

TRUSTED EXCHANGE PLATFORM (E-TRUSTEX) (2016.19)

IDENTIFICATION OF THE ACTION

Type of Activity	Reusable generic tools
Service in charge	DIGIT B.4
Associated Services	DIGIT B.2, SG A.1, JUST B.2, COMP R.3, SANTE A.4

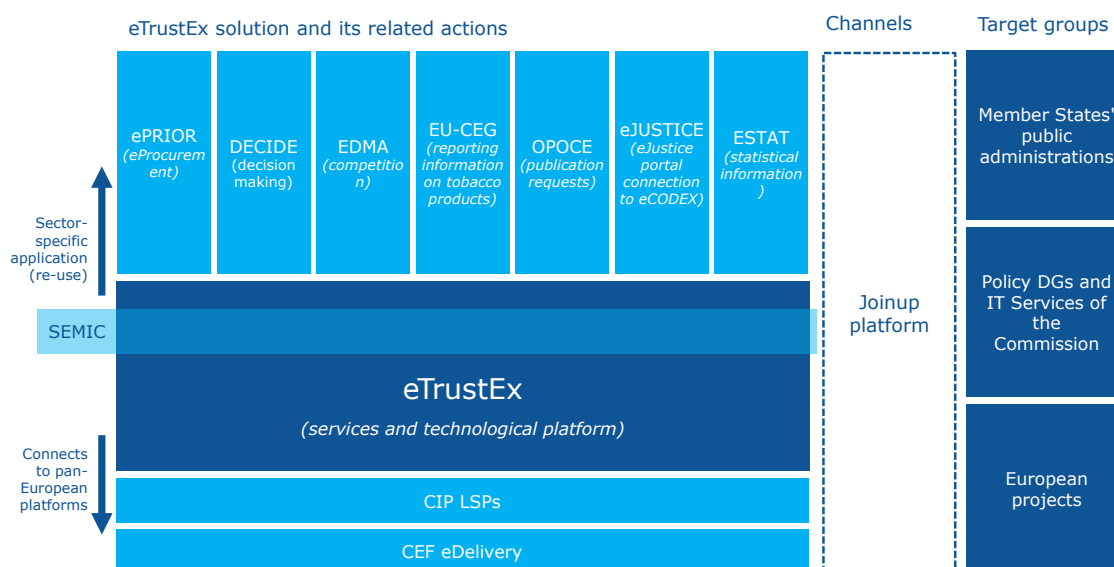
EXECUTIVE SUMMARY

More and more data is exchanged between administrations. According to our estimates European policy additionally increasingly requires the data to be exchanged electronically (see section 1.1.6). This action aims to support the public administrations in their implementation of these policies, enabling them to exchange data electronically in a secure, reliable and interoperable way through re-use.

In parallel, the CEF programme and the Large Scale Projects funded under the CIP programme provide pan-European exchange platforms. They, however, require integration with the back-end systems of their re-users in order to achieve end-to end coverage and interoperability. To address the above problem, e-TrustEx also helps public administrations to link their national systems to the pan-European exchange platforms.

The e-TrustEx solution is already operational and the platform is offered to the EU Institutions as a service and to the Member States as an open source software tool.

This action is introduced to improve the service offering, to keep the operations of the platform live and to provide support to re-users. Please find below a summary view of the eTrustEx solution, its related actions and target groups.



OBJECTIVES

The main objective of this action is to support public administrations in the implementation of European policies in different sectors by promoting Interoperability through re-use. This can be achieved through the use of e-TrustEx which helps accelerate the implementation of secured exchange of information between Publication Administrations. e-TrustEx enables the automation of document exchange and offers value added services such as validation and routing of documents as well as the ability to send large messages. When needed and possible, the receipts given by the post will be replaced by electronic receipts. Thanks to the Open Source policy, Member States will be able to re-use and extend it themselves for their own specific needs at national, regional or local level.

By fulfilling these objectives, the action will not only stimulate trusted information exchange, but also a cohesive interoperability architecture founded on re-use of work and reduction of redundancy, in line with the priorities of the European Interoperability Strategy and the Digital Single Market Strategy.

SCOPE

In scope: The e-TrustEx platform is offered to the EU Institutions as a service and to the Member States as a tool. This action covers:

- Development of additional features and improvements within the e-TrustEx platform, increasing its value in both cases;
- Operations of the platform for the EU institutions that reuse it in service delivery mode. This includes maintenance of the platform as well as improving the governance and the quality control and assurance processes and mechanisms in order to enhance the services provided to the project stakeholders; and
- Support on technical aspects both to its existing users and for Member States willing to re-use the platform. This includes activities such as increasing the user request resolving time, support of deployment, integration, specifications of the technical interface and of the several components of the platform, debugging and testing, etc.

Out of scope: Implementation of back-office integration is not covered by this action and should be complemented by Policy DGs using their own budget. The Policy DGs should additionally fund the provision of specific support to their users. Member States' Administrations adopting the platform should equally manage the hosting, the specific support and the development of specific functionality and extensions. The exchange of classified documents is also out of the scope of this action.

ACTION PRIORITY

Contribution to the interoperability landscape

The contribution of the action to the interoperability landscape, measured by the importance and necessity of the action to complete the interoperability landscape across the Union

Question	Answer
<p><i>Does the proposal directly contribute to implementing the European Interoperability Strategy, the European Interoperability Framework, or other EU policies with interoperability requirements, or needed cross-border or cross-sector interoperability initiatives? If yes, please indicate the EU initiative / policy and the nature of contribution.</i></p>	<p>e-TrustEx is a platform offered to Public Administrations at European, national and regional level to set up secure exchange of natively digital documents or scanned documents from system to system via standardised interfaces. e-TrustEx is a cross-sector, open-source, free-to-use tool that will help you to exchange structured and unstructured documents and to connect to pan-European e-delivery infrastructures with reduced investment.</p> <p>It promotes interoperability, it facilitates the cross-border and cross-sector information exchange, taking into account legal, organisational, semantic and technical aspects.</p>
<p><i>Does the proposal fulfil an interoperability need for which no other alternative solution is available?</i></p>	<p>Yes. This proposal refers to an already existing action, to which its relevance in terms of interoperability has been demonstrated, and recognized by the ISA² program</p>

Cross-sector

<p><i>The scope of the action, measured by its horizontal impact, once completed, across the sectors concerned</i></p> <p>Question</p>	Answer
<p><i>Will the proposal, once completed be useful, from the interoperability point of view, and utilised in two (2) or more EU policy areas? If yes, which are those?</i></p>	<p>N/A</p>
<p><i>For proposals or their parts already in operational phase: have they been utilised in two (2) or more EU policy areas? Which are they?</i></p>	<p>e-TrustEx is utilised in the following policy areas:</p> <ul style="list-style-type: none"> • Business <ul style="list-style-type: none"> ○ e-PRIOR electronic procurement (DIGIT) • Justice, home affairs and citizens' rights <ul style="list-style-type: none"> ○ DECIDE decision making (SG) ○ eJustice portal (DG JUST) • Environment, consumers and health <ul style="list-style-type: none"> ○ EU-CEG tobacco reporting (DG SANTE)

	<ul style="list-style-type: none"> • Economy, finance and tax <ul style="list-style-type: none"> ○ EDMA competition cases (DG COMP) • Cross-cutting policies <ul style="list-style-type: none"> ○ OJ (OP) ○ CEF eDelivery connector (DG CONNECT) ○ Eurostat proof of concept (ESTAT)
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Cross-border

The geographical reach of the action, measured by the number of Member States and of European public administrations involved.

Question	Answer
<i>Will the proposal, once completed be useful, from the interoperability point of view, and used by public administrations of three (3) or more EU Members States?</i>	N/A
<i>For proposals or their parts already in operational phase: have they been utilised by public administrations of three (3) or more EU Members States?</i>	<p>The e-TrustEx platform is used currently as pan-European message exchange platform by the following projects:</p> <ul style="list-style-type: none"> • e-PRIOR (DIGIT), • DECIDE (SG) • EDMA (DG COMP) • eJustice portal (DG JUST) • OPOCE (OP) • EU-CEG (DG SANTE) • Eurostat (ESTAT) – currently conducting a PoC • CEF eDelivery connector (DG CONNECT) <p>In the scope of these projects it is used by over 68 public institutions (such as national parliaments and permanent representations) of the 28 member states. Approximately 0.5 million documents have been exchanged between the European Commission, the EU council and the MSs to date. In addition, over 900 private companies have exchanged close to one million documents with the EC and other EU institutions in the scope of the e-PRIOR project.</p>

Urgency

The urgency of the action, measured by its potential impact, taking into account the lack of other funding sources

Question	Answer
<i>Is your action urgent? Is its implementation foreseen in an EU policy as priority, or in EU legislation?</i>	This proposal refers to an already ongoing action. Its urgency has already been assessed by ISA ²
<i>Does the ISA² scope and financial capacity better fit for the implementation of the proposal as opposed to other identified and currently available sources?</i>	This proposal refers to an action already under the ISA ² scope

Reusability of action outputs

The re-usability of the action, measured by the extent to which its results can be re-used

Name of reusable solution	e-TrustEx open source software package
Description	The e-TrustEx open-source software package is offered to Public Administrations at European, national and regional level to set up secure exchange of digital structured and unstructured documents from system to system via standardised interfaces.
Reference	https://joinup.ec.europa.eu/software/openetrustex/description
Target release date / Status	Released
Critical part of target user base	Target level: 1 known reuser
For solutions already in operational phase - actual reuse level (as compared to the defined critical part)	EU-CEG (DG SANTE) has adopted the e-TrustEx solution to interconnect CEF eDelivery with the EU-CEG back-office. DG SANTE hosts and manages it in a secure environment. The full reuse volume of the open source software package is unknown to the project owner (as it can be freely downloaded and reused)

Name of reusable solution	e-TrustEx instance hosted at the EC
Description	e-TrustEx can be reused in a service delivery mode within the EU Institutions.
Reference	DIGIT-eTrustEx-Support@ec.europa.eu

Target release date / Status	Released
Critical part of target user base	Target level: 5
For solutions already in operational phase - actual reuse level (as compared to the defined critical part)	<p>The following projects are reusing, or considering reusing the solution:</p> <ul style="list-style-type: none"> • e-PRIOR (DIGIT) – In production • DECIDE (SG) – In production • EDMA (DG COMP) – In production • OJ (OP) – In production • eJustice portal (DG JUST) – In pre-production • Eurostat (ESTAT) – PoC ongoing <p>In the scope of these projects it is used by over 68 public institutions (such as national parliaments and permanent representations) of the 28 member states. Approximately 0.5 million documents have been exchanged between the European Commission, the EU council and the MSs to date. In addition, over 900 private companies have exchanged close to one million documents with the EC and other EU institutions in the scope of the e-PRIOR project.</p>

Level of reuse by the proposal.

Question	Answer
Does the proposal intend to make use of any ISA ² , ISA or other relevant interoperability solution(s)? Which ones?	ISA Action 2.9 – Document repository services for EU policy support: eTrustEx will be integrated with the existing open source document repository services.
For proposals or their parts already in operational phase: has the action reused existing interoperability solutions? If yes, which ones?	<p>ISA Action 1.7 - ePRIOR: The e-TrustEx platform was originally built on the basis of the ePRIOR platform and is now used by ePRIOR</p> <p>ISA Action 4.2.4 - Joinup: The e-TrustEx platform is made available via the ISA Collaborative Platform (Joinup)</p> <p>ISA Action 1.1 - SEMIC: IMMC Metadata (Interinstitutional standard metadata defined in the context of the decision making process) files are transferred to EU stakeholders and Members States through e-TrustEx.</p>

	<p>CEF eDelivery DSI: The eTrustEx is integrated with the CEF eDelivery network and can be used by the Member States as a connector to link national systems to the network.</p> <p>CIP LSPs: eTrustEx is integrated with the solution deriving from the convergence of the eDelivery solutions of the CIP Large Scale Pilots.</p>
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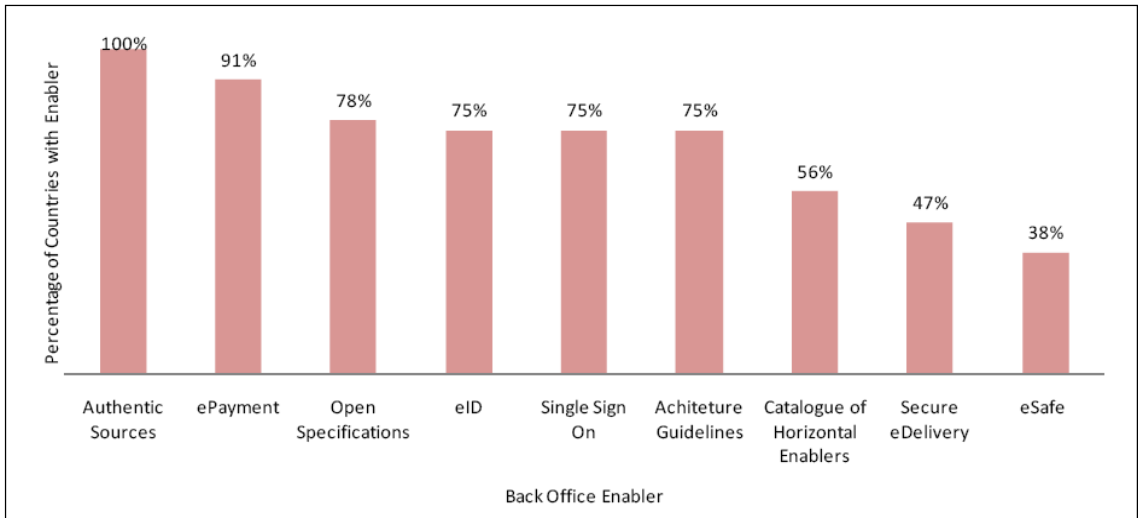
Interlinked

Question	Answer
<p>Does the proposal directly contribute to at least one of the Union's high political priorities such as the DSM? If yes, which ones? What is the level of contribution?</p>	<p><i>Digital Agenda</i></p> <p>e-TrustEx contributes to the Digital Agenda, in particular to its first pillar: achieving the digital single market.</p> <p><i>DSM strategy</i></p> <p>In 2015, a digital single market strategy was released and the e-TrustEx action contributes to boosting competitiveness through interoperability and standardisation, which is explicitly mentioned in the communication.</p> <p>EIF/EIS : eTrustex is aligned with teh revised EIF and contributes to the implementation of the European Interoperability Strategy.</p> <p>Contributes to the</p> <p><i>Jucker's political guidelines</i></p> <p>As e-TrustEx creates technical interoperability cross borders, it supports Priority n°2: A Connected Digital Single Market of the Political Guidelines for the next European Commission – A New Start for Europe: My Agenda for Jobs, Growth, Fairness and Democratic Change (15 July 2014)</p> <p><i>eGovernment Action Plan 2016-2020</i></p> <p>In Action 6 of the eGovernment action plan the Commission commits to reusing operational building blocks (such as e-TrustEx) in view of its own digital transformation.</p> <p><i>eIDAS Regulation</i></p>

	<p>The regulation on electronic identification and trust services for electronic transactions was adopted at end of 2014. It will further foster interoperability and reduce barriers in the internal market, supported by solutions such as e-TrustEx.</p>
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PROBLEM STATEMENT

Public administrations exchange increasing amounts of information and the current ways of exchange are often unreliable and unsecure (e.g., via e-mail or via paper documents, CDs or DVDs exchanged via postal mail, faxes, etc.). This is confirmed by the "9th Benchmark Measurement of European e-Government services"¹ which shows that there is an increasing need of the Member States for a secure electronic delivery platform.



A survey carried out by the e-TrustEx project team in 2010 confirms the same trend. The survey also shows that the Member States believe the European Commission should promote the re-use of a common set of building blocks for cross-border data exchange. In addition, European policy increasingly requires information between public administrations in the EU Member States to be exchanged electronically. This action supports the implementation of these policies by public administrations in the European Union and introduces interoperable, secure and reliable exchange possibilities.

The e-TrustEx architecture and its components are also re-used by the CEF² e-Delivery project to allow greater ease of connectivity of back-end systems to the CEF and the e-SENS e-Delivery solutions and of directly submitting documents to such networks through a graphical user interface. e-TrustEx already provides integration with CEF e-Delivery which includes the e-Delivery framework coming from the eCODEX³ Large Scale Project (EBMS3/AS4) as well as the PEPPOL⁴ Large Scale Project. These integrations are integral to achieving a pan-European interconnection among existing information exchange communities. Each of these pan-European exchange platforms offers generic and highly reusable components and services; however, if not integrated, the lack of "end-to-end" coverage (including the "last-mile") and interoperability between them may hinder their actual re-use. Therefore the components developed by this action are reused to provide a

¹ https://ec.europa.eu/digital-agenda/sites/digital-agenda/files/egov_report.pdf
² <http://ec.europa.eu/digital-agenda/en/connecting-europe-facility>
³ <http://www.e-codex.eu/home.html>
⁴ <http://www.peppol.eu/>

connector, helping public administrations to link their national systems to the pan-European exchange platform CEF eDelivery.

The e-TrustEx platform is already operational⁵ and during the next phases the project intends to build on the experience acquired during the past years of the programme to improve and implement new features that are vital for the platform users. During 2015 an evaluation activity on the perceived quality of e-TrustEx was undertaken as part of the ISA programme monitoring⁶. Based on the conclusions, more attention will be drawn to aspects such as the platform functionality improvement and increasing the user request resolving time by the support team. Focus will also be put on improving the governance and the quality control and assurance processes and mechanisms in order to enhance the services provided to the project stakeholders. The project will also maintain the service in operation and provide support to its users.

EXPECTED BENEFICIARIES AND ANTICIPATED BENEFITS

Beneficiaries	Anticipated benefits
Member States' public administrations and EU institutions	<ul style="list-style-type: none"> - Switching from registered post to digital exchange of information reduces the cost of these exchanges (as an example, in France around 25 to 40 million letters with delivery receipt are exchanged by public administrations – around 4€ to 5€ each). - Enable the creation of a European ecosystem of electronic message exchange which can serve several sectors requiring cross-border exchange of information. This will create economies of scale avoiding that each sector develops a specific solution, - Increase the security and reliability of information exchange and in the same time reduce the manual work involved in the process. - Cost savings and improved efficiency by ensuring interoperability of information exchange at European, national, regional or local level. - Provide free-to-use open source tools for national parliaments and permanent representations to send and receive electronic legal documents and metadata. - Experience, lessons learnt, specifications, tools and components published as open source reusable by any Member State or EU Institution.
Policy DGs and IT services of the Commission	The European Commission, because of its trans-national position, is more and more called upon to develop systems to coordinate political actions in various fields. Having a generic system, like e-TrustEx, in place and widely used would be a very big progress for the whole interoperability issue in Europe and would also represent important cost savings.
European projects	Cost and time savings to connect to pan-European infrastructures

⁵ funded by earlier ISA Work Programmes as well as the first ISA² Work Programme

⁶ CGI-Accenture for the ISA programme monitoring (July 2015). INTEROPERABILITY SOLUTIONS FOR EUROPEAN PUBLIC ADMINISTRATIONS MONITORING AND EVALUATION - ACTION 1.8 PERCEIVED QUALITY AND UTILITY MONITORING REPORT (Report No. D03.05/D03.06)

ORGANISATIONAL APPROACH

Expected stakeholders and their representatives

Stakeholders	Representatives
ISA ² Organisational Board Meeting	The ISA ² OMB assists the Commission in translating priorities into actions and to ensure continuity and consistency in their implementation.
DIGIT – Directorate General for Informatics of the European Commission	<p>Unit DIGIT.B.4 (<i>Corporate financial, Procurement and Policy solutions</i>) This unit is the main service in charge of this action and responsible for the development coordination and maintenance of e-TrustEx. It ensures the development and re-use of the e-PRIOR related modules and services and coordinates the interaction between the different stakeholders.</p> <p>Unit DIGIT.B.2 (<i>Corporate knowledge and Decision making solutions</i>) This unit is in charge of developing the e-TrustEx GUI, adapter and of the DECIDE project.</p>
Secretariat general Of the European Commission	<p>Unit SG.A1 (<i>Advice, developments and logistics</i>) This unit is the system owner and business project manager of DECIDE and represents the interests of the DECIDE users.</p>
DG CONNECT – Directorate General for Communication Networks, Content and Technology of the European Commission	<p>Unit CONNECT.H3 (<i>ICT for Government and Public Services</i>) The cooperation with CONNECT is key given its role as the primary link between CIP pilots, the provision of building blocks through the CEF programme and the Commission.</p>
DG COMP - Directorate General Competition of the European Commission	<p>Unit COMP.R.3. (<i>Information Technology</i>) This unit is in charge of the EDMA project and is be responsible of the development of the EDMA specifically related modules.</p> <p>Unit COMP.R1 (<i>Document Management</i>) This unit is the system owner and business project manager of EDMA and represents the interests of the EDMA users.</p>
DG EUROSTAT - the statistical office of the European Union.	<p>ESTAT.B.3 This department is currently conducting a PoC, as part of the adoption of eTrustEx to exchange statistical information between member states and the EU institutions.</p>
EU-CEG Project (DG-SANTE)	<p>Unit SANTE.A.4 This unit is the system owner and business project manager of the EU-CEG project</p>

Identified user groups

The e-TrustEx action targets Member States' public administrations, Policy DGs and IT Services of the Commission and European projects. The following projects are identified as user groups:

- e-PRIOR (DIGIT)
- DECIDE (SG)
- EDMA (DG COMP)
- OJ (OP)
- eJustice portal (DG JUST)
- EU-CEG Project (DG-SANTE)
- CEF eDelivery connector (DG CONNECT)
- Eurostat (ESTAT)

Communication plan

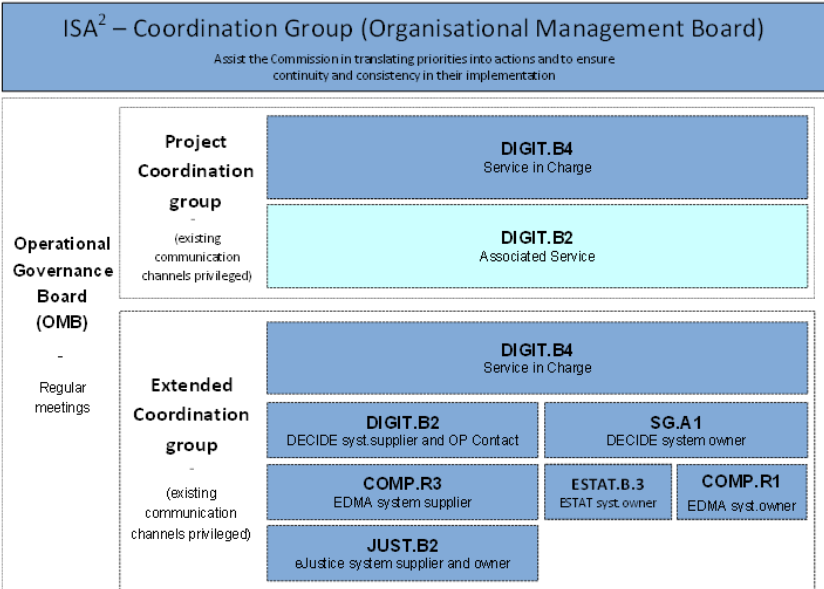
Event	Representatives	Frequency of meetings / absolute dates of meetings?
ISA ² TIE Working Group	eTrustEx team members, Member States representatives, ISA unit members, ISA ² Coordination Group	Quarterly
Operational Management Board Meetings	Project Coordination Group and the Extended Coordination Group	Regular basis (specific periodicity to be defined with the stakeholders)
Bilateral meetings with Member States	DIGIT representatives, Member States representatives	These meetings are arranged by DIGIT on ad hoc basis.
Bilateral meetings with Policy DGs	DIGIT representatives, Policy DGs representatives	These meetings are arranged by DIGIT on ad hoc basis.
Relevant conferences and events	DIGIT with any other project stakeholder	DIGIT is invited to participate in meetings organised by Member States, the LSPs, e-Practice, etc.
Joinup	DIGIT representatives	(online channel)
ISA ² TIE Working Group	eTrustEx team members, Member States representatives, ISA unit members, ISA ² Coordination Group	Quarterly

Governance approach

First and foremost, the e-TrustEx project is an action of the ISA² programme and therefore, it follows the ISA² governance structure.

To achieve the aforementioned objectives, this project will collaborate with several DGs of the European Commission and with several other stakeholders (e.g. participants of CIP pilots, Member States).

The Project Coordination Group ensures coordination and involvement of each of the associated services. Continuous coordination with the system owners of the systems connected to e-TrustEx is assured by an Operational Management Board (OMB). The OMB will be composed of the Project Coordination Group (acting as chair) and the Extended Coordination Group and it will meet regularly. The objective of the OMB is to provide a vehicle for the participants to handle all operational matters regarding the 'operational-side' of the e-TrustEx project. Decisions and other important information are to be discussed in this forum.



TECHNICAL APPROACH AND CURRENT STATUS

This action is not a new initiative, but rather execution and operation building on already conducted work funded under the ISA Work Programme as well as ongoing work funded under the first Work Programme of ISA². The platform has, as part of the earlier ISA Work Programmes implemented several phases of architecture roadmap enhancement, making the platform scalable, reliable and supporting additional functionalities. During the last ISA Work Programme a number of pilots in cross-border information exchange have been implemented in several sectors using the same e-TrustEx platform. As a consequence of those successful pilots eTrustEx is onboarding multiple new stakeholders, which are or will be using the platform in a production mode.

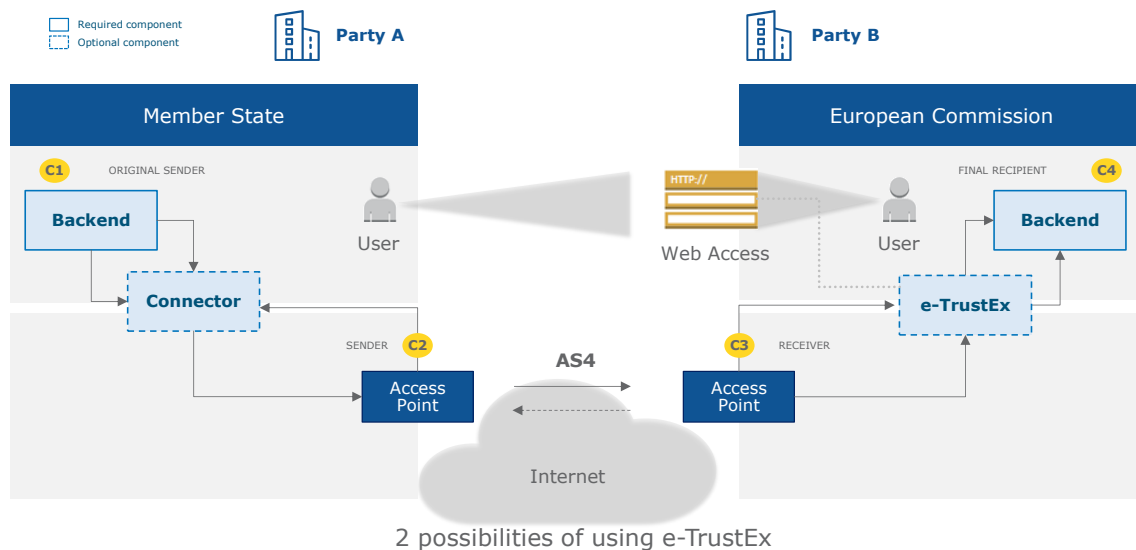
The project is now focusing on the adoption of software development QA/QC best practices, documentation, and implementing a governance model more in line with current eTrustEx operational status. This includes implementing essential needs identified by users and keeping the services operational. The various activities of the project are executed in three phases:

- Execution;
- Operational; along with a parallel
- Monitoring and control phase.

The activities involved in each execution sub-phase will contribute towards the development of further functionality in order to support the objectives of the phase, whereas the activities for the operational parts will contribute towards providing the necessary support and roll-out, and cooperation with MS and policy DGs in order to facilitate their adoption of the tool.

In terms of architecture, an action is ongoing to fully align e-TrustEx to the complementary use with the CEF eDelivery building block as shown in the architecture diagram below. It is expected that, as a final result, the e-TrustEx adapter no longer will be needed given the integration of the CEF eDelivery Access Point with e-TrustEx. It is also expected that, in order to minimise the impact on current users, some of the features of the adapter will be added to a plugin to the Domibus sample implementation of the CEF eDelivery Access Point.

eDelivery | e-TrustEx – Architecture overview



The outputs and results of the execution phase are divided into work packages as detailed below. The first stage is currently ongoing.

Execution phase stage 1 – currently ongoing, from April 2016 with planned conclusion for March 2017

Main focus: Additional functionalities and improvements

Details: The activities of this phase are contained in 6 Work Packages (WPs):

	Scope	Identified objectives
WP1	Integration with other services	<ul style="list-style-type: none"> ▪ Integrate to evidence handling of CEF eDelivery ▪ Start work on integrating eTrustEx adapter with archiving/cleaning service (with retention policy) of the Node ▪ Start work on integrating with smart card readers for signing ▪ Complete work on integration with the document repository services of ISA action 2.9.

WP2	Adapt to evolution of browsers	<ul style="list-style-type: none"> Start work on redevelopment of the e-TrustEx web applet using HTML5
WP3	Support of new protocols	<ul style="list-style-type: none"> Implement support for additional protocols (such as FTP) Implement interoperable queue protocol Implement new interface with improved genericity (SBDH)
WP4	Configuration and notification	<ul style="list-style-type: none"> Implement centralised configuration mechanism Implement notification mechanism
WP5	Mobile access	<ul style="list-style-type: none"> Start work to make an e-TrustEx user interface version which offers the best experience to mobile users
WP6	eIDAS compliance	<ul style="list-style-type: none"> eIDAS impact assessment

Execution phase stage 2 – planned for April 2017 - March 2018

Main focus: Adoption of development QA and QC best practices, continuous improvement

Details: The activities of this phase are contained in 7 Work Packages (WPs):

	Scope	Identified objectives
WP1	Integration with other services	<ul style="list-style-type: none"> Complete work on integrating eTrustEx adapter with archiving/cleaning service (with retention policy) of the Node Complete work on integrating with smart card readers for signing
WP2	Adapt to technological evolution	<ul style="list-style-type: none"> Complete work on redevelopment of the e-TrustEx web applet using HTML5 Removal of JSCEF framework from the admin console Improvements to the admin console Adaptations to the e-TrustEx adapter taking into account the results of the gap analysis between the e-TrustEx adapter and the CEF eDelivery AP.
WP3	Adoption of quality assurance and quality control best practices in SW development	<ul style="list-style-type: none"> Implementation of code QA and QC methods and tool (code quality review, unit testing and integration testing tools, test automation)
WP4	Improved deployment	<ul style="list-style-type: none"> Facilitate deployment of eTrustEx (docker)
WP5	Mobile access	<ul style="list-style-type: none"> Complete work to make an e-TrustEx user interface version which offers the best experience to mobile users
WP6	eIDAS compliance	<ul style="list-style-type: none"> Implementation of actions identified by eIDAS impact assesment
WP7	Continuous improvement	<ul style="list-style-type: none"> Stakeholders Change request/enhancements Improve existing documentation Improve existing support service

COSTS AND MILESTONES

Breakdown of anticipated costs and related milestones

Phase: Initiation Planning Execution Closing/Final evaluation	Description of milestones reached or to be reached	Anticipated Allocations (KEUR)	Budget line ISA/ others (specify)	Start date (QX/YYYY)	End date (QX/YYYY)
Phase 1 – Execution	Additional functionalities and improvements	950	ISA ²	Q2/2016	Q1/2017
Phase 1 – Operational	Operation phase 1	250	ISA ²	Q2/2016	Q1/2017
Phase 2 – Execution	Adoption of development QA and QC best practices, Continuous improvement	1020	ISA ²	Q2/2017	Q1/2018
Phase 2 - Operational	Operation phase 2	250	ISA ²	Q2/2017	Q1/2018

Breakdown of ISA funding per budget year

Budget Year	Phase	Anticipated allocations (in KEUR)	Executed budget (in KEUR)
2016	Phase 1 – Execution	950	
	Phase 1 – Operational	250	
2017	Phase 2 – Execution	1020	
	Phase 2 – Operational	250	
2018			