Engineering
- Serbia: Fraunhofer FIRST Joint Project Office in Belgrade
- Slovakia: Fraunhofer IPA in Slovakia
- Hungary: Competence Center Ambient Intelligence of the Fraunhofer IESE in Budapest
- Belarus: International Science Lab for Optical Diagnosis (ISL LOD) of the Fraunhofer IZFP in Minsk
- Germany: Applied Information Technology, Experimental Software Engineering, Industrial Engineering, Information and Data Processing, Intelligent Analysis and Information Systems, Material Flow and Logistics, Open Communication Systems, Secure Information Technology Sankt Augustin branch of the Institute, Software and Systems Engineering Dortmund branch of the Institute, Software and Systems Engineering Berlin branch of the Institute

Research projects related in the field of eID:

FIDIS, PICOS, SWEB, SWIFT, PRIME and PRIMELIFE and so on.

Studies, reports:

- Benchlearning Study in EU27
- Study on User Satisfaction and Impact in EU27
- Study on Multi-Channel Delivery Strategies and Sustainable Business Models for Public Services addressing Socially Disadvantaged Groups
- Study on Future Technology Needs for Future eGovernment Services



- [The eTEN Vision Study](#)
- [Bringing together and accelerating eGovernment research in EU](#)
- [Secure eGovernment services](#)
- [Organisational change for citizen-centric eGovernment](#)
- [Innovative and adaptive pan-European services for the citizens in 2010 and beyond](#)

Official web sites of scientific and technical agencies in US, such as the DOD, DOE, EPA, FCC, NASA, NIH, NIST, NOAA, USDA, USGS etc.

➤ **International organizations**

Indicative list:

- [DigitalGovernance.org Initiative - building accountable and democratic governance institutions using Information and Communications Technology \(ICT\)](#)
- [eGovernment for Development – Portal of general online resources](#)
- [eGovernment handbook of the Center for Democracy and Technology and infoDev](#)
- [Global Business Dialogue](#)
- [GOL-IN Government Online International Network](#)
- [Governments online](#)
- [OECD Public Management Programme \(PUMA\)](#)
- [The International Council for Information Technology in Government Administration](#)
- [UNDP Best Practices and Know-How in ICT for Development](#)
- [UNPAN \(United Nations Online Network in Public Administration and Finance\) on eGovernment](#)
- [World Bank's eGovernment working group](#)
- [World Bank - Information for development programme](#)
- [World Bank Public Sector](#)

➤ **Citizens**

We should not only consider the technical aspects of STORK, but we should give the project a more social perspective as well. In this direction, legal people (lawyers etc) and users should be consulted. For this reason, we propose to create a privacy working group.

Privacy e-Forum working group

The group will investigate if this technical progress really addresses privacy, especially when data is being transferred across borders.



The rationale for the privacy group would be as follows:

in putting in place new eGovernment services, including secure services or services based on databases (for example electronic identity services), technological development and security considerations tend to be prioritized, while privacy concerns are often relegated to a secondary place. Are privacy concerns being overlooked, for example in EU projects to promote and link EU eID schemes? Are citizens aware enough of their privacy rights, and of the impact extension of eID might have on their privacy? Are privacy safeguards put in place truly effective? How is privacy legislation enforced? etc.

Objectives of the eID Community of Interest:

Our objectives regarding the eID Community of Interest are to create awareness and understanding of the benefits of the initiative, collect feedback from stakeholders, provide partners with processed results, establish and maintain a favourable reputation and promote participation of relevant institutions and organizations.

More specifically:

- The primary objective for setting up this forum is to engage eID Community of Interest so as to **promote mutual understanding** of the benefits that STORK will bring to the issue of electronic ID interoperability in Europe and beyond.
- **Winning trust and acceptance:** Due to the political nature and implications of STORK it is important we ensure the support of the eID Community of Interest in our efforts. eID Community of Interest should be made aware of the ways in which STORK will contribute to developing trusted national solutions that work across borders, reducing administrative burden and being accepted by citizens;
- **Promote Best Practice and Innovation:** The sustainability and usefulness of the results of STORK require close collaboration the eID Community of Interest and how they affect and are affected by the interoperability process;
- **Encourage participation:** Promote active participation of the eID Community of Interest in the portal and in all related activities for mutual benefit and knowledge-sharing, receiving useful feedback from practitioners, and establishing a collaborative relationship for future exploitation. The portal allows us to share pertinent information with the eID Community of Interest and invite them to meetings and workshops.



Actions:

Several actions have been taken so far in this direction. A detailed listing of Actions Taken can be viewed in section WP7 Status: Actions Taken to Date, specifically under Task 7.1. eID Community of Interest.

Future actions regarding the eID Community of Interest can be viewed in 5.1 Future Actions. Additional actions include the following:

Build quality relationships

In order to deepen networking relationships we should sometimes go beyond the normal business interactions and invite stakeholders to appropriate social functions so as to get to know the key people outside of the business environment whenever possible.

Share information with them

In view of the fact that no dedicated events have been foreseen in the project for the Community of Interest, it would be useful to keep them informed of functions and events that they can attend where the project will be presented, and where consortium members will be involved. We will also share pertinent information with these groups and invite them to meetings and workshops that will position them favourably with others they need to get to know. We aim to get to the point where these stakeholders know we always have something to give them. This will be done through meetings with them, presentations and direct correspondence in which we will:

- Suggest for them to visit and register to the portal so as to gain more privileges;
- Tell them to send us their articles and publications;
- Send them our quarterly STORK newsletter;
- Participate in the forums and surveys of the portal;
- Request them to recommend our portal;
- Be prompt in responding to their queries.

Site

- Changes are underway to redesign various areas of the site to make it more user-friendly and logical so as to increase participation;
- A new dedicated workspace is being created for the eID Community of Interest Group. This section will include all relevant information on the project, events, publications, and will be maintained regularly up to date. Specific forums will be posted to engage stakeholders in discussions regarding the project, eID and interoperability developments;
- Regular updates will be made to the relevant sections of the STORK portal so as to keep content at all times fresh, informative and up to date;

- We will seek to link the portal to relevant civil society, academic and non-EU member state sites and directories;
- We will directly request knowledgeable stakeholders to participate in specific forums which fall under their areas of expertise;
- We will regularly ask users for their opinions and feedback on the content and usability of the site. All recommendations are welcomed and taken into consideration.

5.4 Increasing portal traffic

Recognizing that the project website/portal is an important resource in disseminating information about the project, facilitating collaboration amongst partners, and bringing together a diverse and scattered community of interest around the project's activities, we have foreseen the following activities to improve its usability and features, and to market it for increased traffic and searchability. The goal is to make the portal a true collaborative environment.

Website Analytics

Portal analytics provide a source of valuable data on hit rates and visiting patterns (e.g. number of individual visitors, from where traffic is driven, time spent on the site, etc.) that can give us useful insight into our audience, where to focus marketing, and popular features. It can also help us review performance, correct shortfalls and plan a more successful online marketing strategy.

We are already performing and stepping up tasks to improve traffic to the site, including:

- Researching the market to be up to date with competitors and similar initiatives;
- Improving content to be relevant and rich in keywords density;
- Enriching and expanding metatags;
- Enhancing Search Engine Marketing parameters such as keyword density, internal/external linking, indexed, quality titles, headers and images, etc.;
- Improving visitor satisfaction by improving site layout, design and navigation, reducing complexity, improving search facilities, conversion process, site load time, dedicated host, etc.

As an ongoing process, we are always asking users for their opinions and feedback on the content and usability of the site. All recommendations are welcomed and taken into consideration. Since feedback has been sparse, we will make a point of prompting users for their feedback at least every three months.

Quality Portal Layout and Design

Changes are underway to redesign various areas of the site to make it more user-friendly and logical. While the portal design will become more attractive and inviting, we will ensure to maintain consistency in look, feel and design by keeping colours and themes constant throughout. Changes will include:

- Using the homepage more effectively as a shop-window of content inside the site. This means that all important sections will be highlighted on the homepage and that information will be consistently (daily) updated to reflect the newest and most important content/features.
- New dedicated workspaces are being created for the Member States Reference Group, the Industry Group and the newly added eID Community of Interest Group. These sections will include all relevant information on the project, events, publications, and will be maintained regularly up to date. Specific forums will be posted to engage stakeholders in discussions regarding the project and eID developments.

Improving Collaborative Environment and Motivating Participation

We will take a more proactive approach to the forum areas of the site by:

- Posting relevant threads more frequently and responding daily to any questions posed;
- Improving forum titles to motivate response;
- Directly requesting knowledgeable partners to participate and moderate specific forums which fall in their area of expertise;
- Regularly posting new and relevant topics supported by necessary information and documentation.

Get links to the portal

Step up Public Relations (PR)

It is essential to increase coverage of the project and the site. We will therefore:

- Continue to approach online and traditional media with information and updates on the site by submitting articles and press releases on a regular basis;
- Target industry publications, Member State governmental portals and EU news resources more aggressively with news and information on the project and website;
- Promote more actively linkages with other sites to improve search engine rankings and hit rates;
- Advertise the URL of the site in all marketing materials (communications, business cards, leaflets, presentations) and articles that we publish.



- Encourage the community of interest to register to the website and to subscribe to the newsletter.

Dynamic News Section

A dynamic and resourceful site requires that content is at all times fresh, informative and up to date. We are updating the news section and the events calendar on a daily basis with information pertaining both to the project specifically, as well as on eID Interoperability in general.

Newsletter

A newsletter template has already been created and subscriptions are being gathered. The newsletter will be published on a quarterly basis with teasers or lead-ins. The newsletter will include all relevant tools for sharing, e.g. Email to a friend;

Listing the Portal in All Relevant Directories

The portal will be submitted to all the major web directories (Google, Yahoo!, MSN etc). This will generate traffic directly from the directories themselves and will also help to improve link popularity.

Collaboration with epractice.eu

A good link building strategy is to comment or participate in discussions or content on other related websites. We are planning to register the STORK project as a case on epractice.eu and to create a STORK community therein, and to write articles on the project in the ePractice Journal.

Rewarding helpful and regular users by developing a rating system

We are considering developing a rating (award) system for partners based on STORK related social groups wherein users win points and gain stature by participating more regularly.

Social networking tools

We can also explore the potential of ICT social networking tools (Twitter, Facebook, Youtube).

Disclaimer

We offer a Disclaimer, a FAQ section, a Help section and we are planning to include any other functionality that will bring the portal closer to users, increasing authority, trust and re-visit rates.

6 Risks and Intellectual property rights

Risk	Mitigation actions	Classification	
		Impact	Level
Press release not ready on time	Prepare them well in advance. Have other dissemination materials ready.	Low	2
Printed material not ready on time	We will print them in Greece	Low	2
Not many attendees in the events	Send invitations to more organizations than needed and follow up for verification.	Low	2
Some speakers cannot attend	Ask to have their presentations, find alternative speaker to cover for them	Low	2
Not enough media coverage	Send press releases and inform media of event	High	2
Feedback from stakeholders- not the feedback anticipated	Make sure to collect contact details and follow up with them.	High	2
Negative reputation	Take proactive actions to resolve (promotional activities, dissemination activities, communications, stakeholder management etc).	High	2
Unsatisfactory collaboration between partners	The consortium agreement is very clear about responsibilities, workflow etc.	High	2
Functionalities of the portal are not user friendly	Documents explaining the portal and tutorial videos have been created. Short presentations have been given during project meetings. Help is available via emails. Feedback will be used for necessary adjustments to the portal.	High	2

Table 11: Risks

Intellectual property rights

The control and management of the IPR created within the project is extremely important when it comes to deciding how the results of the project are exploited according to the policy for the control and registration of IPR. Each exploitable result should be published when the consortium is ready to publicize and has taken the appropriate measures to protect their IPR. IPR policy is essential to protect the interests of partners.

7 Conclusions

The dissemination planning process aims to assist STORK by defining communication goals, objectives and strategies with specified timelines, allocating responsibilities, providing a clear modus operandi, facilitating timely response to changed conditions and deviations from plans, establishing a basis for evaluation, identifying risks and taking remedial steps to solve problems.

The goal is to have a reputation that is consistent with both STORK's identity (its consistent and distinctive profile) as communicated and the way the partners want it to be perceived. The challenge for communications is to create this consistency in identity and reputation through managing stakeholder groups. The project consortium "needs to attend to a rich variety of interest of stakeholder groups, yet at all times needs to profile a coherent identity of itself to each and every one of these groups" (Cornelissen 2005).

*'...the change process actually occurs within and is driven by
communication rather than the reverse'*

(Ford and Ford 1995, p.542)



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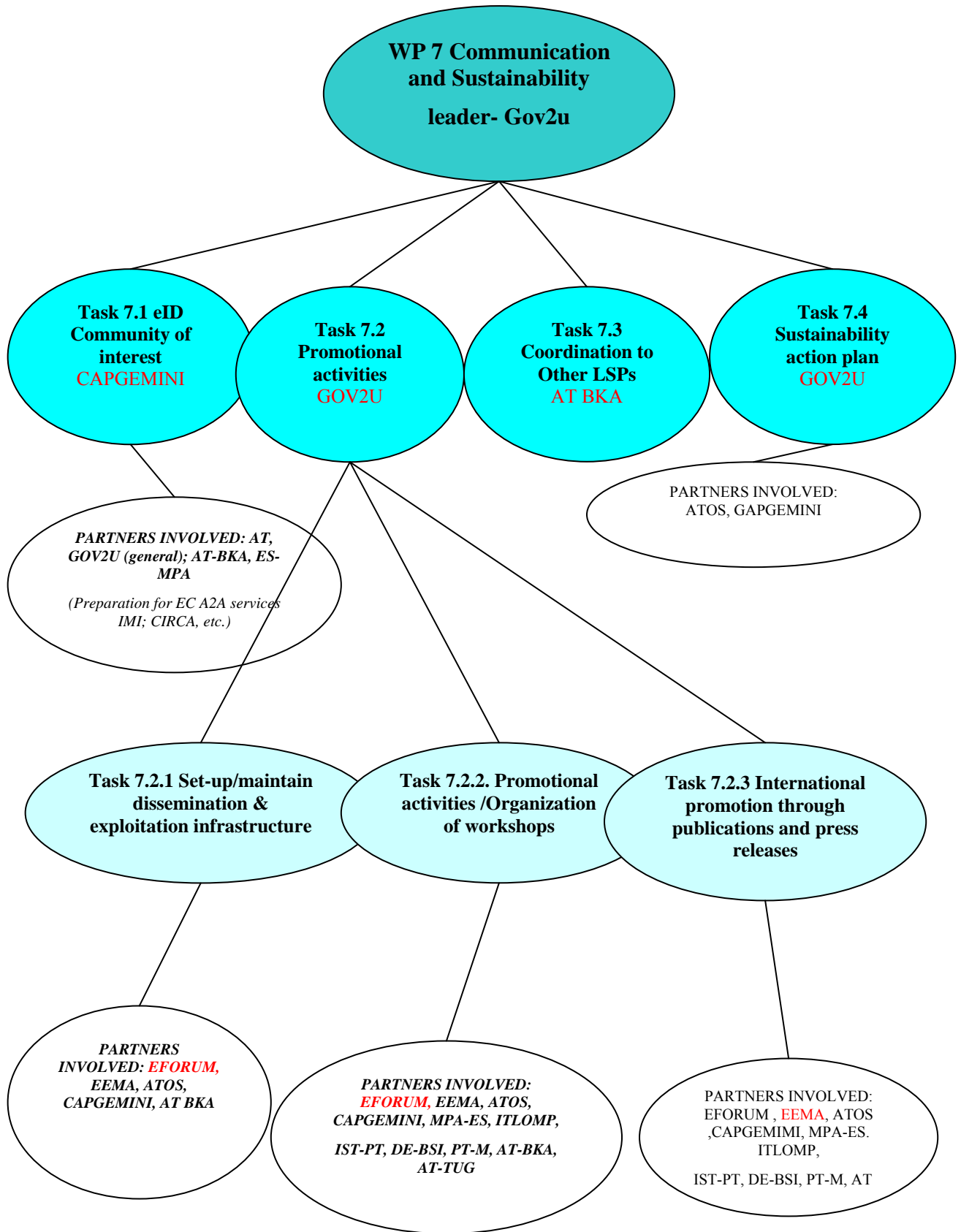
Sites

- GUIDE (Government User Identity for Europe – <http://www.guide-project.org>)
- eMayor (Electronic and Secure Municipal Administration for European Citizens - <http://www.emayor.org>)
- FIDIS (<http://www.fidis.net>)
- PRIME (Privacy and Identity Management for Europe - <http://www.prime-project.eu.org/>) : on-going

- IDABC (Interoperable Delivery of European eGovernment Services to public Administrations, Business and Citizens <http://ec.europa.eu/idabc/>)
- EU Research Directorate General
- EU Joint Research Centre
- EU Science & Research Commissioner Janez Potočnik
- EU Information Society & Media Directorate General
- EU Information Society & Media Commissioner Viviane Reding
- EU Enterprise & Industry Directorate General
- European Commission Vice President/EU Enterprise & Industry Commissioner Günter Verheugen
- EU Science & Technology Portal



A. Appendix: Organizational Chart of WP7



B. Appendix: Events list for 2008

Event Name	Date	Place	Comments (Workshop, presentation, speakers, duration)	Sites
GOV IT 2008 Summit	9-10 June	Brussels, Belgium	e-forum presents STORK	
French Presidency: eGov Working group meeting (EUPAN)	11-12 September			
World-eID Conference	17- 19 September	Sophia-Antipolis, French Riviera	Levy Mireille: present the UK case on 18 September, Frank Leyman represents STORK on the 18 September panel Miguel Alvarez presents Spain case on 18 September	http://www.strategiestm.com/conferences/we-id/08/index.htm
BIOSIG - Biometrics and Electronic Signatures Workshop on Biometric Border Control and Federated Identity Management (BIOSIG 2008)	11- 12 September	Fraunhofer Institute in Darmstadt, Germany		
Safer Internet Forum	25- 26 September	Luxembourg	Frank Leyman: talk about STORK	http://ec.europa.eu/information_society/activities/sip/si_forum/index_en.htm
OASIS Open Standards Forum 2008	30 September -3 October	Ditton Manor (near London)	"PLENARY SESSION: WORKING ACROSS BORDERS" on Thursday, 2 October - Roger Dean has been asked to speak	http://events.oasis-open.org/home//forum/2008/schedule
PEGSCO Technical Working Group meeting	2 October			
Internet of Things - Internet of the Future'	6 - 7 October	Nice, France		http://www.internet2008.eu/
ISSE (Information Security Solutions Europe)	7-9 October	Madrid, Spain	STORK Workshop, day 2, afternoon, STORK Industry Group Workshop	http://www.isse.eu.com/



RISER - 4th Conference on eServices in European Civil Registration under the topic "Sharing information across borders – European vision and national challenges"	9-10 October	Berlin, Germany	Frank Leyman has been asked to talk about STORK	http://www.riserid.eu/news/news/article/4th-riser-conference-9-10102008-in-berlin/
ESIIG 2 – 2nd European Summit on Interoperability in the iGovernment	20 - 22 October	Rome, Italy		http://www.esiig2.it/esiig2/index.php
20th Enterprise Architecture Practitioners Conference	20 - 22 October	Munich	speech by Capgemini	http://www.opengroup.org/munich2008/
eChallenges e-2008 Conference	22 - 24 October 2008	Stockholm, Sweden		http://www.echallenges.org/e2008/
PEGSCO meeting	23 October			
'EUPHA 2008 Conference on iHealth'	6-8 November	Lisbon, Portugal		http://www.healthinnovation2008.com.pt/
'Wireless and Digital Cities 2008'	11-13 November	Barcelona, Spain		http://www.wirelesscitiescongress.eu/
second French Presidency eGov Meeting	13- 14 November			
eGovernment conference	18 November	Berne, Switzerland	Frank Leyman has been asked to talk about STORK	
'ICT 2008: "i's to the future"'	25- 27 November	Lyon, France		http://ec.europa.eu/information_society/events/ict/2008/index_en.htm
Ministerial conference on eInclusion	30 November - 2 December	Vienna, Austria		
eGovernment Conference French Presidency	8 December	Paris, France		



C. Appendix: List of abbreviations

ABELIA - Business Association of Norwegian Knowledge- and Technology-based Enterprises
AETIC - Association of Electronics, Information Technology and Telecommunications of Spain
ANCI – Association of Italian Municipalities (Italy)
ANIE - The National Federation of Electronic and Electrotechnical Enterprises(Italy)
BKA AT - Federal Chancellery of the Republic of Austria
BRZG – Austrian Federal Office of Data Processing and Computing
CIP - Competitiveness and Innovation Framework Programme
CLFA - Coopération Laser Franco-Allemande
CRIC - Centre for Research on Innovation and Competition
D1.1 - Deliverable 1.1
DG INFSO – The Information Society and Media Directorate General
DOD – US Department of Defense
DOE – US Department of Energy
DOW - Definition of Work
EB - Executive Board
EEA – European Economic Area
EEMA – The European Association for eIdentity and Security
EPA – US Environmental Protection Agency
EU – European Union
FAQ – Frequently Asked Questions
FCC – US Federal Communications Commission
FEEI – Faculty of Electrical Engineering and Informatics (Hungary)
FFII - Foundation for a Free Information Infrastructure
FIDIS - Future of Identity in the Information Society (Network of Excellence)
FP – Framework Programme
GUIDE - Government User Identity for Europe
GZS – Slovenian Chamber of Commerce
HICSS - Hawaii International Conference of Systems Sciences
IBM – International Business Machines
ICT – Information and Communication Technologies
IDABC - Interoperable Delivery of European eGovernment Services to public Administrations, Business and Citizens
IESE - Competence Center Ambient Intelligence of the Fraunhofer
IRI - Industrial Research and Innovation
ISSE - Information Security Solutions Europe 2008
IT LOMB – Region of Lombardia
ITAS – IT Association Slovakia
ITB – Interoperability Test Bed
ITL – Interoperability Test Laboratory
KIGEIT - National Chamber of Commerce Electronics and Telecommunications (Poland)
LITTA - Latvian Information Technology and Telecommunications Association (Latvia)
LSP – Large-scale Project
M1-12 - Month 1-12
MIoIR - The Manchester Institute of Innovation Research
MS – Member State
MSN – Microsoft Network
NASA – US National Aeronautics and Space Administration
NGO – Non-Governmental Organization
NIFU - Norwegian Institute for Studies in Innovation, Research, and Education



NIH – US National Institutes of Health
NIST – US National Institute of Standards and Technology
NOAA – US National Oceanic and Atmospheric Administration
OECD – Organization for Economic Cooperation and Development
OSOR - Open Source Observatory and Repository for European Public Administrations
PC - Project Coordinator
PIIT - Polish Chamber of Information Technology and Telecommunications (Poland)
PR - Public Relations
PRIME - Privacy and Identity Management for Europe
PSP – Policy Support Programme
PWC – Price Waterhouse Coopers
QM – Quality Management
R&D – Research and Development
SEPE - The Federation of Hellenic Information Technology & Communications Enterprises (Greece)
SET – Secure Electronic Transaction Protocol
STORK – Secure Identity Across Borders Linked eID
UNDP – United Nations Development Program
UNPAN - United Nations Online Network in Public Administration and Finance
UNU - United Nations University
UNU-MERIT - The Maastricht economic and social research and training centre on Innovation and Technology
URL – Uniform Resource Locator
US/USA – United States of America
USDA – US Department of Agriculture
USGS – US Geological Survey
WP – Work Package
ZVEI - Central Association of Electrical and Electronics Manufacturers' Association (Germany)

