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**Final evaluation of the ISA programme
Annexes**

Accompanying the document

**Report from the Commission to the European Parliament and Council on the results of
the final evaluation of the ISA programme**

{ COM(2016) 550 final }

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1 Glossary

Accompanying measures: Strategic and awareness raising measures, measures in support of the management of the ISA programme and measures in relation to the sharing of experience and the exchange and promotion of good practices

Actions: Studies, projects and accompanying measures funded by the ISA programme.

Coherence: 'The extent to which the intervention logic is non-contradictory/the intervention does not contradict other interventions with similar objectives.'¹

Common frameworks: Strategies, specifications, methodologies, guidelines and similar approaches and documents (Article 2(c) from the ISA legal decision)

Common services: Operational applications and infrastructures of a generic nature which meet common user requirements across policy areas (Article 2(d) from the ISA legal decision)

Core vocabularies: Simplified, re-usable and extensible data models that capture the fundamental characteristics of a data entity in a context-neutral fashion. The Core Vocabularies developed by the ISA programme (ISA action 1.01) are a set of commonly agreed Core Vocabularies supported by the EU Member States.

Cost recovery: Practice to recover costs generated by a project by collecting fees from users using the service delivered by this project.

Digital Service Infrastructure: Networked cross-border services for citizens, businesses and public administrations. The main component of a digital service infrastructure is the core service platform which is a central hub at EU level to which national infrastructures link up and thus create a link between different national infrastructures².

Effectiveness: 'The extent to which objectives set are achieved. The Financial Regulation (article 27(2)) defines effectiveness as attaining the specific objectives set and achieving the intended results.'¹

¹ European Commission, Evaluating EU Activities: A practical guide for the Commission Services, Office for Official Publications of the European Communities, Luxembourg, 2004.

² As mentioned in the ISA Programme brochure on Digital Service Infrastructures of Connecting Europe Facility (CEF).

Efficiency: ‘The extent to which the desired effects are achieved at a reasonable cost. The Financial Regulation (article 27(2)) defines efficiency as the best relationship between resources employed and results achieved. Evaluating EU Activities: A practical guide for the Commission Services (2004).’¹

Evaluation: The systematic and objective assessment of an ongoing or completed action, programme or portfolio. The aim is to determine the relevance and fulfilment of objectives

Evaluation criteria: Standards criteria, to evaluate the ISA programme, coming from Article 13 of the *decision n° 922/2009/EC of the European Parliament and of the Council of 16 September 2009 on interoperability solutions for European public administrations (ISA)*, including relevance, effectiveness, efficiency, utility, sustainability and coherence

Evaluation questions: Main questions driving the final evaluation in regards to the evaluation criteria to which they are closely linked and upon which they are based.

Earned Schedule: Extension of the Earned Value Management approach by the evaluation of the scope, schedule and technical (scope) accomplishment of an action and its related pieces of work (i.e. milestones) in a time perspective.

Earned Value Management: A systematic approach to the integration and measurement of cost, schedule and technical (scope) accomplishments of an action and its related pieces of work (i.e. milestones)³.

Generic tools: Reference platforms, shared and collaborative platforms, common components and similar building blocks which meet common user requirements across policy areas (Article 2(e) from the ISA legal decision).

Impact Assessment: Prior to the introduction of a new initiative of the European Commission, an assessment of the economics social and environmental consequences (impacts) is required in regards to the following initiatives: implementing and delegated acts, legislative proposals, and non-legislative initiatives such as white papers, action plans, financial programmes, etc., that define future policies.

³ Evaluation techniques as mentioned at the ISA Dashboard dedicated website.

Interoperability: Ability of disparate and diverse organisations to interact towards mutually beneficial and agreed common goals, involving the sharing of information and knowledge between the organisations, through the business processes they support, by means of the exchange of data between their respective ICT systems.

ISA's holistic approach: Illustration of the different clusters, or groups, of actions that the ISA programme manages in order to deliver valuable solutions and services to European public administrations (defined in January 2013).

Large Scale Pilots: Develop practical solutions tested in real government services cases across Europe⁴.

Metadata: Data that defines and describes other data (ISO/IEC11179-1). This information is often merged in a database called a metadata registries, repositories or schemas.

Monitoring: A continuous function that uses the systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress

Planned Value: Part of the Earned Value Management / Earned Schedule metrics. A sum of the approved budget for each work breakdown structure level, i.e. action, official phase, specific contract, work package, or a milestone.

Relevance: 'The extent to which an intervention's objectives are pertinent to needs, problems and issues to be addressed.'¹

Schedule variance: Measurement of whether the work accomplished is ahead or behind of the schedule (in number of days).

Triangulation: Triangulation of data is defined as 'the use of data collected using different tools and from different sources, and/or analysis from different theoretical perspectives and by different analysts, and at different time'⁵.

⁴ As mentioned in the dedicated section of the Digital Agenda for Europe.

⁵ Lisa A. Guion, David C. Diehl, and Debra McDonald, Triangulation: Establishing the Validity of Qualitative Studies, 2011.

Trusted list: A public list of supervised/accredited service providers issuing qualified certificates to the public established and maintained by each Member State.

Semantic Interoperability: Interoperability that enables organisations to process information from external sources in a meaningful manner. It ensures that the precise meaning of exchanged information is understood and preserved throughout exchanges between parties⁶.

Solutions: Common frameworks, common services and generic tools (Article 2(b) from the ISA legal decision).

Sustainability: 'The extent to which positive effects are likely to last after an intervention has terminated.'¹

Utility: 'The extent to which effects correspond with the needs, problems and issues to be addressed.'¹

Work Programme: A document that sets out the implementation of the ISA programme over its full duration; revised on an annual basis.

⁶COM (2010) 744 - Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of Regions 'Towards interoperability for European public services', Brussels, 16.12.2010.

2 Contribution to the Digital Agenda for Europe

This annex displays the level of pertinence of the ISA actions with the Digital Agenda for Europe and its specific pillars⁷. Indeed, the ISA programme is particularly pertinent with the following pillars of the DAE:

1. **Pillar I:** Digital single market;
2. **Pillar II:** Interoperability and standards; and
3. **Pillar VII:** ICT-enabled benefits for EU society.

Table 1 Contributions of the ISA programme to the Digital Agenda for Europe

Pillar	DAE action	Related ISA action(s)	Relation
Digital single market (I)	Action 3 - Open up public data resources for reuse aims at opening up public data resources for reuse by reviewing the PSI Directive.	1.01 - Promoting semantic interoperability amongst the European Union Member States	Action 1.01 supports the opening up of the public data resources by promotion of the semantic interoperability, e.g. by creation of a platform and central point of reference for collecting, organising, storing and making available semantic interoperability assets of various EU entities. It provides the basis to share the public data resources.
		1.02 - Access to base registers	Action 1.02 promotes cross-sector interoperability of base registries in the individual Member States and on cross-border interoperability. As a result, it also provides a common framework and reusable generic tools that are the basis for sharing of the public sector information.
		1.15 - Open Government Data	Action 1.15 contributes to the opening up of the public data resources as its objective is to understand the role of Open Government Data.
		1.22 - Big Data and Open Knowledge for public administrations	Action 1.22 aims to identify concrete big data and open knowledge opportunities and requirements in public administration and in specific policy context; furthermore it promotes cooperation with policy DGs and the Member States in order to accelerate the data driven transformation. Both of these objectives contribute to the DAE action 3 that aims to open up public data resources related to the public sector information.
		2.18 - Participatory knowledge for supporting decision making	This action promotes government bodies at all levels: local, regional, national, European and international, to disseminate and reuse the vast amounts of information that is collected as part of their tasks. One activity of this action promotes the dissemination and reuse of information as a means for improving transparency of organisations.

⁷ The presented table is primarily based on the information from the Interim Evaluation of the ISA programme and the ISA Work Programmes 2010 – 2015.

Pillar	DAE action	Related ISA action(s)	Relation
	Action 8 - Revision of the eSignature Directive aims at proposing a revision of the eSignature Directive with a view to provide a legal framework for cross-border recognition and interoperability of secure eAuthentication systems.	1.05 - STORK Sustainability	Action 1.05 supports the development and use of interoperable eIDs. In this regards, it aims to contribute to the proposal for a Regulation "on electronic identification and trusted services for electronic transactions in the internal market" as the objective of this legal framework is to ensure mutual recognition and acceptance of electronic identification across borders.
		1.09 - Supporting tools for TSL and e-signature creation/verification	Action 1.09 allows Member States to render their public e-services more efficiently and to pool resources by providing them with generic tools which would ensure interoperability for e-signatures and would allow for their automated creation and verification based on trusted lists. This action therefore provides a basis for the revision of the eSignature Directive (action 8 of DAE).
	Action 107 - Proposals to strengthen the data industry in Europe	1.21 - European Legislation Identifier	Action 1.21 is a basic building block for the interoperability and exchange of legislation data in Europe. It provides a practical and flexible system for naming legislation documents, and for sharing metadata, directly supporting Member States in implementing legal provisions in a consistent way.
		1.22 - Big Data and Open Knowledge for public administrations	Action 1.22 aids to identify concrete big data and open knowledge opportunities and requirements in public administration and in specific policy context; furthermore it promotes cooperation with policy DGs and the Member States in order to accelerate the data driven transformation. Both of these objectives contribute to the DAE action 107 as they directly aims to strengthen the data industry in Europe.
Interoperability and standards (II)	Action 23 - Provide guidance on ICT standardisation and public procurement aims at issuing a Communication in 2011 to provide guidance on the link between ICT standardisation and public procurement to help public authorities use standards	1.07 – ePrior	Action 1.07 an important action to support e-Procurement in Europe. Since 2007, e-PRIOR has already been successfully deployed within the European Commission, equipping it with one of the most mature electronic services platforms in the eProcurement domain. The next challenge for the action is to stimulate the take-up of cross border electronic procurement by Member States' administrations by using e-PRIOR as a 'bridge' to facilitate and accelerate European Public administrations' connection to PEPPOL.
		2.02 – CAMSS	This ISA action further develop standards in the cross-border e-Procurement as it proposes, inter alia, providing guidance on interoperability architecture domains of shared Member State interest and the need for common interface standards.
		2.16 - European Single Procurement Document Service	This ISA action further develop standards in the cross-border e-Procurement as it introduces (develops and provides) a new concept, the European Single Procurement Document (ESPD), which is a self-declaration document intended for preliminary evidence in a public procurement procedure free of charge to the Member States.
		2.17 – eCertis	This ISA action further develop standards in the cross-border e-Procurement as together with the action 1.07 ePrior it creates a coherent set of requirements to be met by the Commission when implementing its pre-awarding e-procurement operation.
	Action 24 - Adopt a European Interoperability	4.2.03 - NIFO	Action 4.2.03 - NIFO supports the Member States to align their NIF (National Interoperability Framework) to the EIF.

Pillar	DAE action	Related ISA action(s)	Relation
	Strategy and Framework aims at promoting interoperability by adopting in 2010 a European Interoperability Strategy (EIS) and European Interoperability Framework (EIF).	5.02 - EIS Governance support	Action 5.02 - EIS governance which aims at "ensuring regular maintenance and evolution of the European Interoperability Strategy" directly contributes to the action 24 that aims at the adoption of EIS.
	Action 26 - MS [Member States] to implement European Interoperability Framework suggests Member States to apply the European Interoperability Framework at national level by 2013	4.2.03 - NIFO	Action 4.2.03 - NIFO supports the Member States to align their NIF (National Interoperability Framework) to the EIF.
	Action 27 - Member States to implement Malmö and Granada declarations	1.08 – e-TrustEX	Action 1.08 has helped to the target of Member States to implement commitments on interoperability and standards in the Malmö and Granada Declarations by 2013.
		4.2.03 - NIFO	In 2015, the NIFO action will perform a follow-up of the Malmö and Granada Recommendations. An overview of the status of their implementation in each MSs will be prepared. The action will also assess the possible aligning or even merging of the NIFO and eGovernment factsheets.
ICT-enabled benefits for EU society (VII)	Action 76 - Propose a recommendation to define a minimum common set of patient data	1.01 - Promoting semantic interoperability amongst the European Union Member States	The action can contribute towards the action 76 in terms of its recommendation defining a minimum common set of patient data for interoperability of patient records to be accessed or exchanged electronically across MSs by 2012. This effort could be based on the work in the Core Person specification.
	Action 77 - Foster EU-wide standards, interoperability testing and certification of eHealth aims at fostering EU-wide standards, interoperability testing and certification of eHealth systems by 2015 through stakeholder dialogue	2.12 - eHealth European Interoperability Framework	Action 2.12 - eHealth European Interoperability Framework which has the objective to "define, agree on and share a common set of standards (including semantic standards), technical specifications, profiles, guidelines, testing tools and procedures, quality management system, certification scheme, roles, responsibilities and processes that would also be used by all stakeholders involved in the design, development, deployment, operations and maintenance of eHealth Systems in Europe".
		4.2.06 Interoperability Testbed	Action 4.2.06 shall support dissemination and adoption of EU wide standards by national administrations based on results of individual publicly funded projects and activities. Action 77 (foster EU-wide standards, interoperability testing and certification of eHealth) may directly benefit from ITB.

Pillar	DAE action	Related ISA action(s)	Relation
	Action 84 - Support seamless cross-border eGovernment services in the single market	1.05 - STORK Sustainability	Action 1.05 - STORK Sustainability which aims at ensuring the sustainability of STORK (aimed at enabling of the access to EU information systems using the user's national e-ID solutions), mainly by updating and maintaining 'the Common Specifications (CS) and the QAA (Quality Authentication Assurance) model developed' by this Large Scale Pilot, and hence support seamless cross-border eGovernment services functionality.
		1.06 - Common Infrastructure for Public administrations Sustainability (CIPA)	The objective of action 1.06 was to provide a generic solution for public administrations to exchange documents in a secure and reliable way; that was previously under scope of PEPPOL and SCOPS. It directly support Action 84 that supports the seamless cross-border eGovernment services in the single market states.
		1.14 - Cross Sector SOLVIT	Action 1.14 was created to provide citizens and businesses with practical solutions to problems caused by the misapplication of single market rule; therefore it supports the development of the seamless cross-border eGovernment services in the single market through a range of solutions.
		4.2.06 Interoperability Testbed	Action 4.2.06 shall support dissemination and adoption of EU wide standards by national administrations based on results of individual publicly funded projects and activities. Action 84 (to support seamless cross-border eGovernment services in the single market) may directly benefit from ITB.
	Action 88 - Create and implement an ambitious eCommission 2011-2015 Action Plan.	1.07 - e-PRIOR	This DAE action aims at leading by example on open and transparent eGovernment by creating in 2010 and implementing an ambitious eCommission 2011-2015 action plan, including full electronic procurement. This is typically addressed by ISA action 1.7 (e-PRIOR). Indeed, as mentioned on a communication, from DG MARKT and DG ENTR, named, Reaping the benefits of electronic invoicing for Europe, "the Commission and all the other EU institutions should lead by example by implementing e-invoicing for their own public procurement purposes. In particular, the Commission will pursue the roll-out of the e-Prior project".
	Action 89 - Member States to make eGovernment services fully interoperable	1.01 - Promoting semantic interoperability amongst the European Union Member States	Action 1.01 - Promoting semantic interoperability amongst the European Union Member States tries to address the semantic barriers as one of the barriers mentioned in the action 89.
		1.3 - Catalogue of services	Action 1.3 Catalogue of services contributes to action 89 because it aims at the harmonisation of public service descriptions and the federation of them towards the creation of Catalogue of Public Services.
		1.08 - e-TrustEx	Action 1.08 - eTrustEX which supports 'public administrations in the implementation of European policies in different sectors by promoting Interoperability through reuse' and helps to make eGovernment services step closer to fully operable.

Pillar	DAE action	Related ISA action(s)	Relation
		2.01 - EIA	Action 2.01 - EIA which is implemented in order to "work with the Member States and the concerned Commission services towards a joint vision on a European Interoperability Architecture (EIA) for European Public Services" that is among key objectives of action 89 of DAE.
		4.1.02 Interoperability Maturity Model -	Action 4.1.02 - Interoperability Maturity Model, which is aimed at 'providing a tool for public administrations to assess their interoperability readiness' and in this way support the basis for the development of the eGovernment services' full interoperability.
		4.2.01 - ISA Integrated Collaborative Platform	Action 4.2.01 - ISA Integrated Collaborative Platform, which tries to provide a platform to facilitate the development of interoperable components at which the action 89 key objectives are based on.
		4.2.03 – NIFO	Action 4.2.03 - NIFO, which "will provide guidance and support both for the development of new National Interoperability Frameworks and the alignment of the current interoperability initiatives to the EIF" that develops the interoperability of Member States' eGovernments.
		4.2.06 Interoperability Testbed -	Action 4.2.06 shall support dissemination and adoption of EU wide standards by national administrations based on results of individual publicly funded projects and activities. Action 89 (to make eGovernment services fully interoperable) may directly benefit from ITB.
	Action 110 - Deploy and roll out digital services in key areas of public interest	1.07 - e-PRIOR	e-Procurement as a digital service (under focus of action 110) is being directly supported by action 1.07.
		1.10 - IMI	Action 1.10 shall in regards to action 110 of DAE support the handling of the applications for a European Professional Card (EPC).
		1.14 - Cross Sector SOLVIT	Action 1.14 has been created to provide citizens and business with practical solutions to problems cause by misapplication of single market rules and directly aids to achieve the aims of action 110 to provide (deploy and roll out) digital services in key areas of public interest.
		2.12 - eHealth European Interoperability Framework	The overall objective of this eHealth European Interoperability Framework is to define, agree on and share a common set of standards (including semantic standards), technical specifications, profiles, guidelines, testing tools and procedures, quality management system, certification scheme, roles, responsibilities and processes that would be used by all stakeholders involved in the design, development, deployment, operations and maintenance of eHealth Systems in Europe.

3 Contribution to the European eGovernment Action Plan 2011 - 2015

This annex is displaying the level of pertinence of the ISA actions with the European eGovernment Action Plan 2011-2015 and its related priority areas⁷. As further detailed in Table 2, the ISA programme is particularly pertinent with the following priority areas:

1. **User Empowerment;**
2. **Internal Market;**
3. **Efficiency and Effectiveness of eGovernment and Administrations; and**
4. **Pre-conditions for developing eGovernment.**

Table 2 Contributions of the ISA programme to the European eGovernment Action Plan 2011 - 2015

Main priority area	Priority	Action	Related ISA action(s)	Relation
User Empowerment	1.2 - Collaborative Production of Services	4 - Exchange of knowledge and expertise, agreement on common targets for the roll out of collaborative services	1.18 Federated Authorisation Across European Public administrations	The ISA action allows public officials and other stakeholders to log in to EC applications and be granted access based on their role or position in a national administration. As a result, it aids to achieve the priority of the eGovernment Work Plan 1.2 Collaborative Production of Services.
	1.5 - Involvement of citizens and businesses in policy-making processes	12 - Development of the electronic service to support 'citizens initiatives'	1.12 - Open source software for online collection of statements of support for European citizens' initiatives	The objective of this action is to provide organisers of citizens' initiatives with a re-usable tool (OCS) allowing the online collection of statements of support that aids the priority of the 'user empowerment' of the eGovernment Action Plan 2010 - 2015 in the priority area 1.5 Involvement of citizens and businesses in policy-making processes.
	2.1 - Seamless Services for Businesses	15 - Outcomes assessments of PEPPOL and SPOCS	1.06 - CIPA Sustainability	The objective of action 1.06 was to provide a generic solution for public administrations to exchange documents in a secure and reliable way; that was previously under scope of PEPPOL and SCOPS.
Internal Market	2.2 - Personal mobility	19 - Exchange of best practice and coordination of the efforts to jointly develop and set up interoperable eDelivery services.	1.03 - Catalogue of services	Action 1.3 - Catalogue of services contributes to action 19 as it aims at harmonising public service descriptions and their federation towards the creation of Catalogue of Public Services.

Main priority area	Priority	Action	Related ISA action(s)	Relation
		20 – Provision of cross-border and interoperable eDelivery services for citizens	1.10 - Internal Market Information (IMI) System	Action 1.10 provides public authorities in the 28 Member States and 3 EFTA countries with a fast and secure communication channel for cross-border information exchange based on community legislation that facilitates the administration related to the personal mobility.
			1.14 - Cross Sector SOLVIT	Action 1.14 was created to provide citizens and businesses with practical solutions to problems caused by the misapplication of single market rule; therefore it supports the personal mobility by its means to ensure that the rules of single market are not misapplied to citizens.
	2.3 - EU-wide implementation of cross-border services and new services	21 - Study of the demand for cross-border services, assessment of the organisational, legal, technical and semantic barriers	1.01 - Promoting semantic interoperability amongst the European Union Member States	Action's objective to promote semantic interoperability among the Member States contributes to the aims of the action 21 - Study of the demand for cross-border services, assessment of the organisational, legal, technical and semantic barriers. Assessment of semantic barriers lies at the core of the action's goal.
Efficiency and Effectiveness of eGovernment and Administrations	3.1 - Improving Organisational Processes	25 - Facilitate exchanges of experience, successful solutions and applications, exploring new approaches improving organisation process	4.2.01 - ISA Integrated Collaborative Platform	Action 4.2.01 created an integrated collaborative platform that enables the eGovernment Action Plan 2010 - 2015's action 25 that aims to facilitate exchanges of experience, successful solutions and applications, exploring new approaches improving organisation process. It aims at enabling "a more efficient interaction between now separate communities by providing a central place for collaboration".
			4.2.02 - Community building and effective use of the collaborative platforms	Action 4.2.02 aims to establish the Joinup.eu platform as a central place for collaboration and a one stop shop for eGovernment and interoperability related matters for European Public administrations. In this regard, the action contributes to building communities in the areas of eGovernment, open source and interoperability, fostering active discussions, and providing the space for sharing and re-use of good practices and semantic assets and IT solutions for eGovernment to take place.

Main priority area	Priority	Action	Related ISA action(s)	Relation
			4.2.03 – NIFO	Action 4.2.03 fosters exchanges of experience, successful solutions and applications between EU Member States by facilitating the functioning of the NIFO community of experts on Joinup (e.g. regular publication of news, events, launch of discussions, highlighting of relevant documents, dispatch of a quarterly newsletter) and publishing the NIFO eGovernment factsheets (sharing of good practices and concrete examples).
	3.2 - Reduction of Administrative Burdens	29 - Sharing of experiences on implementation of the 'once only' registration principle and on electronics procedures and communications, cost-benefit analysis and roadmap design	1.02 - Access to base registries	Action 1.02 significantly contributes to reducing administrative burden for citizens and enterprises by providing an easier cross-border access to Base Registries information (e.g. through the generic search engine, open data services) and increasing transparency at EU level regarding companies
			1.18 - Federated Authorisation Across European Public administrations	Action 1.18 contributes to eGovernment Action Plan Action 29 as its objective is to extend ECAS multi-factor authentication and so to allow public officials to log in to several EC applications and be granted access based on their role or position in a national administration. Key aim is the establishment and improvement of common frameworks in support of interoperability across borders and sectors.
	4.1 - Open Specifications and Interoperability	32 - Put into action the European Interoperability Framework (EIF) and the European Interoperability Strategy (EIS)	4.2.03 – NIFO	Action 4.2.03 NIFO aims to provide guidance and support both for the development of new NIFs and the alignment of current interoperability initiatives to the EIF. Moreover, the NIFO analytical model enables Public administrations to learn from each other, show alternative approaches and potential ways of improvements (actions to implement the EIF).
Pre-conditions for developing eGovernment			5.02 - EIS Governance support	Action 5.02 helps instituting EIS governance, the related organisational models and the decision making processes and activities for implementing, monitoring and keeping up to date the European Interoperability Strategy (EIS).

Main priority area	Priority	Action	Related ISA action(s)	Relation
		33 - Exchanges of expertises, promotions of the reuse and sharing solution to implement interoperable eGovernment services	1.08 - Trusted Exchange Platform (E-TRUSTEX)	Action 1.08 aims to support public administrations in the implementation of European policies in different sectors by developing and offering for re-use a generic tool which enables the reliable cross-sector and cross-border secured exchange of information.
			4.2.01 - ISA Integrated Collaborative Platform Joinup	Action 4.2.01 aims to enable a more efficient interaction between now separate communities by providing a central place for collaboration that directly aids to the action 32 of the eGovernment Action Plan that aims at exchanges of expertise, promotions of the re-use and sharing solution to implement interoperable eGovernment service.
			4.2.02 - Community building and effective use of the collaborative platforms	Community building and effective use of the collaborative platforms developed the Action Plan action 33 by easing the exchange expertises, promotions of the reuse and sharing solutions to implement interoperable eGovernment services. This will both improve the user experience as collaborative tools and communities come under one roof and increase the collaboration between people involved in the design, establishment and operation of public services."
			4.2.03 - NIFO	Action 4.2.03 aids the exchange of expertise and knowledge via initiatives such as eGovernment factsheets, or the establishment of a Exchange of Best Practice Working Group.
		34 - Alignment of national interoperability frameworks to the EIF	2.15 - Interoperability agreements on electronic document and electronic file	Action 2.15 includes the development of a common approach to electronic documents and to electronic files that aids to align the national interoperability frameworks to the EIF.

Main priority area	Priority	Action	Related ISA action(s)	Relation
			4.2.03 - NIFO	Action 4.2.03 aims to aid cooperation and collaboration in the form of cross border and cross sector interoperability between EU countries that aids the alignment of national interoperability frameworks in the sense aligned with EIF. This action was not in the scope of the first ISA Work Programme but was included in the first revision in 2011.
			5.02 - EIS Governance support	The ISA programme is the main instrument implementing the EIS. In that regard, all the ISA actions aimed at fostering the alignment of national interoperability frameworks to the EIF are indirectly related to the implementation of the interoperability strategy itself.

4 Contribution to the Connecting Europe Facility (CEF)

This annex is displaying the level of pertinence of the ISA actions with the Connecting Europe Facility and its specific DSIs⁷ as presented in the Table 3.

Table 3 Contributions of the ISA programme to the Connecting Europe Facility

DSI type	DSI	Related ISA action(s)	Relation
DSIs already supported under CEF WP 2014	Electronic identification and authentication — eIDentification and eSignature (Generic Services)	1.04 - ECAS-STORK integration	The objective of this ISA action is to enable access to European Union information systems using the user's national e-ID solution with a minimum impact on the information systems themselves. Future compatibility with STORK 2 must be foreseen and the EU PEPS must be adapted in order to be able to evolve towards STORK 2 specifications.
		1.05 - STORK sustainability	Action 1.05 STORK (Secure idenTity acrOss boRders linKed) aims to implement EU-wide interoperability of electronic identities (eIDs) and hence supports this DSI. This ISA action has been taken over by the CEF programme.
		1.09 - Supporting tools for TSL and e-signature creation/verification	Action 1.09 directly supports development of e-Signature and its verification. The eSignature service financed by the ISA programme were used and enhanced over time in the framework of this DSI.
		1.18 - Federated Managed Authentication Services for ECAS	The objective of the ISA Action 1.18 is to extend ECAS multi-factor authentication using STORK with a federated authorisation solution that allows public officials to log in to EC applications and be granted access based on their role or position in a national administration.
		4.2.06 - Interoperability Testbed	Action 4.2.06 aims at providing a platform for hosting reference implementations of cross-border services. It will enable Member States' public administrations and their potential vendors to test existing national systems as well as individual services or products, against a neutral, reliable and responsive reference test environment.
	eDelivery (Generic Services)	1.06 - CIPA (including PEPPOL)	Work undertaken at the start of the CEF programme has addressed the specific needs of eDelivery within eInvoicing and eProcurement. However, the common specifications are being extended to match a broader range of policy contexts. This has leveraged the work done in eCODEX in collaboration with CIPA and ongoing work in eSENS.
		1.08 - Trusted Information Exchange Platform	One of the main activities planned to be executed as part of the 2015 ISA Work Programme is the integration of eTrustEx with the CEF e-Delivery solution to allow greater ease of connecting backend-systems to an e-Delivery network.
		2.04 - Data Communication Network Service (sTESTA)	This action aims to develop an area of this DSI related to e-Delivery; i.e. to exchange electronic data between administration in Europe in a secure, reliable and efficient way. S-Testa although relevant to CEF objectives is not yet taken over.

DSI type	DSI	Related ISA action(s)	Relation
		4.2.06 Interoperability Testbed –	Action 4.2.06 aims at providing a platform for hosting reference implementations of cross-border services. It will enable Member States' public administrations and their potential vendors to test existing national systems as well as individual services or products, against a neutral, reliable and responsive reference test environment.
	eInvoicing (Generic Services)	1.07 – e-Prior	eInvoicing consists of the Open e-PRIOR, an open-source e-procurement platform that allows practical implementation of interoperable electronic services within any public administration. The platform has been developed under the ISA action 1.07.
		4.2.06 Interoperability Testbed –	Action 4.2.06 aims at providing a platform for hosting reference implementations of cross-border services. It will enable Member States' public administrations and their potential vendors to test existing national systems as well as individual services or products, against a neutral, reliable and responsive reference test environment.
	Open Data (Generic Services)	1.01 - Promoting semantic interoperability amongst the European Union Member States	The objective of the Open Data DSI is to help boost the development of information products and services based on the re-use and combination of open public data, across the EU. ISA action 1.01 supports semantic interoperability in European eGovernment systems (via a number of solutions such as ADMS) that support the Open Data framework.
		1.02 - Access to base registers	This action aids to the DSI of Open Data by a further development of the tools and methods of sharing information between European Public Services.
		1.15 - Open Government Data	This action aids to the DSI of Open Data by a further development of the tools and methods of sharing information between European Public Services.
	Automated Translation (Core Platform)	2.08 - Machine Translation Service by the European Commission	The aim of action 2.08 is identical to the related DSI as it aims to develop an automated translation tool. This ISA action was thus taken over by the CEF programme.
New DSIs in WP 2015	eHealth (Core Platform; Generic Services)	2.12 - eHealth European Interoperability Framework	The aim of action 2.12 is aligned to the eHealth DSI as it aims to establish an interoperability framework for European Cross border eHealth projects on the basis and under the umbrella of the EIF. The overall objective of this eHealth European Interoperability Framework was to define, agree on and share a common set of standards (including semantic standards), technical specifications, profiles, guidelines, testing tools and procedures, quality management system, certification scheme, roles, responsibilities and processes that would be used by all stakeholders involved in the design, development, deployment, operations and maintenance of eHealth Systems in Europe.
	eProcurement (eCertis) (Generic Services)	1.07 - e-PRIOR	This ISA action further develops cross-border e-Procurement interoperability. The e-PRIOR project has developed an electronic services platform which helps public administrations connecting their back-office systems to the PEPPOL infrastructure. When used jointly, these systems become key enablers of end-to-end trusted information exchange in the area of e-procurement.

DSI type	DSI	Related ISA action(s)	Relation
		2.16 - European Single Procurement Document Service	This ISA action further develops cross-border e-Procurement interoperability. In fact, the new Public Procurement Directives 2014/24/EC (Article 59) introduced a new concept, the European Single Procurement Document (ESPD) which is a self-declaration document intended for preliminary evidence in a public procurement procedure. By mapping out equivalent certificates between Member States, the ESPD replaces certificates issued by public authorities or a third party involved in a procedure. The main objective of the ESPD is to reduce the administrative burden and lead to considerable simplification of participation in public procurement procedures for buyers and suppliers. In order to make full use of the ESPD concept, this ISA action will establish a service, available for both suppliers and buyers, which will reduce that aforementioned burden by removing the need to produce a substantial number of certificates and documentation related to exclusion and selection criteria.
		2.17 - eCertis	This ISA action further develops cross-border e-Procurement interoperability. In fact, this action aims to develop a generic system which will allow to define criteria in any given business domain with a mechanism for compliance definition and checking based on eDocuments. This system will be first tested in the context of electronic procurement.

5 Contribution to the Digital Single Market

This annex is displaying the level of pertinence of the ISA actions with the Digital Single Market (DSM)⁸ and its specific initiatives. As detailed in Table 4, the ISA programme is particularly pertinent with the following pillars of the DSM:

1. **Pillar II:** Creating the right conditions and a level playing field for digital networks and innovative services to flourish; and
2. **Pillar III:** Maximising the growth potential of the digital economy.

Table 4 Contributions of the ISA programme to the Digital Single Market

Pillars	Initiative	Related ISA action(s)	Relation
Pillar III. Maximising the growth potential of the digital economy	15. Adoption of a Priority ICT Standards Plan and extending the European Interoperability Framework for public services	1.01 - Promoting semantic interoperability amongst the European Union Member States	The analysis and evidence accompanying the communication on the DSM strategy ⁸ indicates that “to take full advantage of the growing opportunities of the data-driven economy, interoperability needs to be addressed at different levels, e.g. syntactic, semantic and linguistic, both within and across different sectors [...]”. The semantic level has been addressed since the beginning of the programme by ISA action 1.01.
		2.01 – European Interoperability Architecture (EIA)	The analysis and evidence accompanying the communication on the DSM strategy indicates that the transposition of the EIF at national level has brought a common understanding of the basic requirements for interoperability between public services. This accompanying document explicitly mentions that “this common understanding should now be updated and extended with other concrete and practical instruments to be shared by national administrations such as the European Interoperability Reference Architecture (EIRA) and the European Interoperability Cartography (EUCart)” which are currently developed under ISA action 2.01.
		2.02 - CAMSS	As mentioned by one of the interviewees, the foreseen European catalogues of ICT-standards will benefit from the Common Assessment Method Standards and Specifications (CAMSS) developed in the framework of ISA action 2.02.
		4.2.03 National Interoperability Framework Observatory (NIFO)	The ISA programme, through the NIFO action, is at the time of this report in the process of revising the European Interoperability Strategy and extending the European Interoperability Framework.

⁸ COM (2015) 192 final - Communication from the Commission to the European parliament, the Council, the European Economic and Social Committee and the committee of the regions - A Digital Single Market Strategy for Europe. 06.05.2015.

Pillars	Initiative	Related ISA action(s)	Relation
	16. New e-Government Action Plan including an initiative on the 'Once-Only' principle and an initiative on building up the interconnection of business registers	1.02 – Access to base registries	The future initiative on the 'Once-Only' principle will benefit from the recommendations and best practices provided by ISA action 1.02 Access to Base Registries.

6 ISA actions budget committed and allocated

This annex gives a tabular (Table 5) overview of the yearly budget allocated (Alloc.) for each ISA action since the beginning of the ISA programme in 2010; as well as the committed budget (Com.) for 2010 to 2014. The evaluation also verifies the percentage of budget committed versus the budget allocated for 2010, 2011, 2012, 2013 and 2014.

When the ratio (Com./ Alloc.) is higher than 100%, it means that the action consumed more budget than allocated.

When this ratio is equal to 100%, it means that the action consumed as much budget as allocated.

When this ratio is lower than 100%, it means that the action consumed less budget than allocated.

Table 5 ISA actions budget committed and allocated

Action number	Alloc. 2010 (k EUR)	Com. 2010 (k EUR)	Alloc. 2011 (k EUR)	Com. 2011 (k EUR)	Alloc. 2012 (k EUR)	Com. 2012 (k EUR)	Alloc. 2013 (k EUR)	Com. 2013 (k EUR)	Alloc. 2014 (k EUR)	Com. 2014 (k EUR)	Alloc. 2015 (k EUR)	Com./ Alloc. (%) ⁹	Total budget (k EUR) ¹⁰
1.01	550	550	1000	1000	1000	1063	1000	989	900	1048	900	104%	5 550
1.02	300	300	250	0	200	199	450	387	640	640	600	83%	2 126
1.03	200	200	250	0	250	200	300		200	250	300	54%	950
1.04	460	479	700	700	300	297	300	300	150	150	150	101%	2 076
1.05¹¹	100	99	390	0	500	489	500	379	250	0	0	56%	967
1.06¹²	200	200	400	650	770	496	500	458	650	650	0	97%	2 454
1.07	2150	2149	1850	1852	1600	1730	1750	1754	1600	1599	1500	101%	10 584
1.08	1500	1500	600	607	1350	1391	1450	1597	1600	1599	1410	103%	8 104
1.09¹²	600	552	310	371	300	274	300	341	250	247	0	101%	1 785
1.10¹²	1000	1000	1000	1000	1000	1011	0	0	360	360	0	100%	3 371
1.11	410	410	350	350	600	600	610	811	800	1071	950	117%	4 192
1.12		50	500	449	200	260	540	541	450	450	420	104%	2 170
1.13			200	200	300	300	300	300	585	585	300	100%	1 685
1.14¹²			550	541	250	250	200	200	0	0	0	99%	991
1.15¹²			100	100	0	0	0	0	0	0	0	100%	100
1.16				300	800	799	500	500	240	182	200	116%	1 981
1.17					250	234	600	588	700	700	1050	98%	2 572
1.18					240	240	300	300	200	209	150	101%	899
1.19¹²							50	0	0	0	0	0%	0

⁹ This column shows the percentage of budgets allocated from 2010 to 2014 compared to the budget committed from 2010 to 2014.

¹⁰ This column shows the sum of budgets committed from 2010 to 2014 and budget allocated for 2015.

¹¹ At the date of the report, the funding of this action is concluded.

Action number	Alloc. 2010 (k EUR)	Com. 2010 (k EUR)	Alloc. 2011 (k EUR)	Com. 2011 (k EUR)	Alloc. 2012 (k EUR)	Com. 2012 (k EUR)	Alloc. 2013 (k EUR)	Com. 2013 (k EUR)	Alloc. 2014 (k EUR)	Com. 2014 (k EUR)	Alloc. 2015 (k EUR)	Com./Alloc. (%) ⁹	Total budget (k EUR) ¹⁰
1.20							400	399	380	378	400	100%	1 177
1.21									300	297	340	99%	637
1.22											300	N/A	300
2.01	500	499	300	200	150		200	235	185	244	300	88%	1 478
2.02			150	150	200	200	50	57	130	130	50	101%	587
2.03 ¹²	300	6	25	0	5	2	5	0	5	0	0	2%	8
2.04	12400	12775	8800	9911	9600	10545	10050	10640	7410	7672	7500	107%	59 043
2.05	183	200	350	362	300	354	480	479	500	505	450	105%	2 350
2.06	133	116	250	267	300	251	350	351	400	386	450	96%	1 821
2.07 ¹²	200	200	500	360	0	0	0	0	0	0	0	80%	560
2.08 ¹²	330	272	1000	1000	1000	1000	800	800	400	400	0	98%	3 472
2.09	350	350	450	451	350	350	350	349	540	540	300	100%	2 340
2.10 ¹²	300	300	100	100	0	0	0	0	0	0	0	100%	400
2.11 ¹²			300	279	200	0	191	0	191	182	0	52%	461
2.12 ¹²			200	200	200	200	0	0	0	0	0	100%	400
2.13					300	300	425	425	625	642	700	101%	2 067
2.14						105	300	163	200	288	300	111%	856
2.15							100	99	100	99	130	99%	328
2.16									30	34	170	113%	204
2.17									50	45	200	90%	245
2.18											490	N/A	490
3.01	150	42	400	0	300	0	200	200	150	150	550	33%	942
4.1.01	1050	1430	1100	720	800	676	800	735	550	200	400	87%	4 161
4.1.02			300	247			100	120	100	125	200	98%	692
4.2.01	706	693	375	455	450	461	462	726	550	584	675	115%	3 594
4.2.02	450	450	1300	1400	900	591	600	497	600	674	700	94%	4 312
4.2.03			200	200	250	248	175	200	270	330	350	109%	1 328
4.2.04					240	170	280	250	290	406	400	102%	1 226
4.2.05					150	206	200	115	50	49	200	93%	570
4.2.06							50	60	100	100	250	107%	410
5.01	350	348	650	650	550	548			250	399	250	108%	2 195
5.02	200	205	200	298	200	200	200		200	258	130	96%	1 091

7 Units in charge of the ISA actions

This annex displays the overview of the allocation of the specific ISA actions to the Commission DGs and the respective unit – i.e. ISA Unit (DIGIT.B6) or any other Commission service from 2010 until mid-2015¹² as displayed in Table 6.

Table 6 Units in charge of the ISA actions

Action	2010	2011	2012	2013	2014	2015	Responsible Unit
1.01 - Promoting semantic interoperability [...]	✓	✓	✓	✓	✓	✓	DIGIT.B6 ¹³
1.02 - Access to base registers	✓		✓	✓	✓	✓	DIGIT.B6
1.03 - Catalogue of Services	✓		✓		✓	✓	DIGIT.B6
1.04 - ECAS-STORK Integration	✓	✓	✓	✓	✓	✓	DIGIT.A3
1.05 - STORK sustainability	✓		✓	✓			CNECT.H3
1.06 - Common Infrastructure for Public administration (CIPA) Sustainability	✓	✓	✓	✓	✓		DIGIT.B4
1.07 - e-PRIOR	✓	✓	✓	✓	✓	✓	DIGIT.B4
1.08 - Trusted Information Exchange Platform – e-Trustex	✓	✓	✓	✓	✓	✓	DIGIT.B4
1.09 - TSL and eSignature creation/verification tools	✓	✓	✓	✓	✓		MARKT.E1
1.10 - Internal Market Information (IMI) System	✓	✓	✓		✓		MARKT.E3
1.11 - GENIS – Generic Interoperable Notification Services	✓	✓	✓	✓	✓	✓	COMP.03
1.12 - Open source software to support the European Citizens' Initiative	✓	✓	✓	✓	✓	✓	DIGIT.B1
1.13 - LEOS - Legislation Editing Open Software		✓	✓	✓	✓	✓	DIGIT.B1
1.14 - Cross-sector SOLVIT		✓	✓	✓			MARKT.B.TF1
1.15 - Open Government Data		✓					DIGIT.B6
1.16 - Common Information Sharing Environment (CISE)		✓	✓	✓	✓	✓	MARE.D1

¹² ✓ indicates that funds were allocated during the related year.

¹³ Formerly DIGIT.B2

Action	2010	2011	2012	2013	2014	2015	Responsible Unit
1.17 - Re-usable INSPIRE Reference Platform			✓	✓	✓	✓	JRC.H06
1.18 - Federate Managed Authentication Services for ECAS			✓	✓	✓	✓	DIGIT.A3
1.19 - Peppol Sustainability							CNECT.H3
1.20 – Application of EU Law: provision of [...] problem solving tools				✓	✓	✓	SG.C3
1.21 – European Legislation Identifier (ELI)					✓	✓	OP.C
1.22 – Big Data and Open Knowledge for Public administrations						✓	DIGIT.B4
2.01 - European Interoperability Architecture (EIA)	✓	✓		✓	✓	✓	DIGIT.B6
2.02 - Common Assessment Method Standards and Specifications (CAMSS)		✓	✓	✓	✓	✓	DIGIT.B6
2.03 - Public Key Infrastructure (PKI) Services	✓		✓				DIGIT.B6
2.04 - Data communication network service (sTESTA)	✓	✓	✓	✓	✓	✓	DIGIT.C2
2.05 – CIRCABC	✓	✓	✓	✓	✓	✓	DIGIT.A3
2.06 – EUSurvey	✓	✓	✓	✓	✓	✓	DIGIT.A3
2.07 - Your Europe – facilitating the reuse of national content	✓	✓					MARKT.B.TF1
2.08 - Machine Translation Service by the European Commission	✓	✓	✓	✓	✓	✓	DGT.R3
2.09 -Document repository services for EU policy support	✓	✓	✓	✓	✓	✓	DIGIT.B1
2.10 - Multisectorial crisis and business continuity services	✓	✓					DIGIT.B1
2.11 - Promoting consistent EU e-procurement monitoring and performance		✓			✓		MARKT.C4
2.12 - eHealth European Interoperability Framework		✓	✓				CNECT.H.1
2.13 - Development of a European Union Location Framework (EULF)			✓	✓	✓	✓	JRC.H06
2.14 – Assessment of Trans-European networks supporting EU policies			✓	✓	✓	✓	DIGIT.B6
2.15 – Interoperability agreements on electronic documents and electronic files				✓	✓	✓	DIGIT.B6

Action	2010	2011	2012	2013	2014	2015	Responsible Unit
2.16 – European Single Procurement Directive					✓	✓	MARKT.C3
2.17 – e-Certis					✓	✓	MARKT.C3
2.18 – Participatory Knowledge for Supporting Decision Making						✓	DIGIT.B4
3.01 - Assessment of ICT implications of EU legislation	✓			✓	✓	✓	DIGIT.B6
4.1.01 – Communication activities	✓	✓	✓	✓	✓	✓	DIGIT.B6
4.1.02 -Interoperability Maturity Model		✓		✓	✓	✓	DIGIT.B6
4.2.01 - ISA Integrated Collaboration Platform	✓	✓	✓	✓	✓	✓	DIGIT.B6
4.2.02 - Community building and effective use of the collaborative platforms	✓	✓	✓	✓	✓	✓	DIGIT.B6
4.2.03 -National Interoperability Framework Observatory (NIFO)		✓	✓	✓	✓	✓	DIGIT.B6
4.2.04 - European Federated Interoperability Repository (EFIR)			✓	✓	✓	✓	DIGIT.B6
4.2.05 – Sharing and re-use strategy			✓	✓	✓	✓	DIGIT.B6
4.2.06 - Interoperable test bed (ITB)				✓	✓	✓	DIGIT.B6
5.01 - Monitoring and Evaluation	✓	✓	✓		✓	✓	DIGIT.B6
5.02 - EIS Governance support	✓	✓	✓		✓	✓	DIGIT.B6

8 IDABC carried-forward actions

This annex gives a tabular overview (Table 1) of the actions carried-forward from IDA and IDABC including the following details: budget for each action within the ISA, IDABC and IDA programmes, the corresponding activity for each ISA action¹⁴ as well as the IDABC action type¹⁵.

Table 7 IDABC carried-forward actions

ISA activities	ISA action	ISA Budget ¹⁶ (m EUR)	IDABC action type	IDABC Action	IDABC Actual Cost ¹⁷ (m EUR)	Tot Budget (m EUR)
Reusable generic tools	1.04 - ECAS-STORK Integration	2,1	HM	3.2 - Common Identity Management Service (CIMS)	0,56	2,66
	1.07 - e-PRIOR	10,6	HM	1.4 - eInvoicing-eOrdering for public procurement	3,9	14,5
	1.09 - Supporting tools for TSL and e-signature creation/verification	1,8	HM	3.6 - European Federated Validation Service (ex Operational Bridge/Gateway CA)	0,62	2,42
	1.10 - IMI system	3,4	PCI	8.1 - IMI system	1,318	3,7
	1.11 Interoperable and Generic Notification Services	4,2	PCI	2.1 - State Aids Electronic Notifications	0,45	4,65
	1.14 Cross Sector SOLVIT	1,0	PCI	6.3 - (IDA) SOLVIT (IDA)	0,2319	1,23
Common Services	1.01 - Promoting semantic interoperability amongst the European Union Member States	5,6	HM	4.3 - Semantic Interoperability Center - Europe (XML Clearinghouse)	2,3520	7,95
	2.03 - PKI Services	0,008	HM	3.1 - IDABC Certification Services (PKI, Timestamping, etc.)	1,125	1,133
	2.04 - sTESTA	59,0	HM	2.2 - Data communication network service (TESTA / sTESTA)	53,3	112,3

¹⁴ Accompanying measures are also included even if these are not ISA activities according to the ISA legal decision.

¹⁵ This refers to HMs and PCIs.

¹⁶ Sum of the executed budget for 2010-14 and the allocated budget for 2015.

¹⁷ See the following link for additional information concerning the budget figure (IDABC website):

<http://joinup.ec.europa.eu/sites/default/files/egovernment-core-vocabularies.pdf>.

¹⁸ Previously funded by IDA with EUR 0.07m.

¹⁹ Budget related to the IDA programme.

²⁰ Previously funded by IDA with EUR 0.1m.

ISA activities	ISA action	ISA Budget ¹⁶ (m EUR)	IDABC action type	IDABC Action	IDABC Actual Cost ¹⁷ (m EUR)	Tot Budget (m EUR)
	2.05 - CIRCABC	2,4	HM	2.4 - CIRCABC: Communication and Information Resource Center for Administrations, Businesses and Citizens	4,3	6,7
	2.06 - IPM	1,8	HM	1.2 - Interactive Policy Making (IPM)	1,27521	3,075
	4.2.01 - ISA Integrated Collaboration Platform	3,6	HM	5.2 - Open Source Software Repository	0,922	4,5
Common Frameworks	2.01 - EIA	1,5	HM	4.1 - European Interoperability Framework and Architecture Guidelines	0,5623	2,06
	2.02 - CAMSS	0,6	HM	4.4 - Common Assessment Method for standards and specifications	0,5	1,1
	2.07 - Your Europe	0,6	HM	1.1 - YOUR EUROPE (YE)	3,43	4,03
	4.2.03 - NIFO	1,3	HM	4.1 - European Interoperability Framework and Architecture Guidelines	0,29	1,59
ICT implication	3.01 - Assessment of ICT implications of EU legislation	0,9	HM	6.7 - Assessment of ICT implications of EU legislation	0,3	1,2
Accompanying Measures	4.2.02 - Community building and effective use of the collaborative platforms	4,3	HM	4.3 - Semantic Interoperability Center - Europe (XML Clearinghouse)	2,3524	6,65
	5.02 - EIS Governance support	1,1	HM	4.5 - EIS European Interoperability Strategy	0,63	1,73

²¹ Previously funded by IDA with EUR 1.76m.

²² Previously funded by IDA with EUR 0.985m.

²³ Previously funded by IDA with EUR 0.24m (EIF) and EUR 0.297m (guidelines).

²⁴ Previously funded by IDA with EUR 0.1m.

9 Level of adoption of ISA solutions

9.1 IMI

The IMI System connects users from all EEA countries, i.e. all 28 EU Member States and Norway, Lichtenstein and Iceland.

The IMI System is used for 9 legal areas covering policy in the following DGs with more being planned:

- DG GROW;
- DG EMPL;
- DG ECFIN;
- DG MOVE;
- DG CNECT; and
- DG SANTE.

9.2 Open e-Prior

Table 8 displays the use of e-Prior in production of the Commissions' services.

Table 8 e-Prior use by Commissions' services

Name of EC DG/service	Unit
DG AGRI	AGRI.R.3
DG BUDG	BUDG.R.2
DG CLIMA	SRD.2 - Finance
DG CNECT	CNECT.R.2
DG COMM	COMM.D.3
DG COMP	COMP.R.2
DG DEVCO	DEVCO.R.6
DG DGT	DGT.R.2
DG DIGIT	DIGIT.R.2
DG EAC	EAC.R.5
	AC.R.5
EACEA	EACEA.R.3
EASME	EACI.R
CHAFEA	LUX DRB- A3
DG ECFIN	ECFIN.R.2
ECHO	N/A
DG EEA	EEA

Name of EC DG/service	Unit
DG EEAS	MDR.A3 - ICT Division
DG ELARG	NEAR
DG EMPL	EMPL.G.4
DG ENER	ENER.DDG.2
	SRD.3
DG ENTR	GROW.R.3
DG ENV	SRD.2 - Finance
ERA	ERA
ERC	ERCEA.D.1
DG ESTAT	ESTAT.A.4
FPI	FPI.1
DG HOME	HOME.SRD.1
DG HR	HR.R.3
IAS	N/A
DG JRC	JRC - GEEL
DG JUST	JUST.A.4
DG MARE	MARE.F.1
DG MARKT	FISMA.A.2
DG MOVE	SRD.3
OLAF	OLAF.02
OP	OP.R.3
PMO	PMO.8.002
REA	REA.A.3
DG REGIO	DGA1.A.4
	REGIO.A.3
DG RTD	RTD.DDG1.R.3
DG SANTE	SANTE.A.3
DG SCIC	SCIC.S.2
SESAR	SESAR
DG SG	SG.R.1
SJ	SJ.ASS1
DG TAXUD	TAXUD.R.1
DG TENEA	T1-Tenea - Unit T1
DG TRADE	TRADE.A.1

Furthermore, e-Prior is used in production in the following other EU institutions:

- Agency for the Cooperation of Energy Regulators (ACER)
- Translation Centre for the Bodies of the European Union (CDT)

- CEPOL European Police College (CEPOL)
- Council of the European Union (CoE)
- Court Of Auditors of the European Union
- Court of Justice of the European Union
- European Banking Authority (EBA)
- European Centre for Disease Prevention and Control (ECDC)
- European Fisheries Control Agency (EFCA)
- European Food Safety Authority (EFSA)
- European Institute for Gender Equality (EIGE)
- European Insurance and Occupational Pensions Authority (EIOPA)
- European Institute of Innovation & Technology (EIT)
- European Maritime Safety Agency (EMSA)
- The European Union Agency for Network and Information Security (ENISA)
- European Personnel Selection Office (EPSO)
- European Securities and Markets Authority (ESMA)
- European Training Foundation (ETF)
- EU Agency for large-scale IT systems (eu-LISA)
- European Foundation for the Improvement of Living and Working Conditions (Eurofound)
- EUROJUST
- European Police Office (EUROPOL)
- Fusion For Energy (F4E)
- European Union Agency for Fundamental Rights (FRA)
- European Agency for the Management of Operational Cooperation at the External Borders of the Member States (FRONTEX)
- Office for Harmonisation in the Internal Market (Trade Marks and Designs) (OHIM)

9.3 EUSurvey

Level of adoption at European level:

- EUSurvey is used by most of the Commission's services.
- Currently being used by the European Parliament, the European Council and the Court of Auditors.

9.4 Joinup

Joinup is used at national level, however, the platform has not been reused by any Member States yet to set up a national collaborative platform (only reused by Australia and New Zealand as well as by Vietnam, in testing phase).

Joinup is used by most of the Commission's services.

9.5 MT@EC

Figure 1 displays the Member States' use of the MT@EC, whilst Figure 2 displays the pilot projects established at national level.

Figure 1 Member States' use of MT@EC

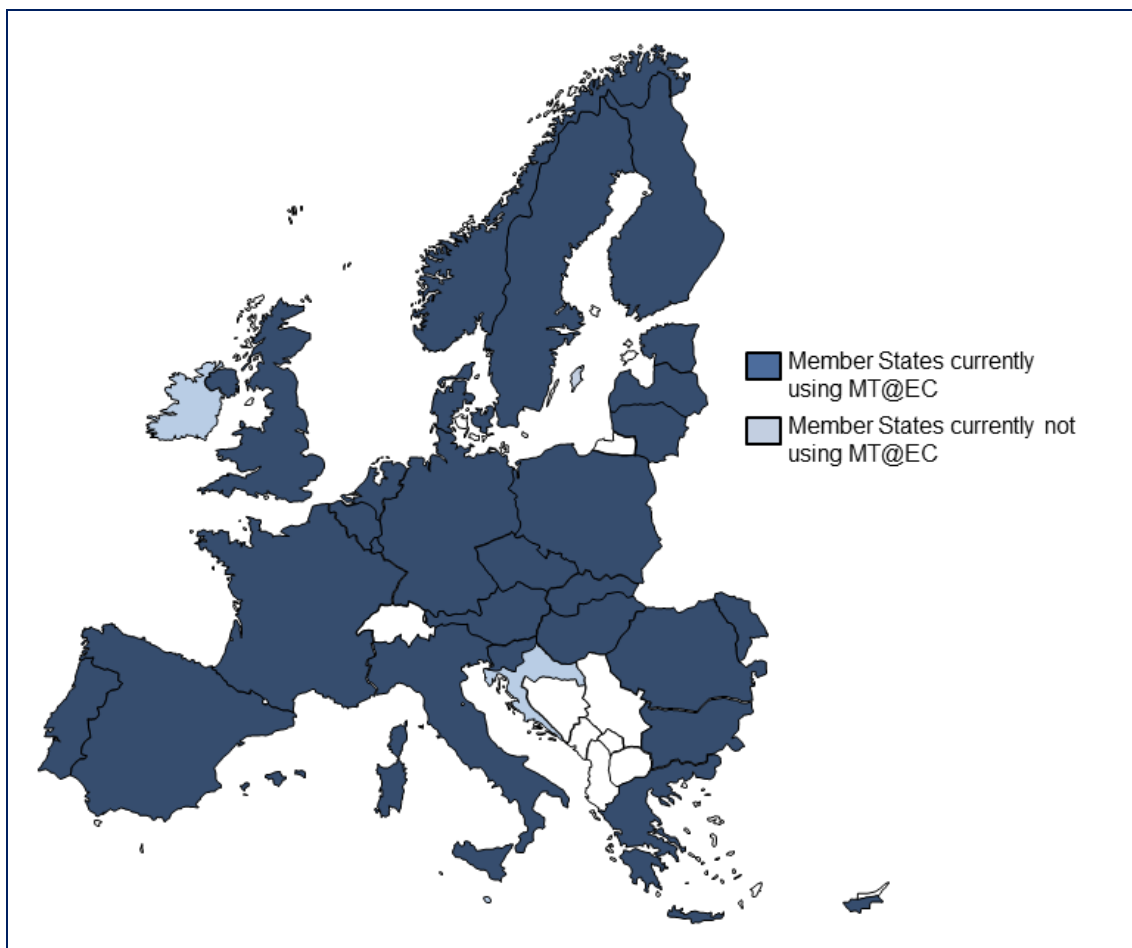
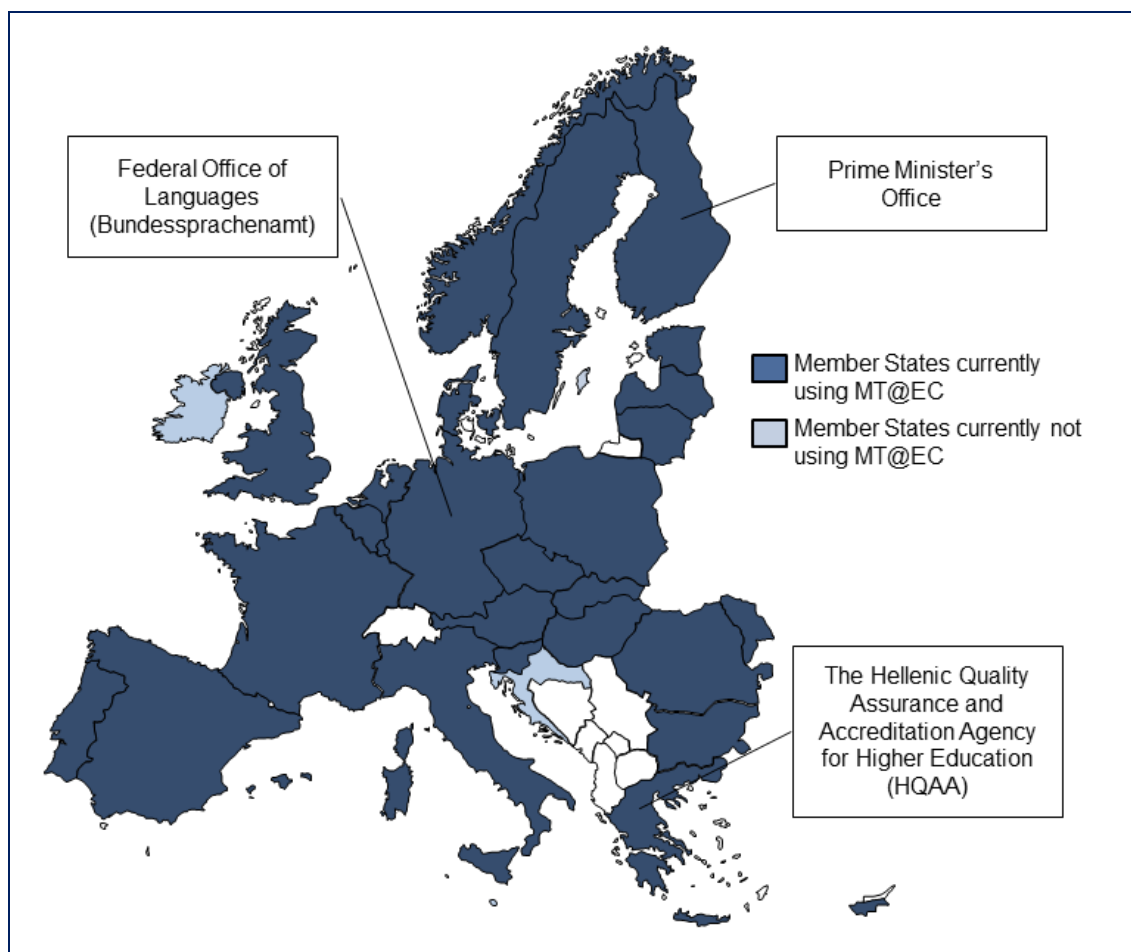


Figure 2 Pilot projects established at national level



The following Commissions' services use operational online systems with MT@EC:

- DG MARKT (Internal Market Information System (IMI); On-line problem solving network (SOLVIT)),
- OP (A common gateway to National Law - N-Lex),
- DG DIGIT (Communication and Information Resource Centre for Administrations, Businesses and Citizens (CIRCABC)),
- DG JUST (Electronic one-stop-shop in the area of justice - e-Justice (not operational but ready to be deployed)).

The following Commissions' services use platforms that accept MT@EC: The following platforms accept MT@EC:

- DG SANCO (ODR: Platform for consumers and traders to resolve disputes from online transactions out-of-court (through Alternative Dispute Resolution entities) (to be operational on 9 January 2016))

- DG DIGIT (Multisite platform: Open source platform (Drupal) used for more than 30 systems including EQF (EAC, European Qualifications Framework) and EPALE (EACEA, European Portal for Adult Learning))

The following Commissions' services are developing use of MT@EC:

- PO (Tenders Electronic Daily (TED))
- DG DIGIT (EUSurvey Do-it-yourself survey portal (formerly IPM - Interactive Policy Making))
- DG MOVE (Database for exchange of information among rail regulatory bodies (DAREBO))

Furthermore, Commission uses the web interface (manual) of MT@EC along with automatic pre-processing of texts for translation.

The web interface (manual) of MT@EC along with automatic pre-processing of texts for translation is currently being used by the following other EU Institutions:

- Council (web interface along with automatic pre-processing of texts for translation)
- Economic and Social Committee (web interface along with automatic pre-processing of texts for translation)
- Committee of the Regions (web interface along with automatic pre-processing of texts for translation)

The web interface (manual only) of MT@EC is currently being used by the following EU Institutions:

- Parliament
- European Central Bank
- European Investment Bank
- Translation Centre

Furthermore, the contacts regarding implementation of a standalone system are being used by the Court of Justice.

9.6 Core vocabularies

The following Member States' initiatives are involved in the use of Core vocabularies:

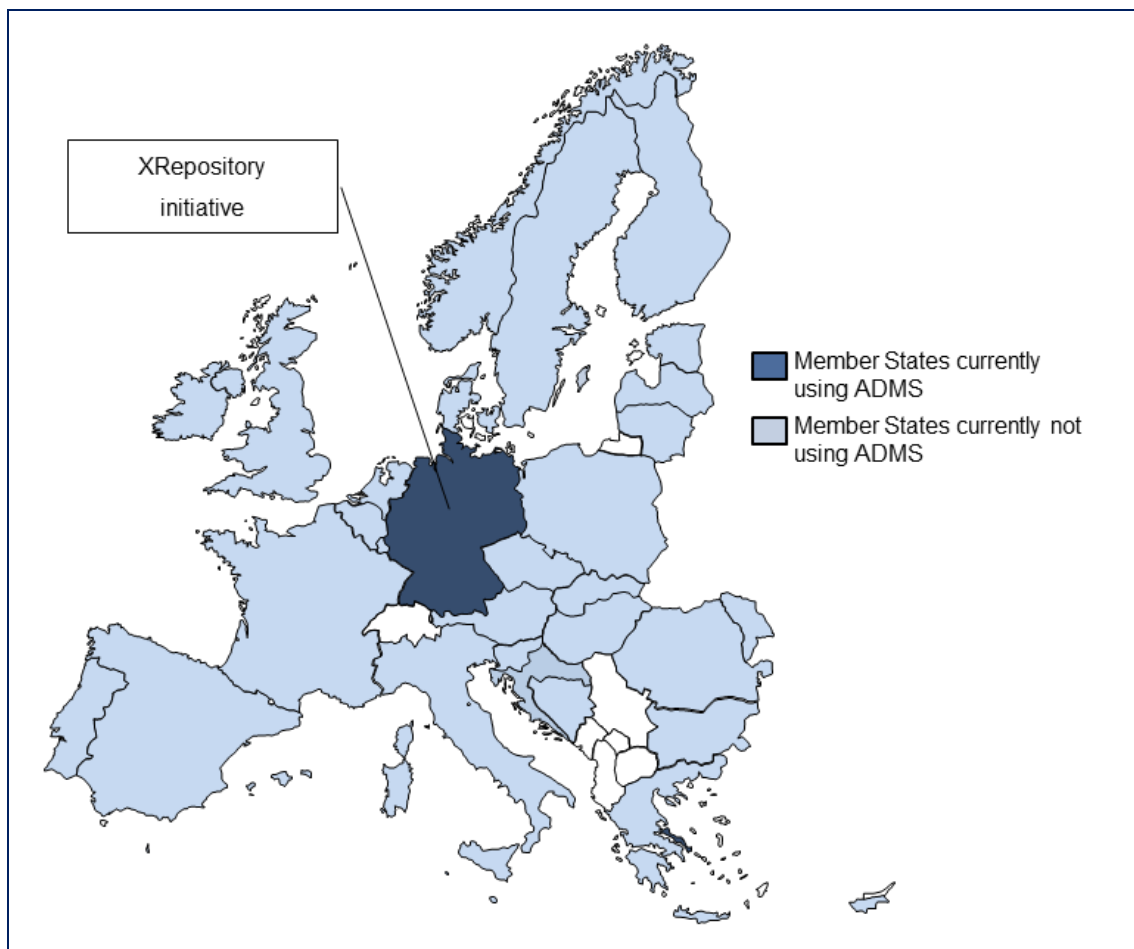
- Estonian Ministry of Economic Affairs - Integrated portfolio management of public services;
- Service map for the City of Helsinki, Finland;
- The Intergovernmental Product and Service Catalogue of the Flemish Government;
- Core Vocabularies unofficial experiment: Municipality of Catania;

- Greek Ministry of Administrative Reform and eGovernance (MAREG);
- OSLO - Open Standards for Linked Administrations in Flanders - version 1.1;
- Address Mapping of the Dutch "Building and Address" base register;
- Greek tax authorities business registry published as linked open data using core business and core location;
- e-Justice Communication via Online Data Exchange;
- smeSpire Database;
- Compliant RDF description of a company (Core Business Vocabulary) on OpenCorporates.

9.7 Asset Description Metadata Schema

Figure 3 displays the use of the Asset Description Metadata Schema (AMDS) by the Member States.

Figure 3 ADMS national initiatives



The ADMS has been used by two initiatives from the European Commission: Joinup; and the Metadata Registry of the Publication Office.

9.8 DCAT Application Profile for data portals in Europe

The DCAT Application Profile is used by initiatives from three Member States: Belgium, the Netherlands and Greece.

9.9 Open e-TrustEx

Figure 4 displays the use of the Open e-TrustEX by the Member States, whilst Figure 5 displays the Member States with the Open e-Trustex under implementation at national level.

Figure 4 Open e-TrustEX used in production at national level

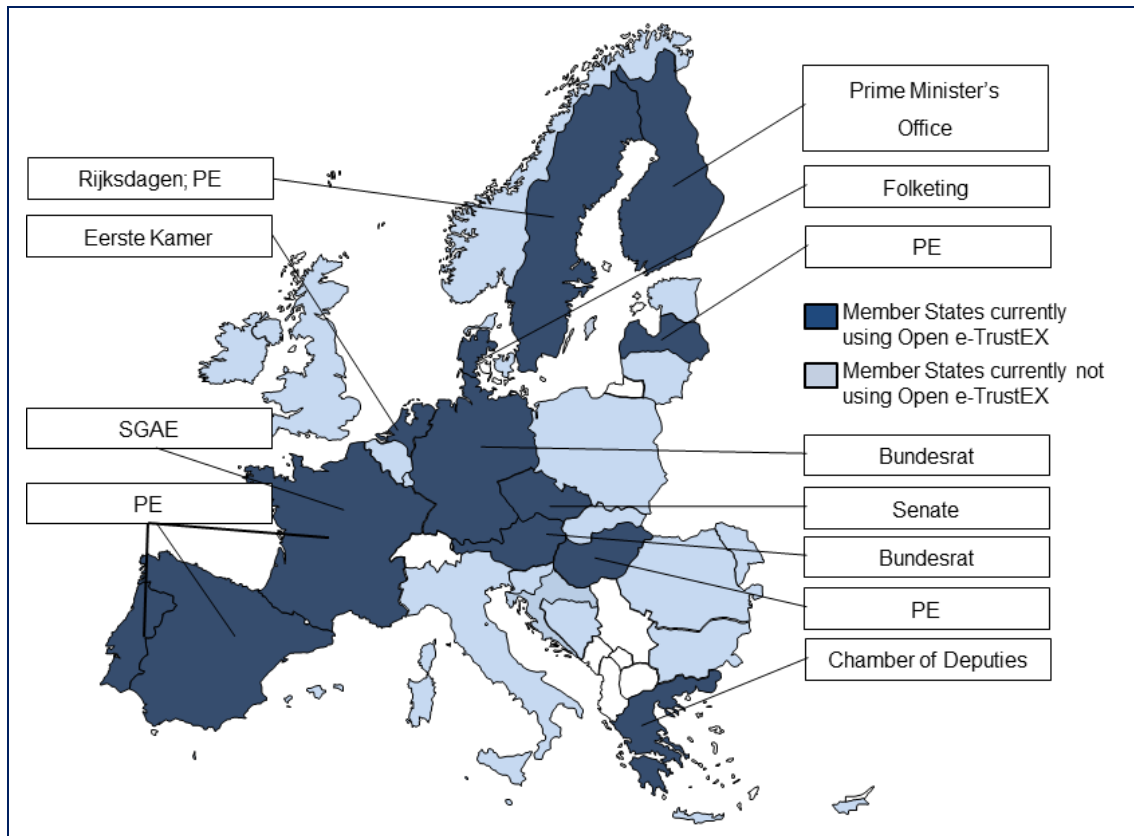
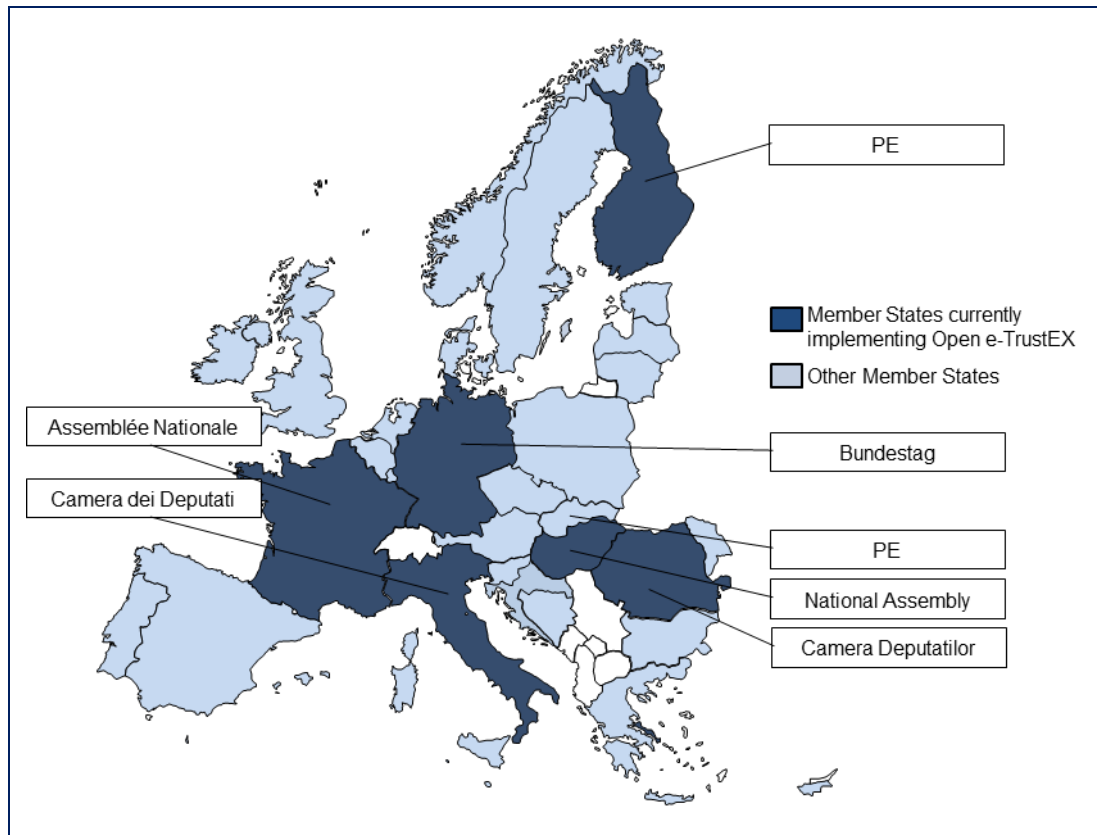


Figure 5 Open e-TrustEX under implementation at national level



Open E-Trustex is used by five Commission's services:

- DG COMP;
- DG DIGIT;
- DG JUST;
- DG SG; and
- Publications Office.

9.10 SD-DSS and TLManager

SD-DSS and TLManager was used by the eJustice portal (DG JUST).

9.11 sTESTA

Table 9 displays the use of sTESTA in the applications of organizations at the Member State level.

Table 9 sTESTA level of adoption at national level

Application name	Organisation name	Short description
CERT	FNMT (Fabrica Nacional de Moneda y Timbre) (Spain)	Migrate services from eu-admin.net to testa.eu DNS Domain.
CMS	Ministry of the Interior of the Czech Republic	Testing environment for central MTA relay. It will be removed in the future, when testing is completed.
CRENET	Cyprus Police IT Department	Criminal Record Exchange Network "CRE-NET" is a project which involves the purchase, installation and application of a new automated system that aims to facilitate the exchange of information on convictions between Member States, efficiently and swiftly.
Deutsche Rentenversicherung	DRV BW	Under the Server / Hostname www.drwb-w.de.testa.eu are several applications.
Energis	UK Government – Vodafone/Cable & Wireless (Energis)	Cable & Wireless (Energis) operates the UK Government Secure Intranet (GSI)
ENSIB	Estonian National Social Insurance	Estonian National Social Insurance Board
ETK	Finnish Centre for Pensions	Exchange of insurance number data, E501-E502 edifact traffic, with Sweden, Norway and Germany (article 50 of 117/82, regulation 574/72). Exchange personal information certificates, E511-E512 edifact traffic, with Sweden and Norway (article 50 and 51, regulation 574/72). German Online Application for enquire persons insurance history in Germany (E505DE). Connection to this service is via sTESTA network. Secured e-mail between ETK and Estonia/pension providers.
EUCARIS	RDW NL	EUCARIS is the European CAR and driving license Information System and is a unique system that provides opportunities to countries to share their car and driving license registration information, helping to fight car theft and registration fraud. EUCARIS is developed by and for governmental authorities. It allows you to consult on-line motor vehicle and driving license data kept in the national registers of countries affiliated to EUCARIS
HAIGE KASSA	Estonian Health Insurance Fund	Exchanging reimbursement information between different EU members states.
IAFS (Immigration and Asylum Fingerprint System)	UK Government – Vodafone/Cable & Wireless	The current Immigration and Asylum Fingerprint System (IAFS) plays a pivotal role in Border Immigration Agency's Asylum and UKvisas consideration process. It is business critical. It provides core services including: recording of fingerprints, capability for managing identity, a minimal biographical service, and a biometric matching and storage system.
InfoStruktura (IS)	InfoStruktura – SSDCN Lithuania	Service of Secure State Data Communication Network (SSDCN) Lithuania: InfoStruktura (IS)
INPS	Institut National de la Securite Social en Italie	Italian Social Security system
KELA	The Social Insurance Institution of Finland	Kela is a national access point. KELA is a provider of social security benefits for all residents of Finland.
MSP	Ministry of Treasury of Poland	MSP web portal
NAV_VO	Norwegian Labour & Welfare Service	Norwegian Labour & Welfare Service
RINIS	RINIS	The National Network Netherlands 1 & 2.

Application name	Organisation name	Short description
SCEPYLT	Guardia Civil (Spain)	SCEPYLT is a system of control of explosives for the prevention and fights against the terrorism administrative by Guardia Civil, especially for the G5 countries.
SODRA	State Social Insurance Fund Board-Lithuania	e-Social Insurance Services of the Republic of Lithuania.
TKA RIIK	Consumer Protection Board of Estonia	Consumer information and education are the main tasks also for the Consumer Protection Board (counselling consumers, issuing leaflets, booklets and press releases, cooperation with educational establishments and carrying out consumer training projects for pupils and teachers, participating in international projects. The Board's website www.tka.riik.ee is intended for both consumers and entrepreneurs. It has been updated and supplemented consistently. Besides information of interest for the consumers the website offers also guidelines and instructions for businesses.
VKTI	State Road Transport Inspectorate Lithuania	VKTI – State Road Transport Inspectorate under the Ministry of Transport & Communications of the republic of Lithuania.
Valtioneuvosto Statsradet (VN)	Finnish Government	Finish Government portal

Table 10 details the use of the sTESTA network by Commissions' services, whilst Table 11 displayed the use of sTESTA network by other European organisation.

Table 10 sTESTA level of adoption by Commissions' services

Application name	DG/service name	Short description
ABAC (Accrual Based Accounting) Workflow	DG BUDG	Accrual Based Accounting software
AgriPortal/AWAI	DG AGRI	AgriPortal is the entry point of the whole Web Applications of the DG Agriculture and Rural Development.
ANNINTER	OP	ANNINTER is the back office system that supports the WholsWho EU Web Application.
Business Object for OP users (BO)	OP	Business Object for OP users (BO)
BUDG	DG BUDG	DG Budget provides access to the EC Financial Systems.
capWEB	EC	
CCPC	European External Action Service (EEAS)	The Civilian Planning and Conduct Capability (CCPC) is mandated to plan and conduct civilian Common Security and Defence Policy (CSDP) missions under the political control and strategic direction of the Political and Security Committee. The CPCC provides assistance and advice to the High Representative, the Presidency and the relevant EU Council bodies and work in close cooperation with other crisis management structures within the European External Action Service and the European Commission.
CCM2	DG RTD	Codes management for FP6 & FP7 research projects, administration of codes.
CEDEVOTIM (Website for the dissemination of the Eurovoc Thesaurus)	OP	CedefopITM is the backoffice of Cedefop's European Training Thesaurus and is used to develop, maintain and manage the European Training Thesaurus.
Common Integrated Budgetary Application (CIBA)	OP	CIBA is an inter-institutional authoring system designed to support the production of budgetary documents for the European Union. Replacing old SEI-CR and SEI-BUD applications.

Application name	DG/service name	Short description
CIRCA	DIGIT	Extranet tool, developed under the European Commission IDA program, and tuned towards Public administrations needs. It enables a given community (e.g. committee, working group, project group etc.) geographically spread across Europe (and beyond) to maintain a private space on the Internet where they can share information, documents, participate in discussion and benefit from various other functionalities. Such a private space is called an 'Interest Group'. The access and navigation in this virtual space is done via any Internet browser (Firefox, Internet Explorer), assuming you have been given a User-id and Password to enter your Interest Groups(s).
CITRIX	DIGIT C3	RCNET Environment of the EC. It allows external users coming from Agencies, Other European Institutions like Parliament, Council, Court of Auditors and so on... to connect to sTESTA applications via the link: https://citrixprod1.cec.eu-admin.net/Citrix/XenApp/auth/login.aspx
CMAN - oracle Connexion Manager	DIGIT C3	Authorize network connections between systems hosted outside/inside of the EC to the Oracle database systems hosted inside/outside of the EC as described in the Security Convention document approved by the DG HR Directorate Security.
CORDA BO	DG RTD	Business object for CORDA
CORDA Web (WEBCORDA)	DG RTD	Reporting tool for European Member States
CPCS	DG SANTE	Administrative coordination in the field of Consumer Protection
CPM	DG RTD	Grant Management for FP6 & FP7 research projects (Contracts)
CPS	DG RTD	Management of information for calls for proposals for FP6 & FP7 research projects
DEMPUBWeb	OP	DemPubWeb application is geared to the creation or amendment of requests for publishing services
DISCHARGE	DG BUDG	Discharge is the final approval of the EU budget for a given year (following the audit and finalisation of the annual accounts). It is granted by Parliament on a recommendation from the Council. Discharge equates to approval of how the Commission implemented the budget in that financial year and the closure of that budget. The decision is based on a review of the annual accounts, the Court of Auditors' annual report (including its official statement of assurance) and the Commission's responses (answering specific questions and providing further information requested). The discharge is the political element of the external control of budget implementation as it represents oversight by the European Parliament and EU Council. The procedure ends in either the granting, postponement or refusal of the discharge.
DocFinder	DG DGT	DocFinder is a tool that helps you to quickly locate a source document that is only referred to by a cryptic keyword/number combination in the text at hand. DocFinder takes as input such a document reference and produces as output a web page displaying the content of the actual reference document. DocFinder is an improved version of the WebExtractor Word macro using an easier to maintain client-server architecture similar to the architecture used in Quest.
DUAL USE E-System	DG TRADE	The Dual Use e-system is a web based application that allows Member States to share information on export denials issued by each Member State.
DubliNET	DG HOME	COMMISSION REGULATION (EC) No 1560/2003, laying down detailed rules for the application of Council Regulation (EC) No 343/2003 establishing the criteria and mechanisms for determining the Member State responsible for examining an asylum application lodged in one of the Member States by a third-country national. The secure electronic means of transmission referred to in Article 22(2) of Regulation (EC) No 343/2003 shall be known as 'DubliNet'. Exchange of asylum seekers data between Dublin Member States in a secured way
ECA	DG DIGIT	European Court of Auditors access through sTESTA to European commission and Council of the European Union (server to server or server to printer).

Application name	DG/service name	Short description
ECAS	DG DIGIT	European Commission Authentication System
ECRIS	DG JUSTICE	The ECRIS project is an EC project with more or less the same aim as NJR. But all the 27 member states are involved in this project and the Commission coordinates the works. ECRIS has to be in production in April 2012 and will replace progressively NJR
EEAS	EEAS	European External Action Service WEB PKI
EESSI	DG EMPLOI	Electronic Exchange of Social Security Information Institution Directory
EESSI - Master Directory Server	DG EMPLOI	EESSI Master Directory Server
EMI	DG RTD	Experts management for FP6 & FP7 research projects
e-Greffe	Secretariat General of the European Commission	e-Greffe manages the decision-making process of the European Commission, from submission of files by author DGs to the actual adoption and its follow-up. It federates different processes around the adoption procedure, such as the management of translations or the consultation of the lawyers-linguists
ERRU	DG HOME	European Register for Road transport Undertakings
E-Trust	DG RTD - FP6 - University of Bonn	Building trust for quality assurance in emerging markets for food chains In recent years, the availability of sophisticated business-to-business (B2B) e-commerce technology has improved tremendously. The barriers that prevent food sector SMEs from using B2B e-commerce are mainly due to difficulties in physically examining the quality and safety of food products and to the perceived risk of commercial transactions via ecommerce. This technology can only be adopted through improvements in the communication of trustworthiness of the trading partners along the food chains. For consumers, E-TRUST ensures the affordability of high quality food by exploiting the efficiency power of e-commerce for food chains.
EURAMIS	DGT	Services of DG Translation. Tools for translators in EU Institutions: multilingual concordance, alignment of Celex documents, etc
EURES	DG EMPL	The European Employment Services EURES is a cooperation network which aims to facilitate the free movement of workers within the European Economic Area. Partners in the network include public employment services, trade unions and employers' organizations The main goals of EURES are to inform, guide and advise potentially mobile workers with regard to employment opportunities and living and working conditions in the European Economic Area, to assist employers wishing to recruit workers in other countries, and to advice and guide workers and employers in cross-border regions
EURLEX2012	OP	EUR-Lex mission is to become the public service of reference for the European Union's legal documents, the central access point for EU law and all other related documents. In order to achieve this goal, the sites EUR-Lex, PRELEX (chronological view of the legal procedure), N-Lex (access to national law) and TRANS-JAI (EU Project about "Transparency in the area of Freedom, Security and Justice") will be gathered under a single portal. The OP may decide to integrate other related EU sites and projects into the EUR-Lex portal during the execution of the contract (Oeil, Public Register of EU Institutions). EUR-Lex repository contains currently about 3.650.000 documents in 23 languages and receives up to 100 000 users search queries per day.
EUROPATEAM	DG COMM	European Union's Web portal managed by the European Commission (DG COMM) in co-ordination with all EU institutions.
Eurovocitm	OP	Eurovoc is a multilingual and multidisciplinary thesaurus covering the terminology of the areas of activity of the European Union, with an emphasis on parliamentary activity.
Early Warning System (EWS)	DG BUDG	EWS is an operational tool for Commission services, providing them with information on identified risks related to beneficiaries of centrally managed contracts and grants. The system is based on a system of "flags", identifying the level of risk concerned, from "W1" (lowest level of flagging) to "W5" (highest level).

Application name	DG/service name	Short description
FIDES	DG MARE	The Fisheries Data Exchange System (FIDES) is a general-purpose communications infrastructure intended to link the European Commission, DG FISH, and administrations in the Member States, Third-Country Partners and International Administrations.
FORMC (Force)	DG RTD	Financial reporting for FP6 & FP7 research projects
GESCOMX	OP	GESCOMX (GESTion COMmerciale / Commercial Management) is the OP application for customers, orders, customer returns, invoices and stock management.
HAC HOLIS 14 POINTS	OP	Holis Edris contains real time information on ECHO and Member States' contributions to Humanitarian Aid.
IATE	DGT	IATE aims to provide a web-based infrastructure for all EU terminology resources, enhancing the availability and standardization of the information.
InterInstScicInter_IN TERLNSTPE	DG Interpretation (SCIC)	Institutional Database for exchange of free-lance interpreters.
Intradel	EEAS	The Union (syndicat) of the EEAS
LEGISWRITE	OP	LegisWrite is an information system (mostly used by Jurists) for getting all the existing publications (OJ or CONSLEG) in either a converted form (RTF - LegisWrite format) or in the XML format. LegisWrite also implements a family of tools supporting the conversion of documents.
IntraComm	DG DIGIT	Web Intranet site of the European Commission.
MDR – Metadata Registry	OP	The Metadata Registry (MDR) is the reference system/entity for the registration and maintenance of all metadata definitions and related authority data used in the context of the interinstitutional legal decision making process and in the publication process of the OP. The MDR website on sTESTA serves as dissemination tool inside the institutions for these reference data from draft to validated state.
Movehub	DG MOVE	MOVEHUB is a platform of European Commission developed by DG Move. TACHOnet, RESPER and ERRU share the MOVEHUB platform, including common hardware, COTS and development framework.
Myremote	DG DIGIT	External access to the email account is enabled via webmail service for European Institutions.
MT@EC	DG DGT	The MT@EC application is owned by DGT, the Commissions Directorate for Translation. It was developed by Unit R3, sector 2. MT@EC offers automated translation of text snippets and of documents either via a Web UI for end users, either via Web Service calls for external applications or systems. It is meant to be used from all Institutions.
MyIntraComm	DG DIGIT	MyIntraComm -the intranet of the Commission- is a system with information for EC staff
NAP_BO	NAP CELL: PayMaster's Office (PMO)	NAP for "Nouvelle Application de Paie" is the main component for the pay management of the EC institutions
NEFB	DG RTD	Negotiations and grant management for funding of research proposals for FP6 and FP7.
NewMyIC	DG DIGIT	Both domain names have been actively used in the past few months as part of an upgrade project for the My IntraComm services. They allowed us to have access points through Testa to the upgraded environments, which were set up in parallel to the actual production environments. In both cases, the domains are currently unused, but are expected to be of use again when we start the next upgrade project (or at least the technical validation of that new upgrade project) in the next few months.
NF_NET	DG SANTE	Management of the authorization for marketing of novel food within the Community
NJR	DG JUST	Network of Judicial Registers (NJR)
OP_BO	OP	Business object for OP users

Application name	DG/service name	Short description
OTP	DG TRADE	The OTP server is used to authenticate the user once the TCAS validation has been authorized. This server uses the one time password mechanism to authenticate the user.
PlanJO	OP	PlanJO is the production system for the Official Journal of the European Union.
PRIMA	DG RTD	Grant Management for FP6 & FP7 research projects (Proposal Solutions)
PUBDB	OP	Tool for publication
QUESTI	DG RTD	Reporting tool for FP6 & FP7 research projects. A module of the "Sesam" application.
QUEST Metasearch	DG DGT	Quest is a metasearch tool designed to drastically reduce the time it takes translators to find solutions to terminology problems. It enables translators to search around thirty DGT and public terminology sources in the time it would normally take to search a single source. Quest Metasearch is running on a LAMP stack.
RDIS	DG AGRI	Used by various member states to access the portal of DG Agriculture and the information provided therein. Part of the AWAI/Agriportal application.
RECUEIL	OP	Publication of the casebook of the European Court of Justice.
REGIO_BO	DG REGIO	Reporting system that extracts data from other systems, stores this data in its own data warehouse and provides integrated reporting, using Business Objects infoView technology
REGIO_GIS	DG REGIO	Access to intranet of DG REGIO by Court of Auditors users
RegioVista	DG REGIO	Database containing documents that bring new elements to the interpretation of Regulations (e.g. question and answer sheets on eligibility and interpretation, internal notes, Working Papers of the Commission services) and on administrative procedures.
RETO	DIGIT	Part of SYSPER2
RESPER	DG HOME	Exchange of driving license information
SEI-AMD	OP	The SEI-AMD software was introduced for the production of amendments by parliament and which facilitates the final incorporation of the adopted amendments into the final budget. The SEI-AMD database server processes requests for new amendments, translations and creating documents.
SFC	DG EMPL	SFs exchange data concerning Structural Funds between the European Commission and Member States. Legal basis for the system: Council Regulation (EC) No 1260/1999 at the meeting in Sheffield, 5th and 6th of July 2004, England, Spain, Italy, France and Germany.
SIGL 2	DG TRADE	SIGL is an Internet-based system run by the European Commission's DG Trade. It assists the management of EU textile and clothing licenses, and steel imports.
SORRY	EC	Page of Announcement 'server inaccessibility: EUROPA'.
STATEL	DG ESTAT	STATEL is multi-protocol file exchange software which fully integrates telecommunications and allows partners to exchange files and directories through a standardized Application Programming Interface (API), independent of the telecommunications protocol used. Developed by EUROSTAT under the IDA Program, it is a tool that runs on PC and UNIX platforms. Its main objective is to provide a transparent telecommunication layer (file transfers) to application developers.
Sysaudit	DG REGIO	Management and follow-up of audit activities. All external audits conducted by DG REGIO audit units are entered, stored and processed in the system. Sysaudit is a database to monitor audits planned or executed for the control of funds managed by DG REGIO.
SYSPER2	DG HR	Sysper2 covers all needs concerning the treatment of information for the Commission's management of Human Resources.
Tachonet	DG TREN	TACHOnet is a telematic network in operation across the EU to allow an automated exchange of information between Member States. It ensure the uniqueness of the driver card used for the implementation of the regulations concerning the tachograph

Application name	DG/service name	Short description
TCAS	DG TRADE	The application is used as the authentication server for all the non-commission users to connect to DG Trade applications. Equivalent to the ECAS server of the Commission and was created before ECAS allowed non-commission users to connect to our systems.
TESS – Telematic for Social Security	DG EMPL	TESS –Telematic for Social Security is a European project to speed up and simplify administrative procedures in order to improve the acquisition of entitlement and the granting and payment of social security benefits to migrant workers and other persons who have exercised their right of free movement. The application uses two dedicated ftp servers hosted on the TESTA II Central Platform to store and fetch documents between Healthcare and Pension Administrations of Member States. TESS is expected to be replaced by the currently under development / implementation system: EESSI (Electronic Exchange of Social Security Information) in a transition phase 2012-2014.
TRADESK	DG DGT	TRADESK (formerly ELISE) is a translation software tool.
ULYSSE	DG DIGIT	Ulysse is intended to be used initially by 3 projects developed by DIGIT.B3. It is intended to be flexible enough to be used solely as security engine without front-end. In that case the application itself should implement the functionality of the Ulysse front-end if that is necessary. Ulysse is currently conceived as the standard authorization mechanism for DIGIT.B.3 applications. Its architecture should be flexible enough to make it reusable in other applications from other units.
WEBGATE	DG DIGIT C3-NS	Portal used to provide access to Information Systems for close user groups. Three distinct environments are available: production, acceptance, and training.
WEBLEARNING	DG DIGIT C3-NS	E-learning platform of the European Commission. Service handled via the reverse proxy.

Table 11 sTESTA level of adoption by other European organisations

Application name	Organisation name	Short description
Aleph	Committee of the Regions (CoR)	Software for library application
ASSMAL2	Office for the Administration and Payment of Individual Entitlements	Assmal2 organizes the reimbursement of medical expenses of the staff and relatives of the European Institutions and affiliates (Agencies, Institute of Florence...)
CDT (Translation Center for the Bodies of the European Union)	Translation Center for the Bodies of the European Union (CDT)	The Translation Department is the biggest department of the Centre (it accounts for half of the Centre's staff) and is therefore divided into four language groups, each led by a Head of Language Group. Each language group is subdivided in translation teams, one for each official language of the European Union. Products and services offered by the Translation Centre: Translation, Revision/ Proofreading, Amendment or Modification, Editing, Standardization, Terminology work/databases, Term lists
CECIS	European Civil Protection	CECIS -Common Emergency Communication and Information System- provides a platform for secure communication on emergencies in the area of civil protection
CURIA	Court of Justice of the European Union	Website of the European Court of Justice. The judgments and conclusions of the General Advocates are available on the website CURIA the day of their delivery or reading
ECDC	European Centre for Disease prevention and Control	CRM (Customer Relationship Management); DG SANCO have requirements to be able to access the customer contact database
ECHO 14POINTS HAC	European Community Humanitarian Office (ECHO)	Holis Edris contains real time information on ECHO and Member States' contributions to Humanitarian Aid.

Application name	Organisation name	Short description
European Training Foundation (ETF)	European Training Foundation Agency	The ETF - European Training Foundation helps transition and developing countries to harness the potential of their human capital through the reform of education, training and labour market systems in the context of the EU's external relations policy. We are based in Turin, Italy, and are operational since 1994.
ERA - The European Railway Agency at a glance	European Railway Agency	The European Railway Agency at a glance The construction of a safe, modern integrated railway network is one of the EU's major priorities. Railways must become more competitive and offer high-quality, end-to-end services without being restricted by national borders. The European Railway Agency was set up to help create this integrated railway area by reinforcing safety and interoperability. The Agency also acts as the system authority for the European Rail Traffic Management System (ERTMS) project, which has been set up to create unique signalling standards throughout Europe.
EUDRANET	European Medicines Agency	EUDRANET, the European Telecommunication Network in Pharmaceuticals (European Union Drug Regulating Authorities Network), is an IT platform to facilitate the exchange of information between regulatory partners and industry during submission and evaluation of applications. The aim of EUDRANET is to provide appropriate secure services for inter-Administration data interchange and for exchanges between Administrations and industry
EUPHIN (European Union Public Health Information Network)	European Union Public Health Information Network	EUPHIN is a key facilitator, allowing authorities to collect, monitor, survey and share information on a wide variety of public health issues ranging from communicable diseases to home and leisure injuries. From this basis, health authorities are better equipped to protect Europe's public health
EURODAC	EU-LISA	EURODAC is a biometric database for comparing fingerprints, which helps EU States to verify whether an asylum applicant has previously claimed asylum in another EU State, or whether an asylum applicant has been previously apprehended when entering EU territory unlawfully. It aims to make it easier for EU States to determine responsibility for examining an asylum application and facilitates the application of the "Dublin" Regulation
EUROPARL	European Parliament	European Parliament applications on Testa.
FTP DIGIT-COJ	European Court of Justice	
FTSI	European Economic and Social Committee (EESC)	URL used by NAP, ASSMAL2 and ECAS
FTSI2	European Economic and Social Committee (EESC)	-
JCSM	European Court of Justice	Web site of European Court of Justice.
Police and Customs Cooperation Centres (PCCC)	Police and Customs Cooperation Centres (PCCC)	Law Enforcement Authorities (LEAs) have this application for disposal to exchange the information in case of an EU cross-border crisis.
PHARE	-	The Programme of Community aid to the countries of Central and Eastern Europe
PORTAL	Council of the European Union	Portal
PRÜM (Part of EUCARIS)	EUROPOL	PRÜM is part of EUCARIS. It concerns exchanges of Police information.
SAFESEANET	Maritime Safety Directorate Department of Communications Energy and Natural Resources	SafeSeaNet (SSN) is a maritime information exchange system, developed by the European Commission in cooperation with the Member States.
SAP	General Secretariat of the Council of the European Union	SAP system used by Consilium, Court of Justice and Court of Auditors.
SDW ECB	European Central Bank	Statistical Data Warehouse of European Central Bank

Application name	Organisation name	Short description
sTESTA WebPortal	The Section for Employment, Social Affairs and Citizenship (SOC) of EESC	The sTESTA Web Portal is a point of access to information on sTESTA Network. It presents information from diverse sources in a unified way.
TESTA Reporting	The Section for Employment, Social Affairs and Citizenship (SOC) of EESC	Provide reporting about TESTA.

9.12 CIRCABC

CIRCABC is used by several Member States, e.g. Bulgaria, Croatia, Cyprus, Finland, Italy, Lithuania, Romania, Slovakia, Slovenia, and United Kingdom.

CIRCABC is used by most of the Commission's services²⁵:

- All DGs use CIRCABC.
- All EC services use CIRCABC; except Central Library, European Political Strategy Centre (EPSC), Historical Archives, and Legal Service (SJ).
- All executive agencies use CIRCABC.

CIRCABC is used by the following other EU organisations:

- 3 interinstitutional offices: EPSO, European Union External Action Service, Publications Office
- Agencia Estatal de Seguridad Aérea
- ARTEMIS Joint Undertaking
- CEDEFOP
- CHAFEA - Consumers, Health and Food Executive Agency
- Clean Sky
- CLENAD - Committee of the Detached National Experts
- COMCAQS
- Committee of the Regions
- Consilium - The Council of the European Union
- Court of Justice of the EU
- EAnet - Executive Agencies Network
- ECA - European Court of Auditors
- ECSEL Joint Undertaking

²⁵ The evaluation team lists the Member States and Commissions' services that use CIRCABC based on the field research and the list of members available on Joinup to show that the tool is being used.

- EFILWC - European Foundation for the Improvement of Living and Working Conditions
- EIT - European Institute of Innovation and Technology
- ENIAC Joint Undertaking
- EU National Institutes of Public Administration
- EU Public Administrations Network
- EUROFISC
- EUROJUST - The European Union's Judicial Cooperation Unit
- European Associations
- European Aviation Safety Agency
- European Chemicals Agency
- European Fisheries Control Agency
- European Maritime Safety Agency
- European Medicines Agency
- European Network and Information Security Agency
- European networks
- European Parliament
- European schools
- European Union Data Protection
- European Union Institute for Security Studies
- FCH – Fuel Cells and Hydrogen Joint Undertaking
- FRA - European Union Agency for Fundamental Rights
- Frontex
- ICTAC-ICT Agency Committee - Interagency ICT network
- Inter-institutional IT Committee TEST
- SME - Small and Medium Entrepreneurs of Europe
- STORK DEMO
- Terminology
- The European Organisation for the Safety of Air Navigation
- Translation Centre for the Bodies of the EU

9.13 Online Collection Software (OCS) to support European Citizens' Initiatives (ECI)

The Online Collection Software (OCS) to support European Citizens' Initiatives (ECI) has been used for the following 21 ECI initiatives launched in Europe so far²⁶:

- “On The Wire”;
- For a socially fair Europe! Encouraging a stronger cooperation between EU Member States to fight poverty in Europe;
- An end to front companies in order to secure a fairer Europe;
- Weed like to talk;
- European Initiative for Media Pluralism;
- ACT 4 Growth;
- Stop vivisection;
- One of us;
- Water and sanitation are a human right! Water is a public good, not a commodity!;
- European Free Vaping Initiative;
- Do not count education spending as part of the deficit! Education is an investment!;
- Let me vote;
- End Ecocide in Europe: A Citizens' Initiative to give the Earth Rights;
- Unconditional Basic Income (UBI) - Exploring a pathway towards emancipatory welfare conditions in the EU;
- Single Communication Tariff Act;
- “30 km/h - making the streets liveable!”;
- Central public online collection platform for the European Citizen Initiative;
- Suspension of the EU Climate & Energy Package;
- Pour une gestion responsable des déchets, contre les incinérateurs;
- High Quality European Education for All; and
- Fraternité 2020 - Mobility. Progress. Europe.

²⁶ Official register of the ECIs.

9.14 EIRA

A pilot of EIRA was used by three Member States; Denmark, Estonia and the Netherlands. However, the solution is currently the subject of a public consultation and is not yet fully finalised as a reusable solution.

A pilot of EIRA is used in three Commission's services; DG CNECT (e-SENS), DG DIGIT and DG MARE. However, the solution is currently the subject of a public consultation and is not yet a fully finished product as a reusable solution.

9.15 Interoperability Maturity Model (IMM)

The IMM has been used by the following 17 Trans European Systems to assess the interoperability maturity of their public services as detailed in Table 12.

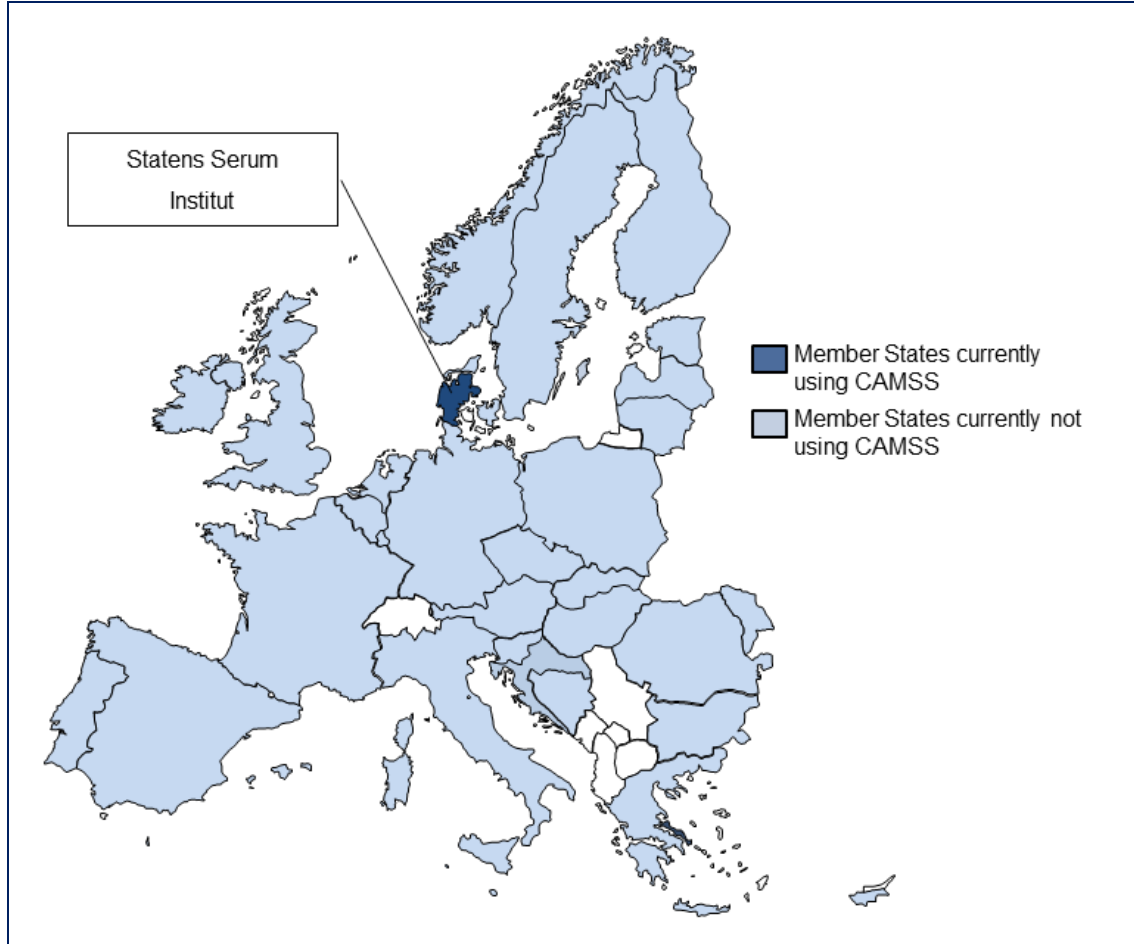
Table 12 IMM level of adoption at European level

TES	Responsible DG
ePRIOR, Support for pre and post award phase of Public Procurement	DG DIGIT
DUES, Dual Use e-System	DG TRADE
EDAMIS, Electronic Data files Administration and Management Information System	DG ESTAT
eJUSTICE portal, 'Justice at a click'	DG JUST
IMI, International Market Information system	DG GROWTH
CECIS, Common Emergency Communication and Information System	DG ECHO
ECRIS, European Criminal Records Information System	DG JUST
MH, Statistical metadata handler	DG ESTAT
SINAPSE, eCommunities for public policy making	DG RTD
ESBR, European system of business registers	DG ESTAT
MT@EC, Machine translation at the European Commission	DGT
TACHONET, Exchange of tacho information across Member States	DG MOVE
SARI, State Aid Reporting Interactive	DG COMP
ECN, European Competition Network	DG COMP
INSPIRE geo-portal, Geoportal for sharing of geo-localisation information	DG JRC
EURES, European job mobility portal	DG EMPL
eTrustex, Secure exchange of natively digital or scanned documents from system to system	DG DIGIT

9.16 CAMSS

As displayed in the Figure 6, CAMSS is at Member States level only used by the Statens Serum Institut in Denmark.

Figure 6 CAMSS national initiatives



10 Recommendations of the final evaluation of the IDABC programme

This annex presents the five strategic (R1 to R5) and the six operational recommendations (R6 to R11) provided by the final evaluation of the IDABC programme; as detailed in Table 13. In addition, the evaluation assesses the extent to which those recommendations have been taken into account by the ISA programme.

Table 13 Recommendations of the final evaluation of the IDABC programme

Nr	Recommendations (R)& key findings (F)	Taken into account
R1	"The IDABC management Committee should be strengthened by ensuring a higher-level engagement of senior policy and organisational management."	Yes
F1	DIGIT addressed letters to the Permanent Representations of each Member State in November 2009, requesting the designation of a member of the ISA management Committee. In this circumstance, DIGIT stressed that the ISA Committee should consist of representatives responsible for national strategies on eGovernment. Having also analysed the current composition of the ISA Committee, we noticed the majority of the members can be considered as senior policy-makers or/and responsible resources for national strategies on eGovernment. Nevertheless, the evaluation team would like to point out that the designation of the ISA Committee member is clearly a decision of each Member State, but not of the Commission.	
R2	The Commission should elaborate a strategic framework based on a problem analysis of interoperability.	Yes
F2	This recommendation considers the European Interoperability Strategy (EIS) as the instrument to undertake an overall problem analysis of interoperability. The evaluation considers that this recommendation was taken into account considering that the EIS was adopted in 2010 and interoperability drivers and challenges were identified in the course of its elaboration ²⁷ .	
R3	The Commission should have further open discussion with its stakeholders to agree on which part of the efforts and budget of the new ISA programme should be allocated to operate IT infrastructures, to develop new actions and to promote/reuse existing actions ²⁸ .	Partially

²⁷ COM (2015) 192 final - Communication from the Commission to the European parliament, the Council, the European Economic and Social Committee and the committee of the regions - Final Report Phase. 06.05.2015.

²⁸ It was recommended that the Commission organises a workshop or a similar informal discussion board with the MS in order to agree on the right balance to be struck between development and operation, before the ISA work programme is drafted.

Nr	Recommendations (R)& key findings (F)	Taken into account
F3	Rules of Procedure were communicated to the Member States and a Working Group (ISA Coordination group) was established on 20 January 2010. Nevertheless, no workshop took place before the ISA programme drafting. The Work Programme was only subject to a preliminary discussion with the ISA Coordination group during its first meeting held on 9 March 2010 before being submitted for a formal opinion from the ISA Committee during its first meeting, held on 6 May 2010. With regard to the minutes of this first ISA Coordination group meeting, there was no discussion about the right balance to be struck between development and operation.	
R4	The Commission should draft a stakeholder management and communication strategy plan to enhance the quantity of the stakeholder relations with the Member States and the “outside world”.	Yes
F4	The ISA unit has finalised a document on the involvement of stakeholders in the ISA programme on 2 October 2009 and the ISA communications strategy plan on 30 March 2011. The document on the involvement of stakeholders outlines the agreed approach related to a policy on stakeholder involvement. Indeed, this document describes mainly the different means to involve stakeholders, such as meetings, conferences, workshops and info-days and electronic interactions.	
R5	A common “promotion” document, focusing on the policy alignments and the synergies between the different eGovernment programmes should be produced.	No
F5	Even if some single points are done by the ISA unit, a common “promotion” document focusing on the policy alignments and the synergies between the different eGovernment programmes does not exist.	
R6	The Commission should create a monitoring tool, based on the strategic goals and objectives, of the actions it finances.	Yes
F6	This recommendation was taken into account directly in the ‘ISA Work Programme 2010’, by including action 5.1 “Monitoring and Evaluation” aimed at providing “support for measurement and evaluation of the ISA programme, including definition of the relevant processes, implementation of an adequate set of tools and execution of and reporting on a measurement programme”. This was required by Article 13 of the ‘ISA legal decision’ which states that “the Commission shall regularly monitor the implementation of the ISA programme”	
R7	Information in the rolling Work Programme should include more factual updates of project implementation	Yes
F7	The revision of the Work Programme 2012 includes systematically information on the milestones reached including a short description, the ISA official phase, anticipated allocations, the budget line, the start date and the end date.	
R8	Information on project sustainability, financial and operational sustainability, should be rendered more visible and be explained better to external stakeholders	Partially

Nr	Recommendations (R)& key findings (F)	Taken into account
F8	Even if some publicly available presentations mention links between ISA and CEF in terms of sustainability of ISA actions, the evaluation doesn't retrieve any consolidated document rendering financial and operational sustainability of ISA solutions more visible and better explained to external stakeholders.	
R9	The Commission should ensure that the contractual frameworks are in place in due time for the launch of the next programme, allowing actions to be launched as soon as a Work Programme is adopted.	Partially
F9	11 out of 28 actions were launched later than October 2010, whereas the remaining 17 actions right after the adoption of the programme. Hence, we can assume that this recommendation was only partially taken into account by the ISA programme.	
R10	Inter-service contacts at project manager level should be rendered more transparent	Yes
F10	The nature of the ISA programme is indeed rather different compared to the previous programmes, i.e. IDA and IDABC. While, the IDABC financed PCIs (Projects of Common Interest), which are actions in specific policy areas of the European Union, ISA can finance only cross-sectoral action. Taking into account that PCI's were sectoral projects that were often subject to their own comitology Committee - or expert groups - in the related sector and that most of the current ISA actions are rather horizontal or multi-sectoral (involving different DGs), there are no specific meetings planned with all action stakeholders and regular meetings between units and project officers are not required by the Work Programme. The different ISA actions are followed close enough to ensure that it is in line with what specified in the Work Programme. Indeed, an ISA Project Officer (PO) is linked to each action and supposed to follow it closely. The Project Officer is the one that goes to meetings organised by the action to which he is attached and he is also the one "approving" milestones. He has a back-up who is also supposed to follow the same action(s).	
R11	The Commission should evaluate the strategic consultation mechanisms related to the IDABC- ISA programme and increase its number of public consultations in order to obtain a better understanding of its stakeholders needs. ²⁹	Yes

²⁹ Only two public consultations were carried out under the IDABC programme from its beginning in 2005 until the 30 January 2009. These consultations were linked to the EIF (European Interoperability Framework) and CAMSS (Common Assessment Method Standards and Specifications). This number of public consultations was judged as low by the IDABC final evaluation.

Nr	Recommendations (R)& key findings (F)	Taken into account
F11	Two actions of the ISA programme already used the public consultation mechanism and launched four consultations in 2012. - ISA action 1.1 ('promoting semantic interoperability amongst the European Union Member States') launched three public consultations on three core vocabularies in January and February 2012, on the ADMS (Asset Description Metadata Schema) in February and March 2012 and on the ADMS FOSS (Federation of Open Source Software) in May 2012. - ISA action 4.2.2 ('Community building and effective use of the collaborative platforms') also carried out one public consultation, with the facilitators of communities, named 'Recommendations for the European Commission and online community facilitators' on 2 February 2012.	

11 Recommendations of the interim evaluation of the ISA programme

This annex presents in Table 14 the 11 recommendations provided by the interim evaluation of the ISA programme. In addition, the evaluation assesses the extent to which those recommendations have been taken into account.

Table 14 Recommendations of the interim evaluation of the ISA programme

Nr	Recommendations (R) & key findings (F)	Taken into account
R1	The ISA programme must ensure that all stakeholders involved in the ISA programme are well aware of the objectives of each action, their contribution to the programme objectives and their intended and current results.	Partially
F1	The ISA solutions that are already operational have been made available in a dedicated section of the official ISA website called 'Our ISA solutions for you'. This section aims to increase the awareness of the current results of the programme amongst stakeholders. However, a lack of awareness of key stakeholders on major aspects of the programme, including whether actions were used by the targeted stakeholders, has been identified in the interviews as well as on the online survey.	
R2	The ISA programme should apply a business case approach in the selection of new actions' proposals from Member States and Commission services. The Commission IT Governance, i.e. ISPMB, should be involved in the evaluation of business cases related to new proposals coming from the Commission services.	No
F2	The selection of new actions' proposals is not systematically done through a business case approach (e.g. the problem statement and the consequence of not addressing this specific problem are not always clearly identified). The new proposals are not selected and ranked through a formal procedure based on specific standard project portfolio management criteria (i.e. the new proposals are submitted to the ISA Coordination Group members to receive their comments without any prioritisation).	
R3	The ISA programme should give priority to the activities related to the Assessment of ICT implications of EU legislation (action 3.1), taking into account that the expected results were not delivered, even though it is perceived as an important need by European public administrations.	Yes

Nr	Recommendations (R) & key findings (F)	Taken into account
F3	The budget allocated to ISA action 3.01 for 2011 and 2012 was not executed. However, as of 2013, the budget allocated to this action was fully executed for 2013 and 2014 and the budget allocated for 2015 was increased from a forecast of 200k EUR in the 2014 Work Programme to a budget allocation of 550k EUR in the 2015 Work Programme. A method aimed at assessing ICT implications of EU legislation was developed under the IDABC programme. However, taking into account that it had not been widely used by the EC and MSs since 2010; the European Commission decided to review this method. In that regard, following the recommendation of the interim evaluation, the existing method has thus been tested and applied to assess the ICT impacts of five main initiatives: • Transfer of PNR data to non-European countries (DG HOME)³⁰ • Review of the European Citizens' initiative Regulation (SG)³¹ • Use of IT in EU Emissions Trading System (ETS) for monitoring, reporting and verification (DG CLIMA) • Legislative proposal on an ECRIS-TCN system regarding convicted third country nationals (DG JUST) • Evaluation of the Second generation Schengen Information System (DG HOME). The outcomes from these studies, as well as the feedbacks received from 38 Commission officials (from 11 different DGs and services) on the existing method, highlighted the need to perform major changes on the method. Its design principles, processes and governance have thus been reviewed and a new method aims to be published by the beginning of 2016, as well as templates to support its use.	
R4	In the opinion of the evaluation team, the ISA programme should ensure continuity in the project management of the actions by analysing the issues leading to such high overall turnover of ISA unit resources (even if it decreased between 2010 and 2012) and by identifying mitigation actions.	Yes
F4	The evaluation confirms that this recommendation was taken into account considering that after 2013, the turnover rate has drastically decreased, reaching 3% in 2014 and 0% in the first half of 2015 (at the time of writing this report).	
R5	The ISA programme should chair regular meetings with all action owners, within and outside the ISA unit, to exchange information on the current progress of the actions and explore potential synergies based on the future development of the actions.	No

³⁰ Roadmap of the Legislative proposal and Communication on the transfer of passenger data to third countries.

³¹ REGULATION (EU) No 211/2011 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 16 February 2011 on the citizens' initiative (Located in OJ L 65, 11.3.2011, p. 1–22).

Nr	Recommendations (R) & key findings (F)	Taken into account
F5	Regular meetings with all the action owners within the ISA unit are held. However, regular meetings including all the ISA actions owners, within but also outside the ISA unit, to exchange information on the different ISA actions (e.g. current progress, potential synergies) have not been organised.	
R6	The Commission IT Governance should ensure that external synergies between ISA actions and other EU initiatives are identified and documented upfront through the existing coordination mechanisms, i.e. CTI and ISPMB, and ISA should be represented in the Commission IT Governance.	N/A
F6	Based on desk research, the evaluation team does not have elements to verify the extent to which this recommendation was taken into account. Moreover, there are changes in the IT governance that are currently on-going and the evaluation has, at the time of writing this report no sufficient information on the new governance bodies being established.	
R7	Members of the ISA Working groups should report nationally to the ISA Coordination group members to ensure that ISA solutions are aligned with the needs and initiatives at national level.	Partially
F7	The extent to which the ISA Coordination Group coordinates with the ISA Working Groups has been assessed among the Member States' representatives via interviews and online surveys. 49% of respondents fully or somewhat agreed. However, the combined rather elevated percentage (36%) of respondents who neither agreed nor disagreed or did not express an opinion on this point indicates that Member States' representatives could be more active in communicating on the ISA programme and its results at national level. Based on desk research, it seems that no formal mechanism exists to ensure that members of the ISA Working groups report nationally to the ISA Coordination group members to ensure that ISA solutions are aligned with the needs and initiatives at national level.	
R8	The ISA programme should reinforce the promotion and communication activities on those ISA solutions already producing concrete results (e.g. existing solutions carried-forward from IDABC) through a continuous participation to events at national level, organising ISA events (including a yearly ISA presentation) and issuing publications specific to these solutions, and through an active role in the work done by other EU activities or programmes supporting opportunities for reuse of ISA components.	Yes

Nr	Recommendations (R) & key findings (F)	Taken into account
F8	Even if a yearly ISA presentation has not been put in place, the participation of ISA to events at national level as well as the organisation of ISA events has increased since 2012, year of establishment of the interim evaluation recommendations. In fact, the ISA programme participated in 40 events organised by Member States between 2010 and 2015. With approximately two-thirds of these events taking place since the interim evaluation, it is clear that the ISA programme has increased its level of engagement with its core stakeholders to communicate and raise awareness on ISA solutions already producing concrete results. A dedicated section of the ISA website³² has also been created in order to promote all the ISA solutions being already operational. Specific publications (e.g. leaflets and brochures) have also been produced with regard to these ISA solutions³³.	
R9	The ISA programme should establish a control mechanism to ensure the reuse of ISA solutions, besides interoperability, related to both carried forward solutions from IDA and IDABC and new ISA solutions already producing concrete results within the lifecycle of the programme.	Partially
F9	The control mechanism, recommended by the interim evaluation, implies that: • Reusability should be an attribute of the ISA solutions selected for funding in the ISA budget process. In this respect, the needs for reuse, as well as the potential benefits to the Commission and Member States, should be documented in the new actions' proposals. However, even if it includes now a dedicated section on the potential benefits, the template used to submit proposals for new actions does not request to describe the needs for reuse in a dedicated mandatory section. • Existing ISA solutions available for reuse and potential opportunities should be identified to be reported on a regular basis and accompanied by promotion activities to allow the ISA stakeholders to learn about potential reuse of ISA solutions. This is now done through the new dedicated section of the official ISA website called 'Our ISA solutions for you'. This section aims to increase the awareness of the current results of the programme amongst stakeholders and includes as well insight on the reuse of these solutions. It contributes to allow the ISA stakeholders to learn more about potential reuse of ISA solutions	
R10	The ISA programme should identify the actions producing concrete results by performing a review of the ISA solutions that was supposed to be conducted at the end of 2011 in accordance to Article 13(2) of the legal act	Yes
F10	A review of the ISA solutions was performed in the framework of the Monitoring & Evaluation action (ISA action 5.02) in 2014.	

³² ISA website – Our ISA solutions for you.

³³ ISA website - Publications on specific ISA solutions.

Nr	Recommendations (R) & key findings (F)	Taken into account
R11	The ISA programme should consider in due-time the sustainability of the ISA actions by identifying different sustainability options. These options include the internal charge-back to Commission services based on the use of specific solutions, the financial support from Commission services having developed specific ISA solutions and the financial support from an ISA follow-on programme or other similar EU programmes.	Yes
F11	On 26 June 2014, the European Commission has submitted a proposal for a decision of the European Parliament and of the Council establishing a programme on interoperability solutions for European public administrations, businesses and citizens (ISA2). This follow-on programme is one of the options envisaged to ensure the sustainability of several ISA actions. In fact, as stated in the proposal, ISA2 will “develop interoperability solutions autonomously or complement and support other Union initiatives by piloting interoperability solutions as a ‘solution incubator’ or ensuring their sustainability as a ‘solution bridge’”	

12 Level of participation to the ISA Committee meetings

This annex shows the number of Member States, EEA and acceding countries represented in each ISA Committee meeting detailed in Table 15.

Table 15 Level of participation to the ISA Committee meetings

ISA Committee meetings	Number of MSs represented	Number of EEA and acceding countries represented
6 May 2010	24	-
13 January 2011	22	2
8 June 2011	22	3
19 January 2012	22	2
12 June 2012	23	3
23 January 2013	21	2
6 November 2013	25	1
16 January 2014	25	2
3 July 2014	23	1
22 January 2015	21	1
25 June 2015	21	1
Average	23	2

13 Level of participation to the ISA Coordination Group meetings

This annex shows the number of Member States, EEA and acceding countries represented in each ISA Coordination group meeting detailed in Table 16.

Table 16 Level of participation to the ISA Coordination Group meetings

ISA Coordination group meetings	Number of MSs represented	Number of EEA and acceding countries represented
9 March 2010	24	-
26 October 2010	20	3
19 May 2011	17	3
11 October 2011	17	2
28 March 2012	17	-
23 May 2012	13	-
23 October 2012	17	2
19 March 2013	19	1
24 June 2013	16	-
9 October 2013	19	-
13 March 2014	19	-
12 June 2014	15	-
23 October 2014	20	-
10 March 2015	22	-
2 June 2015	15	-
Average	18	1

14 Level of participation in the ISA workshops and conferences

This annex presents in Table 17 the number of MSs, EEA and acceding countries represented in each ISA workshop and conference, as well as the EC Officials (non-DIGIT) and other stakeholders who participated.

Table 17 Level of participation in the ISA workshops and conferences

Date	Workshops and conferences	# of participants from MSs	# Number of MSs	# of participants from EEA and acceding countries	# of EEA and acceding countries	# of EC Officials (non-DIGIT)	# of other stakeholders	Total # of participants
18 April 2011	Open source workshop	4		1		5	50	60
18 May 2011	SEMIC Conference 2011	24	12	1		12	70	107
25 May 2011	eProcurement workshop	7	5	-		5	36	48
29 September 2011	eID workshop	1		-		11	41	53
29 November 2011	NIFO Workshop	14		1		-	2	17
13 December 2011	CAMSS Workshop	9		-		3	2	14
12 January 2012	OSS Workshop	-		-		-	8	8
26 January 2012	ECI Conference - ISA Stand	40	20	1		35	324	400
7 March 2012	CESAR Workshop	9	5	-		2	7	18
41039	ISA event on the quality of semantic standards	0		0		0	11	11
18 June 2012	SEMIC Conference 2012	26	14	2	1	28	83	139
17 January 2013	eSignature and Trust services in practice	30		-		2	-	32
13 March 2013	2nd CESAR workshop: reaping the benefits of Europe's collections of reusable interoperability assets	9	13	-		3	4	16
24 April 2013	EFIR workshop	6		0		15	7	28
14 June 2013	BOMOS2i workshop	18	8	-		7	-	25
21 June	SEMIC	36	22	-		12	58	106

Date	Workshops and conferences	# of participants from MSs	# Number of MSs	# of participants from EEA and acceding countries	# of EEA and acceding countries	# of EC Officials (non-DIGIT)	# of other stakeholders	Total # of participants
2013	conference							
17 October 2013	ISA Working Group on Spatial Information and Services	25	15	0		6	4	35
24 November 2013	Meetings with Swedish counterparts on ISA actions	4	1	0		0	3	7
09 April 2014	SEMIC 2014 – Semantic Interoperability Conference	144	28	1		12	47	203
16 May 2014	ISA Workshop with France	70	1			-	-	70
27 May 2014	ISA Workshop with Sweden	14	1	0		0	0	14
23 September 2014	ISA workshop on solutions that are ready for re-use for EE, LU, PL and RO	14		-		-	-	14
06 November 2014	ISA workshop on solutions ready to re-use for the Netherlands	40	1	0		0	0	40
05 December 2014	Conference on the machine translation tool MT@EC IS	19		-		112	117	248
12 March 2015	Information meeting in Copenhagen on ISA and CEF	30		-		-	-	30
26 March 2015	Workshop with Netherlands, Waterboard	24		0		0	1	25
21 April 2015	Visit of Danish companies	7		-		-	-	7
05 May 2015	SEMIC 2015 - Semantic Interoperability Conference	74	24	15	7	20	43	152
06 May 2015	Semic workshop on data models	30	13	6	4	3	2	41
May 2015	EFIR workshop	1		-		-	1	2
19 May 2015	Workshop for the Swedish Delegation	4		0		2	4	10
23 June 2015	BOMOS workshop	3		-		-	-	3
26 June 2015	Visit of the Dutch Delegation	2		-		-	-	2
Total		738	N/A	28	N/A	295	925	1985

15 Participation of ISA in events organised by Member States

This annex presented in Table 18 the different events organised by Member States, in which the ISA Unit participated, since the beginning of the ISA programme.

Table 18 Participation of ISA in events organised by Member States

Year	Title of the event	Subject	Location	Organisation/service met
2010	Tecnimap	Presentation of ISA	Zaragoza, Spain	Government of Spain
2010	Lift Off towards Open Government	Presentation: From eGovernment policy to implementation; what is the plan for the coming years?	Brussels, Belgium	Flemish eGovernment coordination unit (CORVE), Belgium's Federal Government Service for Information and Communication Technology
2011	CERES "Identidad electrónica: experiencia nacional y proyección internacional"	eID in Europe, Presentation of ISA	Madrid, Spain	
2011	Interoperability in the framework of the Digital Agenda for Europe	Presentation of electronic governance	Tallin, Estonia	
2011	Convention on eGovernment and interoperability	Recorded speech on eGovernment and interoperability	Zachodniopomorskie, Poland	Local Government IT Experts
2012	Presentation to the Dutch National Authorities	Interoperability: coordination with Dutch National Authorities	Den Haag, Netherlands	Dutch National Authorities
2012	Meeting and presentation to the Greek National Administration on reforms and e-Governance		Athens, Greece	Hellenic Ministry of Administration Reform and e-Governance
2012	National INFO day for EU programmes in the area of information society/eGovernment/ ICT	Presentation of the ISA programme	Prague, Czech Republic	CZ Ministry of the Interior
2012	Conference: European High Level	Presentation on ISA and Smart Services	Copenhagen, Denmark	EC, Private Sector and national administrations
2012	Conference: A Single Digital Market by 2015			
2012	Presentation and discussions with the Finnish National Administration and Municipalities	Presentation of the ISA programme and discussions on interoperability related issues and projects	Helsinki, Finland	Finnish National Administration and Municipalities
2012	Meeting with Spanish National eGovernment Authorities	-	Madrid, Spain	Spanish National eGovernment Authorities

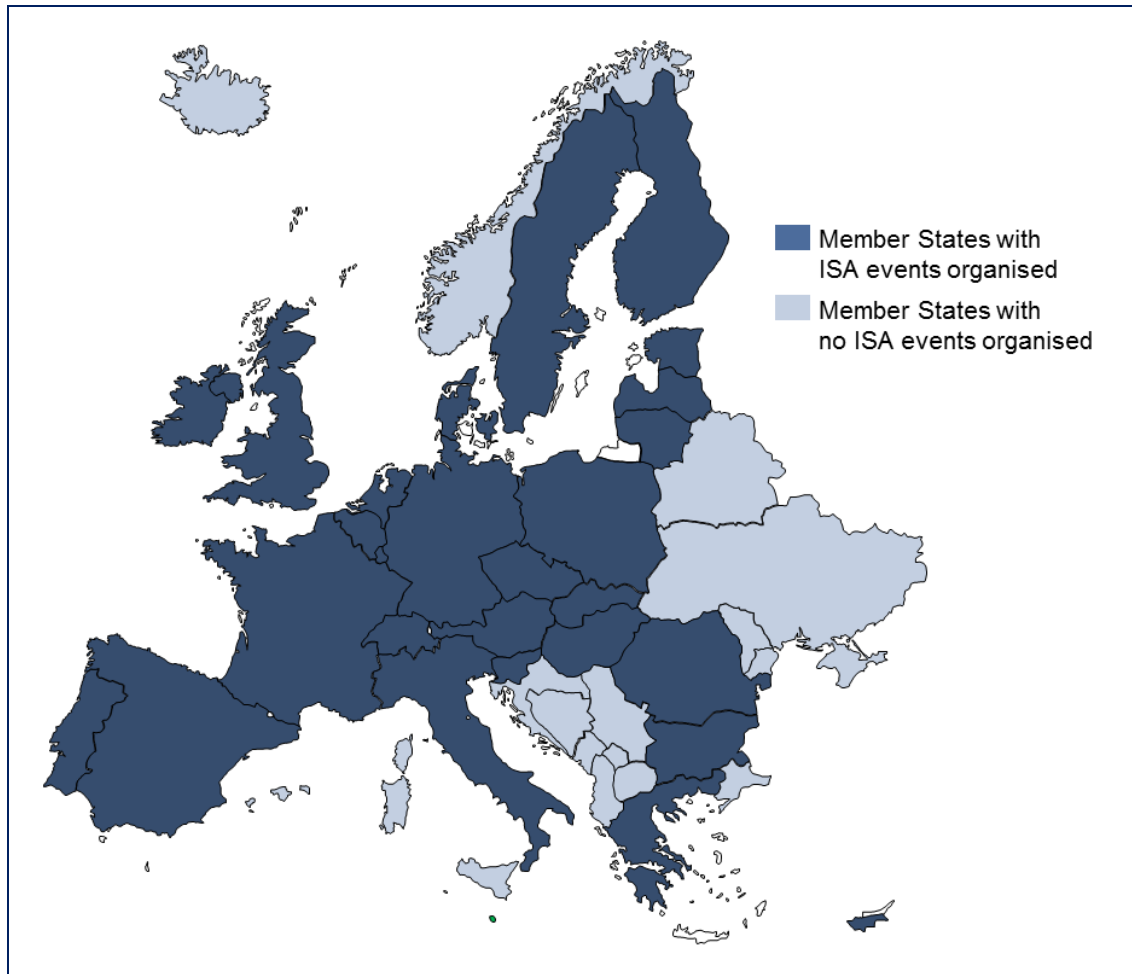
Year	Title of the event	Subject	Location	Organisation/service met
2012	Workshop vision 2014 + Workshop under the auspices of the Subcommittee for Public administration and Information Systems of the Chamber of Deputies of the Parliament of the Czech Republic	Presentation of the benefits of ISA in the panel discussion "BASIC STRATEGIC REFLECTIONS ON THE DIRECTION OF THE COMPUTERIZATION OF PUBLIC ADMINISTRATION IN THE CZECH REPUBLIC"	Prague, Czech Republic	Around 100 decision makers in the CZ Republic
2012	Workshop on common conceptual frameworks for interoperable and federated identification infrastructures organised by the Internet society (ISOC)	Presentation on - the STORK sustainability -the relevant actions on eID being currently promoted by the Commission in the context of the Digital Agenda -a demo on the STORK users' experience and identification mechanism across-borders	Prague, Czech Republic	Some 20 representatives from the Internet Society, the Canadian access federation, the SSEDIC Commission-funded project, W3C, Kantara initiative, Research and Education Identity of federations and the STORK project (Chezc Representative from the Ministry of Interior).
2012	Europeone - eGovernment conference	Speech Europeone: Get Served Anywhere	Nicosia, Cyprus	Speech
2013	3rd Digital Agenda Assembly	European Commission event in the context of DAE	Dublin, Ireland	member state representatives
2013	Workshop on "Collaborative development of IT systems"	ISA stand oriented on collaborative development of IT systems	Graz, Austria	
2013	The Public administrations Interoperability puzzle	Conference organised by the Hungarian Parliament of the Information Society in the context of public administration interoperability puzzle	Budapest, Hungary	
2013	Workshop on collaborative environment	Presentation of ISA actions related to the collaborative development and provision of tools and services organised by the Commission and the Austrian authorities	Bad St. Leonhard, Austria	
2013	Standard Cost Model (SCM) Working Group meeting	ISA presentation in the context of SCM	Helsinki, Finland	MS and the European Commission
2013	Meeting with ISA counterpart at the UK Government digital service	Information about ISA activities and reusable results	London, United Kingdom	UK Government digital service
2013	High Level Conference on e-Government Issues	Conference with focuson ICT use in public administration	Vilnius, Lithuania	Stakeholders
2013	Instituto Nacional de Administração	ISA presentation	Lisbon, Portugal	Stakeholders
2013	First eGovernment Conference of the Community of Portuguese-Speaking Countries	Conference in the context of eGovernment	Lisbon, Portugal	Portuguese-speaking country representatives

Year	Title of the event	Subject	Location	Organisation/service met
2014	E-cohesion in the context of the audit trail: annual IT seminar	ISA Presentation in the context of e-cohesion and audit trail	Warsaw, Poland	Stakeholders
2014	4th National conference of interoperability and security (CNIS)	National conference in the context of interoperability and security	Madrid, Spain	Stakeholders
2014	Seminar on Tools for Improving Efficiency and Performance in the Public Sector	Interactive seminar in the context of Public Sector's improvements in performance and efficiency	Berlin, Germany	With experts from: European Commission, Agency for Public Management and eGovernment (Norway), Ministry of Civil Service and Administrative Reform (Luxembourg), Austrian Federal Chancellery, Department of Welfare, Public Health and Family – Flemish Government (Belgium), Danish Immigration Service, City of Vantaa (Finland)
2014	Digitale Dienstverlening in de Praktijk (OSLO)	ISA Stand in the context of digital services	Mechelen, Belgium	Stakeholders
2014	3rd Annual Conference on Public Procurement – Smart Public Procurement: Efficient Management through e-Procurement	Conference in the context of e-Procurement	Athens, Greece	
2014	3rd E-Government Conference 2014 - Modernising the Public Sector - Transforming, Connecting, Innovating	ISA Keynote speech in the context of eGovernment: A holistic approach to the modernisation of European public administrations	Athens, Greece	Stakeholders
2014	The Swedish eGovernment Days 2014 (eFörvaltningsdagarna 2014)	Conference in the context of eGovernment	Stockholm, Sweden	Stakeholders
2015	16th Conference on eGovernment – Transforming State Administration toward Good Governance	Conference in the context of eGovernment	Sofia, Bulgaria	350 participants: Secretaries and other officials of the municipal and regional administration (42%); ICT Experts and Directors at all level of State Administration (Central, District and Municipal) (24%); Other government experts (15%); Senior Representatives of Central Administration (11%); District governors, deputy district governors, mayors and deputy mayors (7%); and others (1%)
2015	II edycja konferencji e-Administracja dla Biznesu 2015	Conference in the context of elektronisation of public administration services	Warsaw, Poland	300 participants: representatives of government and self-government administration; entrepreneurs and managers, business - surrounding institutions; representatives of justice and legal circles
2015	META FORUM 2015 - Technologies for Multilingual Europe	International conference in the context of Technologies for the Multilingual Digital Single Market	Riga, Latvia	

Year	Title of the event	Subject	Location	Organisation/service met
2015	Plenary of Riga Summit 2015 on the Multilingual Digital Single Market	Plenary in the context of multilingual digital single market	Riga, Latvia	Top government officials, business leaders, technology developers, and language researchers
2015	Nordic Digital Day 2015	Event in the context of showcase of best ICR innovations and reforms	Tallinn, Estonia	Those interested in the development of eGovernment
2015	Valtio Expo 2015	ISA stand in the context of e-Government	Helsinki, Finland	
2015	Zukunftskongress Staat & Verwaltung 2015	Congress in the context of "State & Society in the Digital Revolution"	Berlin, Germany	Top 1000 representatives from federal, state and local governments from Germany, Austria and Switzerland as well as representatives of innovative companies
2015	e-Government Konferenz 2015: eGovernment in the federal state - collaborations for the future	Digital Society; Digital Economy; Digital State; Digital Future	Vienna, Austria	Participants from ministries and authorities (provincial, city and municipal administrations); and other members and non-members of ADV (Arbeitsgemeinschaft Datenverarbeitung (ENG.: Working Group on Data Processing));
2015	eFörvaltningsdagarna 2015 - Sweden's eGovernment Days 2015	Event in the context of eGovernment	Stockholm, Sweden	

The geographical repartition of the external events in European countries is given in Figure 7.

Figure 7 Member States participation in the organisation of the ISA events



The external events attended by the ISA programme between 2010 and mid-2015 are displayed in Figure 8.

Figure 8 ISA participation to external events



16 Participation of ISA in events organised by other stakeholders

This annex displays in Table 19 the different external events organised by other stakeholders, in which the ISA Unit participated, since the beginning of the ISA programme.

Table 19 Participation of ISA in events organised by other stakeholders

Year	Title of the event	Subject	Location	Organisation/service met
2010	European Information Society Conference (EISCO)	Presentation: The digital contribution to the EU 2020 Strategy	Bilbao, Spain	
2010	Massachusetts Institute of Technology (MIT)	Presentation of ISA	Boston, USA	MIT
2010	OSS	Presentation of OSS	Tallinn, Estonia	University of Tartu
2010	Interdisziplinäre Studien zu Politik, Recht, Administration und Technologie (ISPRAT)	Presentation of ISA	Washington, USA	ISPRAT from Germany
2010	Open Source World Conference	Presentation of OSS	Malaga, Spain	
2010	EOLE	Presentation of ISA	Turin, Italy	
2011	EU's Government agenda	Presentation of the EU's Government agenda	Chisinau, Moldova	Presentation given together with representatives of the World Bank and USAID, as part of the development aid to Moldova
2011	DINTEL	Presentation: the interoperability strategy of the European Union	Madrid, Spain	
2011	Name of event not specified	Presentation of ePRIOR, DAE infrastructures, European eGovernment Action Plan 2011-15	Chile and Argentina	
2011	Interoperability and transparency. The European context	Presentation in ITAPA 2011	Bratislava, Slovakia	
2011	Institute for European Studies/Citadel Statement Lecture	The ISA programme : governance structure and role in the EU integration process	Brussels, Belgium	Institute for European Studies, Vrije Universiteit Brussels
2012	Open Source World Conference	Presentations of Joinup and OSS	Granada, Spain	Large spectrum of stakeholders from public and private sector
2012	Conference Real Time Government: Interoperability & dematerialization of administrative process to serve the country	Presentation of ISA	Lisbon, Portugal	Large spectrum of stakeholders from public and private sector
2012	Digital Agenda for Europe	Presentation to ETICOM	Séville, Spain	EC, Private Sector and national administrations
2012	Digital Agenda for Europe	Presentation to CIONet	Madrid, Spain	EC, Private Sector and national administrations
2012	Open Source day	Presentation: Commission facilitation OSS	Warsaw, Poland	
2012	ITAPA Conference "eGovernment in new programming period 2014-2020"	Presentation of the ISA and interoperability	Bratislava, Slovakia	

Year	Title of the event	Subject	Location	Organisation/service met
2012	Congress "Neue Verwaltung"	Presentation of the ISA programme in the context of the presentation: SEMIC.EU - Towards linked government data	Leipzig, Germany	
2012	European Data Forum	SEMIC presentation	Copenhagen, Denmark	
2012	W3C Workshop: Using Open Data policy modelling, citizen empowerment, data journalism	Presentation of ISA in the context of the Open Data workshop	Brussels, Belgium	70 participants (policy makers, developers, software vendors, journalists, data analysts, active citizens, researchers)
2012	Samos 2012 Summit on Open Data and Interoperability	Presentation of ISA in the context of the presentation European Standardisation for Open Data	Samos, Greece	
2012	8th EXPP SUMMIT	Presentation by Angelo Tossetti, B4 "FROM E-INVOICING TO THE FULL E-PROCUREMENT CHAIN" e-Prior Stand of B4, display of ISA material	Berlin, Germany	Over 300 E-Invoicing, E-Billing and E-Documents specialists and end-users from more than 35 countries
2012	Global Forum 2012, session 6	ISA presentation in the context of a panel session on eProcurement	Stockholm, Sweden	
2012	Dutch standardisation forum - Brussels visit	Extensive ISA presentation	Brussels, Belgium	10
2013	IADIS e-Society 2013 : conference on Information Society - ISA - European Commission	Conference in the context of broad range of Information Society topics	Lisbon, Portugal	researchers, practitioners, students and anyone that was working or studying in the field of the Information Systems.
2013	FOSDEM conference on Open Source Software	Poster on revision of the European Union Public License (EUPL)	Brussels, Belgium	
2013	EUROGI imaGIne Conference: EULF sessions	Presentation on ISA	Dublin, Ireland	
2013	Business Process Management in Public administration	Presentation of ISA in the context of Business process management in Public administration	Bern, Switzerland	public government sectors including healthcare and non-governmental organizations
2013	World Bank and The Romanian Ministry for Information Society. "E-Government Transformation workshop: Moving from Nice-to-have to must-have."	Workshop/presentation of ISA in the context of the e-Government transformation	Bucharest, Romania	
2013	Visit to the National University of Ireland, Galway (Digital Enterprise Research Institute)	Presentation of ISA	Galway, Ireland	
2013	Open Gov Data Standardisation at the "Informatik 2013"	Presentation and stand of ISA as a part of the workshop on Open Gov Data Standardisation	Koblenz, Germany	wide scientific research community and eGovernment experts
2013	International Conference for E-Democracy and Open Government 2013 (Cedem13)	International conference in the context of e-Democracy and Open Government	Krems, Austria	e-democracy, e-participation and open government specialists from academia, politics, government and business

Year	Title of the event	Subject	Location	Organisation/service met
2013	Downscale 2013 / Second International Workshop on Downscaling the Semantic Web	International workshop in the context of Linked Data solutions	Montpellier, France	Stakeholders, researchers
2013	9th EXPP Summit	Summit in the context of eInvoicing	Warsaw, Poland	thought-leaders in the field of E-Invoicing and related topics; high-level participants, such as CFOs, heads of A/R and A/P, procurement, invoice management, supply chain management and IT, representing companies that are already using E-Invoicing or planning to start soon
2013	XÖV-Anwenderkonferenz	Presentation of ISA Programme	Bremen, Germany	Stakeholders
2014	Data Days 2014	Conference in the context of the Open Data	Ghent, Belgium	About 200 attendees: The Open Data Pioneers, practitioners, thinkers and researchers from across the world
2014	Joint W3C and OGC Workshop on "Linking Geospatial Data"	Conference in the context of linkage of geospatial data	London, United Kingdom	Geospatial data publishers and integrators; non-geospatial data publishers and integrators; online map makers and data visualization creators; open data activists.
2014	European Data Forum 2014	Conference in the context of challenges of the emerging Data Economy in Europe	Athens, Greece	data practitioners from industry, research, the public-sector and community initiatives
2014	First Open Data Forum 2014	ISA Presentation in the context of open data	Abu Dhabi, United Arab Emirates	Experts and practitioners in the field of smart government data systems from Europe, USA, Middle East region and UAE
2014	The Open Group Summit 2014 – Enabling Boundaryless Information Flow	Summit in the context of Boundaryless Information Flow™ and its key challenges	Amsterdam, Netherlands	
2014	22nd ELBIDA (European Bureau of Library, Information and Documentation Associations) -NAPLE (National Authorities on Public Libraries in Europe) Annual Conference – "Libraries in Transition. Changes? Crisis? Chances!"	Conference in the context of Libraries and Information Science	Athens, Greece	EBLIDA members, library professionals
2014	6th Annual eProcurement Conference in Vienna	"THE NEW EU DIRECTIVES - Enhance Efficiency and Effectiveness in Public Procurement"	Vienna, Austria	
2014	EULIS and Land Registries Conference	Conference in the context of new developments for information products with a special reference to spatial oriented services	Copenhagen, Denmark	
2014	eProcurement interoperability – CEN Workshop/ BII3 Seminar	ISA Presentation in the context of eProcurement interoperability	Paris, France	Stakeholders

Year	Title of the event	Subject	Location	Organisation/service met
2014	14th European Forum on Electronic Signature (EFPE 2014)	ISA Presentation in the context of eSignature	Międzyzdroje, Poland	Stakeholders
2014	14th European Conference on eGovernment – ECEG 2014	Conference in the context of eGovernment	Brasov, Romania	Researchers from many countries including Australia, Belgium, Canada, Egypt, Finland, Germany, Greece, India, Iran, Lebanon, Luxembourg, New Zealand, Nigeria, Pakistan, Poland, Romania, South Africa, Spain, Sweden, Switzerland, Taiwan (R.O.C.), Thailand, The Netherlands, Tunisia, Turkey, UK, USA
2014	Samos 2014 Summit on ICT-enabled Governance	ISA Presentation in the context of electronic governance	Samos, Greece	Stakeholders
2014	4th Danube eRegion Conference (DeRC 2014): Cross-border eSolutions & eServices Prototypes Development	Conference in the context of eProcurement, eGovernment, eLearning, eTourism and eCulture, eHealth, eSMEs and other eAreas relevant to the eConnectivity of the EU macro regions	Ljubljana, Slovenia	organizations involved in the development of relevant tools and services in at least three countries
2014	Annual IPA Symposium	Annual congress in the context of IPA	Tokyo, Japan	Stakeholders
2014	8th International Conference on Theory and Practice of Electronic Governance – ICEGOV 2014	Conference in the context of electronic governance	Guimarães, Portugal	Stakeholders
2014	Public Sector Enterprise ICT 2014 Conference and Exhibition (PSEICT 2014)	Conference in the context of ICT use in public services	London, United Kingdom	CEOs, CIOs, CTOs, Departmental Heads, Business Managers/Directors as well as a core audience of senior ICT decision-makers charged with delivering and implementing technology across every sector of UK government
2015	Europeana Tech Conference 2015	Conference in the context of memory organisations in a networked environment	Paris, France	hundreds of experts from across the EU
2015	Open Belgium 2015	Community driven conference about open knowledge and open data	Namur, Belgium	175 participants: IT-experts, local authorities, open data hackers, researchers and private companies
2015	European Tech Conference 2015	ISA stand	Paris, France	
2015	The Global e-Business Interoperability Test Bed (GITB) Project meeting	ISA presentation on Interoperable test bed	Barcelona, Spain	15 participants: members of the GTBP project
2015	Kongress Neue Verwaltung	ISA presentation on e-Documents	Leipzig, Germany	German Government officials
2015	15th European Conference on eGovernment – ECEG 2015	Conference in the context of eGovernment	Portsmouth, United Kingdom	researchers and practitioners in e-government

17 Participation of ISA in events organised by EC

This annex displays in Table 20 the different events, organised by the European Commission, in which the ISA Unit participated, since the beginning of the ISA programme.

Table 20 Participation of ISA in events organised by the EC

Year	Title of the event	Subject	Location	Organisation/service met
2010	Technical Assistance and Information Exchange (TAIEX)[1] - seminar on eGovernment	Presentation of ISA	Brussels, Belgium	DG MARKT
2011	eCommission symposium	-	Brussels, Belgium	DIGIT
2011	ePractice Workshop (OSOR) - Open Source Software for Public administrations	Presentation of OSS	Brussels, Belgium	EC
2011	SEMIC yearly conference	Presentation of SEMIC	Brussels, Belgium	EC
2011	ePractice Workshop - eProcurement in the time of economic crisis	Presentation	Brussels, Belgium	
2011	Digital Agenda Assembly	Panel: Defining the cross-border online services of the future	Brussels, Belgium	EC
2011	ePractice workshop (eID)	Presentation: Reaping the benefits of eID in different business sectors within the EU and beyond	Brussels, Belgium	
2011	eGov Ministerial Meeting and Conference	Presentations	Poznan, Poland	EC
2011	NIFO Workshop	Presentations	Brussels, Belgium	DIGIT
2011	CAMSS Workshop	Presentations	Brussels, Belgium	DIGIT
2012	European Pool against Organised Crime (EPOC) IV Final Conference	Presentation of ISA in the context of SEMIC/ADMS	Noordwijk, Netherlands	80 participants from 21 European Union (EU) Member States as well as Eurojust
2012	Digital Government: How 21st Century Technologies Can Drive Innovation in Europe's Public Services	Presentation: Embracing the Digital Era to Help Governments do More with Less (topics covered: EIS, EIF, ISA and its actions)	Brussels, Belgium	High level Roundtable for Government Executives
2012	International workshop in the European Parliament: Identifying benefits deriving from the adoption of XML-based chains for drafting legislation	Presentation of ISA and Joinup	Brussels, Belgium	EC, Private Sector and national administrations

Year	Title of the event	Subject	Location	Organisation/service met
2012	Meeting with the DE IT Planning Council	Presentation of the ISA programme and interoperability	Brussels, Belgium	DE IT Planning Council (IT-Planungsrat) DE Permanent representation in Brussels
2012	ICT 2012 conference	ISA presentation by MA stand ISA stand SEMIC stand e-Prior stand	Brussels, Belgium	800 IT specialists (mainly inhouse) and vendors
2012	DIGIT B2 project day	Presentation of ISA Work Programme and joinup	Brussels, Belgium	
2012	CTI committee	Presentation of ISA Work Programme and joinup	Brussels, Belgium	
2013	Reaping the value of the reusable specifications and software components developed by the LSPs and the way forward	Presentation of ISA in the context of CIPA action and Semantic Interoperability Action for LSPs		
2013	Cookbook for translating relational data models to RDF schemas	Presentation of ISA in the context of RDF schemas		
2013	The Public administrations Interoperability puzzle: a EU perspective	Presentation of ISA in the context of E-Government transformation	Bucharest, Romania	
2013	INSPIRE Conference 2013: The Green Renaissance	INSPIRE Conference in the context of European Union Location Framework (EULF)	Florence, Italy	
2013	e-TrustEx: Dissemination of documents to National Parliaments: Legislative and non-legislative documents	IPEX Presentation in the context of e-TrustEx		
2013	Introduction to Common Assessment Method for Standards and Specifications (CAMSS)	Presentation of ISA in the context of CAMSS		
2013	Promoting Semantic Interoperability in Europe	Presentation of ISA in the context of semantic interoperability as ISA action 1.1		
2013	2013 ISA Work Programme 3rd Revision: What's new?	Presentation of ISA in the context of ISA's actions' progress		
2013	e-TrustEx e-PRIOR CIPA e-Delivery	European Commission (DG Digit) Presentation in the context of e-TrustEx, e-PRIOR and CIPA e-Delivery		
2013	DG Connect Workshop "Build, Connect, Grow: Make Business in the Digital Single Market"	Presentation "Reaping the value of the reusable specifications and software components"	Brussels, Belgium	

Year	Title of the event	Subject	Location	Organisation/service met
2013	1st European Conference on e-Public Procurement (ECPP) and 1st Exhibition of European e-Platforms	Presentation of ISA in the context of e-PRIOR and Pre-awarding	Barcelona, Spain	
2013	eSENS conference Berlin	eSens, Presentation of ISA in the context of EIA	Berlin, Germany	
2013	Workshop on ensuring semantic interoperability between data coming from various domains	Presentation of ISA in the context of ensurance of semantic interoperability between data coming from various domains	Luxembourg, Luxembourg	
2013	7th European Quality Conference: 'Towards Responsible Public administration': Presentation on the ISA Programme (by DG Informatics)	ISA Conference oriented at quality management and other development initiatives among EU Member States' public administrations; organized by the Lithuanian presidency of the Council of the European Union with EUPAN and EIPA	Vilnius, Lithuania	Members of EUPAN, other representatives from Member States and candidate countries, public management practitioners, researchers and members of the academic community
2013	ISA Working Group on Spatial Information and Services	ISA Working Group meeting in the context of spatial information and services	Copenhagen, Denmark	DG Digit, ISA Working Group on Spatial Information and Services
2013	ISA Meeting with delegations from Vietnam, Australia and New Zealand	ISA Meeting with delegations from Vietnam, Australia and New Zealand to establish a future collaboration regarding the sharing and re-use of software (ISA action: Joinup)	Brussels, Belgium	Delegations from Vietnam, Australia and New Zealand
2013	Electronic Simple European Networked Services (e-SENS) CC6.2 (Semantics) Meeting	ISA presentation in the context of Electronic Simple European Networked Services	Poznan, Poland	Stakeholders
2013	Modernising public administration: the role of e-procurement and e-invoicing	2nd Conference on e-procurement and e-invoicing in the EU	Brussels, Belgium	
2013	European Public administration Network (EUPAN) Conference	ISA Presentation	Vilnius, Lithuania	The EUPAN HRWG / IPSG meeting
2013	The Path to Growth: Achieving Excellence in Business Friendly Public administration	Presentation on ISA activities by Vice-President Sefcovic in his speech ISA stand	Brussels, Belgium	Ministers, High-level policy-makers, industry leaders and stakeholders, academics and policy advisers
2013	NIPS Consultation Conference	Presentation of Member States' readiness for a pan-European network infrastructure for public service, scenarios for implementation and recommendation proposals to the Commission	Brussels, Belgium	Stakeholders

Year	Title of the event	Subject	Location	Organisation/service met
2013	Coordinating for Cohesion in the Public Sector of the Future (COCOPS) high-level policy-makers conference	Conference to discuss the main conclusion and policy recommendations resulting from the comparative research of 10 European countries	Brussels, Belgium	high-level policy makers and civil servants from European countries and from the EU-level
2013	EULF Workshop - "Integration of Location in eGovernment: Best Practices from Europe"	The European Union Location Framework (EULF) Workshop in the context of the integration of location in eGovernment	Budapest, Hungary	eGovernment practitioners and Geographic information stakeholders
2014	Information and networking days, Horizon 2020 (H2020) Work Programme 2014-2015, Connecting Europe Facility (CEF)	Information and networking days in the context of H2020 2014-2015 and CEF	Luxembourg City, Luxembourg	Stakeholders
2014	Semantic Interoperability Conference (SEMIC) 2014	Semantic Interoperability Conference	Athens, Greece	the experts driving the practice of semantic technologies and those who have first-hand experience of implementing these standards in cross-border e-Government applications
2014	MT@EC – Traduction automatique pour l'administration publique	ISA Presentation and demonstrations in the context of MT@EC	Paris, France	Stakeholders
2014	Promoting semantic interoperability for open public data	Presentation of ISA in the context of semantic interoperability	Paris, France	Stakeholders
2014	EUSurvey: Online Survey Management Tool	EC Presentation in the context of EUSurvey		
2014	ISA action 1.3: Catalogue of Services	Harmonising national and European service catalogues and implementing a pilot		
2014	INSPIRE Conference 2014	Conference in the context of Infrastructure of Spatial Information in the European Community (INSPIRE)	Aalborg, Denmark	users, technology developers, data providers and policy makers from across the European Union
2014	Metadata Working Group Meeting	ISA Presentation	Luxembourg, Luxembourg	Working Group
2014	Digital Agenda and trans-European networks	Topics: The Digital Agenda at European, national and at regional levels; major eGovernment policies such as eIDAS regulation, cloud-computing, e-Procurement and ISA2 programme.	Santiago de Compostella, Spain	Stakeholders
2014	MT@EC European Commission machine translation for Public administrations in the EU Member States	EC Presentation in the context of the MT@EC	Brussels, Belgium	Staff and management of the EU Member States' administrations and EU institutions: Translation services and non-translation services

Year	Title of the event	Subject	Location	Organisation/service met
2014	Presentation on Joinup	Presentation of ISA in the context of Joinup		
2014	e-SENS event – 'Making e-services a reality in Europe'	Event in the context of electronic governance	Luxembourg, Luxembourg	public administrations, IT industry, end users
2014	DIGIT ICT conference	ISA Stand in the context of ICT	Brussels, Belgium	Stakeholders
2014	XBRL Eurofiling workshop	ISA Presentation in the context of interoperability and public administration	Brussels, Belgium	180 attendees mainly from Europe: XBRL Europe members and stakeholders. Supervisors and experts (accountants as well as technicians) in regulatory filing / business registers. Project managers, solution providers, vendor representatives and consultants
2015	Kick-off meeting of the EU CISE 2020 project	General presentation of ISA with special focus on EIRA, Core Vocabularies and the CISE ISA action	Rome, Italy	50 representatives of the public organizations being part of the project
2015	Meeting of the Innovative Public Services Group (IPSG) and Human Resources Working Group (HRWG) of the European Public administration Network (EUPAN)	General presentation on ISA2 and how it aims at working with stakeholders	Riga, Latvia	Meeting of the Innovative Public Services Group (IPSG) and Human Resources Working Group (HRWG) of the European Public administration Network (EUPAN)
2015	EUGO Network meeting- DG GROW	Presentation on Catalogue of services	Brussels, Belgium	30 participants
2015	World Bank study tour from MENA	Presentation on ISA programme, Semantics and open data, NIFO, Base registries, Catalogue of services	Brussels, Belgium	30 participants
2015	Once Only Principle meeting- DG CNECT-eGovernment working group	Workshop, Presentation on Base registries, Catalogue of services	Brussels, Belgium	20 participants: DG CNECT-eGovernment working
2015	IFC subgroup Common Vocabulary meeting	Agreeing on common specifications; The ISA Programme methodology	Brussels, Belgium	10 participants
2015	CONT_ACT Riga 2015	Conference in the context of impact of ICT on the design and delivery of public services; Digital by default, Interoperability and challenges faced by Member States (ISA stand)	Riga, Latvia	Policy makers and experts from public administration and NGOs, representatives of ICT industry.
2015	Digital Stakeholder Forum	Data-driven systems design	Brussels, Belgium	

18 Public consultations launched by the ISA unit

This annex displays in Table 21 the different public consultations launched (8), ongoing (3) or to be launched (1) by the ISA unit and the ISA actions they were related to.

Table 21 Public consultations launched by the ISA unit

Year	Public Consultation	ISA action
February 2012	Public Review of three Core Vocabularies took place during January-February 2012 via the Joinup website	1.01 - Promoting semantic interoperability amongst the European Union Member States
February 2012	Consultation with the facilitators of communities: Recommendations for the European Commission and online community facilitators	4.2.2 - Community building and effective use of the collaborative platforms
February - March 2012	Public Review of the Asset Description Metadata Schema (ADMS) took place during February-March 2012 via the Joinup website	1.01 - Promoting semantic interoperability amongst the European Union Member States
May 2012	ADMS FOSS Public review in May 2012.	1.01 - Promoting semantic interoperability amongst the European Union Member States
December 2012 - mid March 2013	Public Consultation on the draft EUPL v1.2	4.2.5 - Common frameworks
January-February 2013	Public review of the Core Public Service Vocabulary	1.01 - Promoting semantic interoperability amongst the European Union Member States
May - July 2013	Public review of the DCAT Application Profile for data portals in Europe (DCAT-AP)	1.01 - Promoting semantic interoperability amongst the European Union Member States
February - March 2015	Public review of the Core Public Service Vocabulary Application Profile (CPSV-AP)	1.3 - Catalogue of Services
June - August 2015	Public review of the first revision of the DCAT-AP	1.01 - Promoting semantic interoperability amongst the European Union Member States
June - August 2015	Public review of the extension of the DCAT-AP for geospatial data (GeoDCAT-AP)	1.01 - Promoting semantic interoperability amongst the European Union Member States
June - August 2015	Public consultation on the European Interoperability Reference Architecture	2.01 - Elaboration of a common vision for a European Interoperability Architecture – EIA
2016	Consultation on the EIS/EIF Revision	5.02 - EIS Governance Support

19 Interview guides

37 interviews were conducted with individuals from four different stakeholder groups as shown in Table 22. These interviews covered specific questions related to the different evaluation questions in order to establish the interviewees' informed opinions on the extent to which the programme achieved its objectives.

These interviews were semi-structured and contained many open questions, considering that the richness of data is correlated to the extent to which interviewees can freely express their opinions on a topic. Depending on which of the four stakeholder groups the individual interviewee belonged to, she/he received a tailored interview guide two days prior to the interview. This guide served as a checklist for the interviewer to make sure that all the themes, covered by detailed questions, were discussed. Although the evaluation questions were not explicitly mentioned in the interview guides as such, each theme is related to a criterion that was evaluated.

The different stakeholder groups' interview guides are embedded below.

Table 22 Interview guides per stakeholder group

Stakeholder group	Interview guide
EC officials from DG DIGIT (6 interviews)	 SC93_Final_Evaluati on_Interview_Guide
EC officials outside DG DIGIT (11 interviews)	 SC93_Final_Evaluati on_Interview_Guide
ISA Committee or Coordination Group Members (14 interviews)	 SC93_Final_Evaluati on_Interview_Guide
'Other' ISA Stakeholders (6 interviews)	 SC93_Final_Evaluati on_Interview_Guide

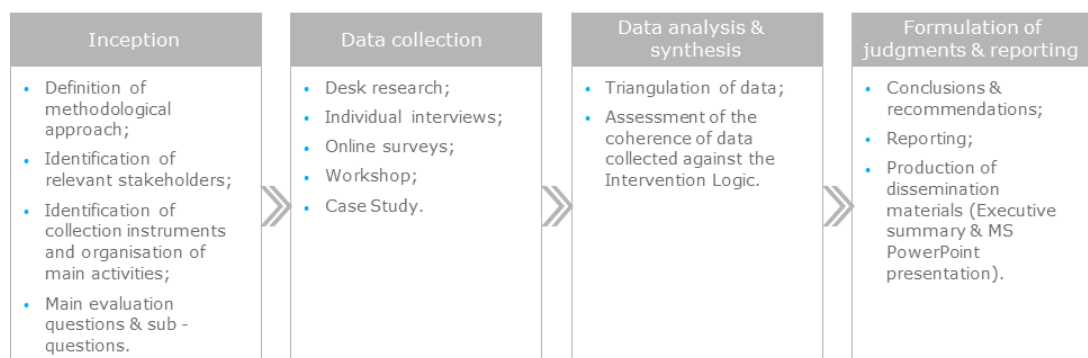
20 Methodology

The final evaluation's methodology (Figure 9) fully conforms to the methodological guidance for evaluations provided by DG Budget³⁴ and adheres to current developments in the Smart Regulation policy³⁵.

The methodology incorporated and expanded on the main evaluation questions, (Table 23), in accordance with the European Commission's evaluation standards³⁶. It is composed of the following four main phases, which are elaborated on in the next sections of this chapter:

- Inception (Evaluation structuring): defines the methodology, relevant stakeholders and the organisation of the data collection activities for the final evaluation.
- Data collection: presents the data collection methods that were used in order to successfully conduct this final evaluation.
- Data analysis & synthesis: describes the techniques used in order to analyse the collected data.
- Formulation of judgments and reporting: explains how this data analysis translated into reliable judgments.

Figure 9 Final evaluation of the ISA programme: Methodology



³⁴ European Commission, Evaluating EU Activities: A practical guide for the Commission Services, Office for Official Publications of the European Communities, Luxembourg, 2004.

³⁵ European Commission, Public consultation on Commission Guidelines for Evaluation, DG SG, Brussels, 2013.

³⁶ COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS Strengthening the foundations of Smart Regulation – improving evaluation, 02.10.2013, Brussels

20.1 Inception (Evaluation structuring)

The inception phase defined the methodology (Figure 9), based on the main evaluation questions and the intervention logic (Figure 10) from the interim evaluation of the ISA programme. It also identified the relevant stakeholders. A major part of this inception phase was the choice of adequate data collection methods and the design of processes to support their subsequent implementation. In particular, these activities included:

- The development of specific questions, linked to the evaluation questions, for the data collection phases including the identification of related judgement criteria and indicators;
- Planning and creation of questionnaires for the interviews and online surveys; and
- Project Management and client reporting.

The evaluation team's significant investment in the organisation of the data collection activities as part of the inception phase was to ensure the reliability of the information on which a sound analysis could be built. The evaluation team drew on its experience and expertise to determine these elements and construct the overall methodology to conduct the final evaluation.

20.1.1 *Evaluation criteria & main evaluation questions*

The table below maps the following evaluation criteria and their definitions, as contained in the EC's official guidelines³⁵, to the main evaluation questions of the final evaluation of the ISA programme.

Table 23 Mapping of evaluation criteria – Definitions – Evaluation questions

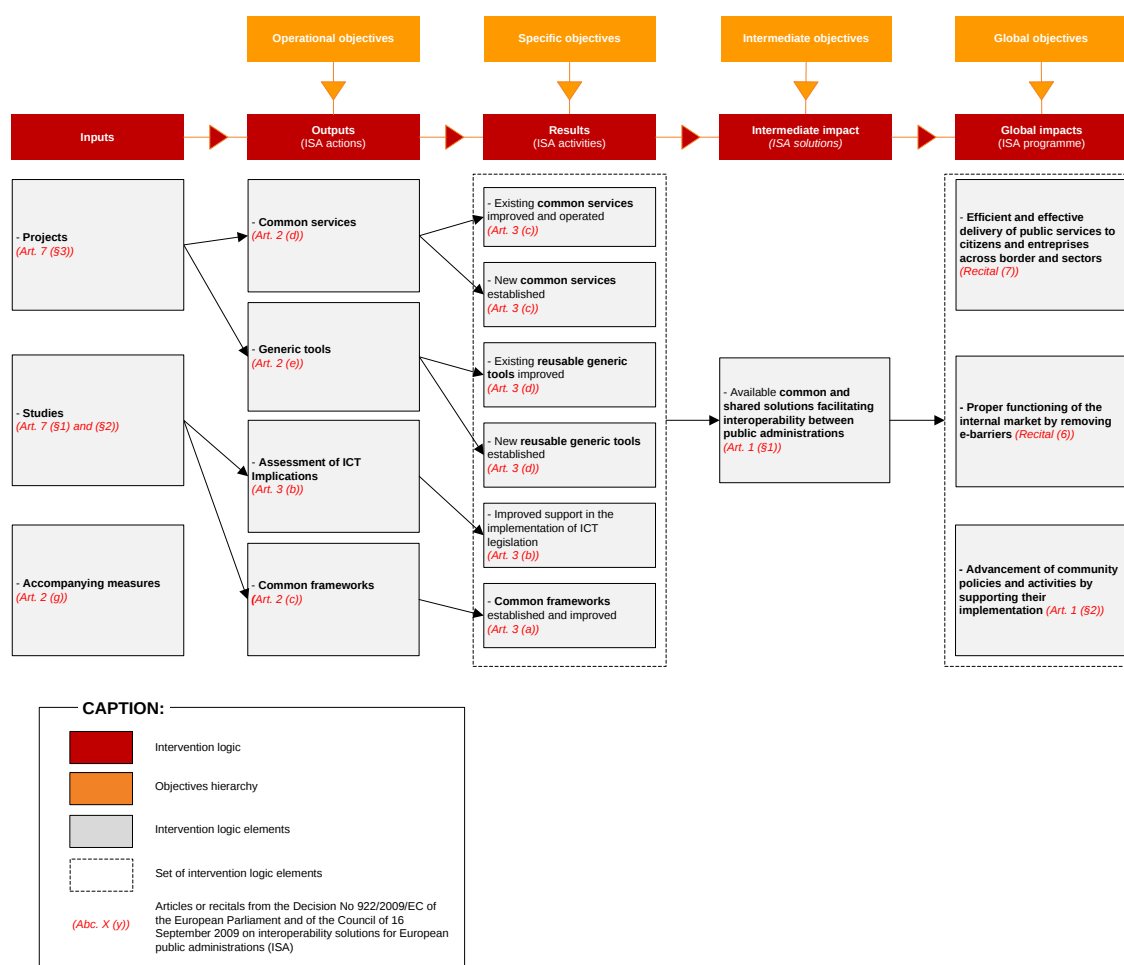
Evaluation criterion	Evaluation criterion Definition	ISA Final Evaluation - Evaluation questions (EQ)
Relevance	The extent to which an intervention's objectives are pertinent to needs, problems and issues to be addressed.	To what extent were the ISA programme's objective(s) pertinent to meet evolving needs and priorities at both national and EU levels?
Efficiency	The extent the desired effects are achieved at a reasonable cost.	How economically were the various inputs converted into outputs?
		Which aspects of the programme were the most efficient or inefficient, especially in terms of resources mobilised?
Effectiveness	The extent to which objectives set are achieved.	To what extent did the ISA programme's results and impacts achieve its objectives?
		Are there aspects that were more or less effective than others, and, if so, what lessons can be drawn from this?
Utility	The extent to which effects correspond with the needs, problems and issues to be addressed	How did the ISA programme's achieved and anticipated results and impacts compare with the business needs they intended to address?
		Which measures could be taken to improve the utility of the next programme's actions?
Sustainability	The extent to which positive effects are likely to last after an intervention has terminated.	To what extent is the financial, technical and operational sustainability of the developed solutions, maintained and operated through the ISA programme, ensured?
Coherence	The extent to which the intervention logic is non-contradictory/the intervention does not contradict other interventions with similar objectives.	To what extent did the ISA actions form part of a "holistic" approach within the framework of the programme?
		How well were synergies achieved between programme actions and with other EU activities?
Coordination	The extent to which interventions are organised to maximise their joint effects by mobilising resources combined with harmonising measures.	To what extent did coordination of activities between Member States, including the ISA Committee, exist to ensure stakeholders' engagement in the ISA programme?
		To which extent were activities coordinated or aligned with the needs of other stakeholders with whom the Commission was supposed to interact in the framework of ISA?

Once these main evaluation issues and associated questions were agreed, the evaluation team defined specific sub-questions, linked to each main evaluation question, to be addressed by the principal data collection methods, the interviews and online surveys. The interview and online survey guides are contained in Annex 19 above.

20.1.2 Intervention Logic

The EC's official guidelines³⁵ define the intervention logic (Figure 10) of a programme as 'the conceptual link from an intervention's inputs to the production of its outputs and, subsequently, to its impacts on society in terms of results and outcomes.' As agreed with the European Commission, the intervention logic of the interim evaluation of the ISA programme was reused for the final evaluation³⁷. The examination of the programme's intervention logic with data collected during the evaluation can help to identify its success in achieving its objectives.

Figure 10 Final evaluation of the ISA programme: Intervention Logic



³⁷ It is important to note that the European Commission expects that the intervention logic for evaluation of the future ISA2 programme to be different to that of the intervention framework of the final evaluation. This change will take into account ISA2's different action groups that will be created from re-clustering of different actions, the addition of new ones and its altered objectives, even if the latter vary slightly from, or enhance, the ISA programme's.

20.1.3 Stakeholders

The ISA unit and the Steering Committee identified the following eight main stakeholders groups as those involved in, or impacted by, the ISA programme. Representatives of these stakeholder groups were involved in the final evaluation's data collection activities.

- Officials from DG DIGIT – Unit B.6 Interoperability solutions for European public administrations (ISA); the unit that commissioned this evaluation and that has the overall responsibility for the management and delivery of the ISA programme.
- Members of the ISA Committee, ISA Coordination Group and ISA Working Groups who actively participate in the programme.
- Monitoring & Evaluation action contractors & Project Officers outside DG DIGIT's Unit B6 who are responsible for managing ISA actions.
- Officials from other Commission services (e.g. DG GROW, DG CNECT) who:
 - receive ISA funding to implement ISA actions; or
 - work in a DG reusing ISA solution(s); or
 - serve as Information Resources Managers (IRMs) or Trans European Systems' (TES) owners ; or
 - are in charge of other EU initiatives linked to the ISA programme (e.g. at DG CNECT or DG TAXUD).
- Standardisation organisations involved in, or affected by, the ISA programme in any way.
- Other stakeholders (e.g. officials from other EU, local and regional institutions) who are involved in, or affected by, the ISA programme in any way.
- Direct beneficiaries of the ISA actions (European public administrations including the Commission services).
- Indirect beneficiaries, i.e. citizens and businesses.

20.2 Data collection and analytical tools

The data collection methods and analytical tools chosen to answer the evaluation questions consist of a mixed qualitative and quantitative approach of desk research, interviews, online surveys, a workshop and case studies.

20.2.1 Desk research

The main objectives of the desk research for the final evaluation were to:

- Understand the context.
- Analyse the objectives, scope, means and instruments of the ISA programme.
- Gather preliminary inputs on the relevance of the programme as well as on its coherence with other similar EU initiatives.

The evaluation team conducted desk research on and analysis of the following available documents related to the ISA Work Programme, as well as a review of project charters progress, final reports and deliverables submitted by the different ISA actions:

- The ISA Decision and related documents;
- The ISA Work Programmes;
- The minutes and executive summaries of meetings of the ISA Committee and the ISA Coordination Group (internal documents);
- The descriptions, project charters and deliverables of the completed and on-going actions;
- Various guidelines and templates for potential participants of the programme;
- The interim evaluation of the ISA programme;
- Secondary data from specific ISA actions (e.g. studies conducted by external contractors), project charters and execution reports, and information available on the ISA dashboard;
- Reviews of actions conducted in compliance with Article 13(2) of the ISA Decision;
- Relevant documents relating to other similar EU initiatives;
- Information on project communications and events; and
- Monitoring & Evaluation action data (links between actions; reuse of solutions etc.).

20.2.2 Interviews

The major data collection activity of this final evaluation was the series of interviews that the evaluation team conducted with 37 stakeholders as detailed in Table 24. Identified by the ISA unit and Steering Committee, these stakeholders' roles on and/or involvement in the programme were deemed sufficiently relevant and extensive to provide detailed feedback on it.

The table below provides the overview of the types of stakeholders who were interviewed.

Table 24 Interview Stakeholder groups

Stakeholder group	Number of interviews
EC officials from DG DIGIT	6
EC officials outside DG DIGIT	11
ISA Committee or Coordination Group Members	14
'Other' ISA Stakeholders	6
Total	37

During the inception phase, the evaluation team prepared interview guides for each stakeholder group containing sub-questions linked to the evaluation questions, which were approved by the ISA unit and the Steering Committee. Every interviewee received his/her relevant stakeholder group interview guide two working days in advance of being interviewed.

Interviews were very detailed; comprised of over 40 questions and lasted approximately two hours each, on average, for the Member States' representatives and the EC officials. It was about half as long for the 'Other' ISA stakeholders. Two members of the evaluation team conducted each interview.

A large part of the interview process was the finalisation of the summary after each one. Every interviewee subsequently received a summary for his/her approval to ensure the accuracy of his/her input. This required considerable verification before the interviewees received the summaries to review. However, this effort was valuable, since interviewees largely provided only minor amendments to the summaries that they reviewed and approved.

20.2.3 Online surveys

Another important data collection activity of this final evaluation was the series of online surveys that was launched and completed subsequent to the series of interviews. Online surveys complement the individual interviews by extending the consultation process on the level of progress of the programme to a wider group of stakeholders. These online surveys were created and adapted from the interview guides. Some open questions from the interviews were closed based on the data collected from interviewees.

Given the various levels of involvement in the ISA programme, the following stakeholder groups, identified by the ISA unit and Steering Committee, were invited to complete specific surveys.

Table 25 Online surveys' Stakeholder groups

Stakeholder group	Number of recipients
Member States representatives: Members of the ISA Committee, ISA Coordination Group and ISA Working Group members	126
EC officials: Project Officers of the ISA actions (in DIGIT B6)	12
EC officials: Project Officers of the ISA actions (outside DIGIT B6)	36
EC officials: (Including Trans European Systems' (TES) owners & Information Resource Managers (IRMs))	116
Other ISA Stakeholders (experts in e-government and members of ISA's broader community of practice)	50
Total	340

20.2.4 Workshop

A specific workshop with officials from the ISA unit to explore the findings from the interviews and the online surveys was held to obtain additional information and feedback, validate ISA's holistic approach and to agree the case studies to be developed.

20.2.5 Case Studies

Two short case studies, based on Action 1.01: Promoting semantic interoperability amongst the European Union Member States (Semantic Interoperability) and Action 4.2.03: National Interoperability Framework Observatory (NIFO), were developed in order to provide in-depth analysis and recommendations on how their successes can be further enhanced.

20.3 Data analysis and synthesis

Data analysis and synthesis is the major activity that assessed the data collected during the research phase. It translates data into understandable findings, from which specific conclusions can be drawn as the basis of final recommendations. The following two steps ensured this.

20.3.1 *Triangulation*

Firstly, the evaluation team ensured the process of the triangulation, as part of its quality strategy, to ensure the validity of the results. Triangulation of data is defined as “the use of data collected using different tools and from different sources, and/or analysis from different theoretical perspectives and by different analysts, and at different time”³⁸. When planning the triangulation of data, it is important to differentiate between qualitative or quantitative data because the meaning of validity for each is not the same. In quantitative research, validity refers to whether the findings of a study are true and certain; “true” in the sense that research findings accurately reflect the situation and “certain” in the sense that research findings are supported by evidence. When addressing the validity of quantitative data, the evaluation team focused more on the “true” meaning than on the accuracy of the data collected.

20.3.2 *Testing the evaluation model*

The second step of the analysis investigated the relationship between evaluation issues and expected benefits, such as outputs, outcomes and impacts as contained in the intervention logic. The evaluation team tested the intervention logic’s hypotheses to verify this.

20.4 Formulation of judgments and reporting

The activity to formulate robust conclusions on the implementation of the ISA programme and provide useful and practical recommendations on future Work Programmes, in particular the ISA2 programme, involved the following three activities:

20.4.1 *Formulation of conclusions and recommendations*

The evaluation team provided solid and pragmatic conclusions and executable recommendations on the basis of the findings from the evaluation’s data collection activities. These conclusions and recommendations were all rigorously tested, confirmed and challenged by the members of the evaluation team, based on the triangulation of data and testing the intervention logic. This allowed for the production of a list of conclusions with reference to the findings they are built upon and a list of recommendations with reference to their supporting conclusion(s).

³⁸ Lisa A. Guion, David C. Diehl, and Debra McDonald, *Triangulation: Establishing the Validity of Qualitative Studies*, 2011.

20.4.2 Reporting

This deliverable, the Final Report (D02.02), was completed after the completion of the data analysis. It integrated the feedback of the ISA unit and the Steering Committee. In addition to the Final Report itself, a publishable executive summary and a MS PowerPoint presentation of the Final Report allow for a broader and more easily digestible dissemination of the project results. Both additional deliverables provide a concise overview of the objectives, the methodology, analytical tools, key findings, conclusions and recommendations of the final evaluation of the ISA programme.

20.4.3 Dissemination of recommendations

Subsequent to the publication of the results of the final evaluation, it is important that they be integrated into the Commission's decision making process in a timely way to contribute to policy recommendations to improve the subsequent policy initiatives, programmes and activities, in particular the operation of the ISA2 programme, and the instruments used to deliver these.

The evaluation team remains at the disposal of the European Commission for the collaborative development of an implementation plan and the provision of advice to overcome the gaps between the objectives of the ISA programme and its actual achievements.

21 Case studies

<Will be included in Final Report – Annexes v2.00>