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Summary

The ultimate goal of Work package 7 “Transnational RTD Activities” of the eGOVERNET project is to prepare for possible future common research programmes and joint calls for project proposals. As a move towards the expected degree of coordination and cooperation, the work package should establish a set of recommended harmonised routines for efficient evaluation and reviewing of projects and programmes of research for eGovernment that could represent useful guidelines for the bodies that are funding and managing the research for eGovernment.

Within Work package 7, Task T7.1 aimed to compile, analyze and compare the different procedures employed to evaluate (review) the projects of research for (or closely related to) eGovernment. Evaluation is a critically important component of the eGovernment research management process in two cases:

- when applications/proposals for the funding of research projects are being reviewed,
- when the interim and final results of the research projects (and possibly their implementation) are being assessed.

This report describes the background, the objectives and scope, the methodology adopted, and finally a resulting set of recommended criteria representing the harmonised guidelines for evaluation of eGovernment(-related) research projects (and programmes) covering both cases mentioned above.

The first chapter introduces the subject in the context of the eGOVERNET project and outlines the background of the initiative to establish the harmonised guidelines for evaluation. The second chapter deals in some detail with the objectives and scope of the task, manifesting also the variety of aspects relevant to proposing and establishing a sensible and sustainable system of harmonised guidelines for evaluation for ex ante and ex post evaluations of research projects (and programmes) at the disposal of the European eGovernment research management. The third chapter describes the methodology of compiling the necessary information and data prerequisite to a representative survey of evaluation practices. Chapter 4 presents the set of recommended evaluation criteria and practices and, finally, the fifth chapter contains some concluding statements and considerations for future work.

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1. Introduction and background

The main objectives of the eGOVERNET project are to support the creation of national eGovernment R&D programmes, to contribute to coordinating the design of national eGovernment R&D programmes and initiatives and also to encourage the integration of existing national eGovernment R&D programmes. The consortium of the eGOVERNET project represents organizations with responsibilities at national level for programming eGovernment research, development and innovation activities. The partners have come together with a vision of coordinating eGovernment research policies in their home countries and working towards a long-term strategy of research for eGovernment in Europe.

In the framework of the eGOVERNET project, eGovernment is defined as “the application of ICT, organizational change and skills to Public Administration in order to promote modernization and innovation in the public sector”. Clearly, in order to fully utilize the potential socio-economic benefits of eGovernment, not only full implementation of advanced ICT solutions but also institutional and organizational changes are necessary.

As a critical supporting factor to these complex processes, research has become increasingly important for eGovernment over the last few years. (For detailed evidence, see “eGovernment research in the EU; overview report” - D3.2 - Work package 3, May 2007.) However, eGovernment research has been found to suffer from important prevailing shortcomings. The most significant one is the fact that research activities in this area have been too fragmented practically in all respects (between countries, disciplines, and research phases). It is in fact precisely this deficiency which the eGOVERNET aims to address, overcome and possibly eliminate, thus contributing to the enhancement of the efficiency as well as to strengthening the impact of eGovernment research.

The purpose of Work package 7 “Transnational RTD Activities” of the eGOVERNET project is to prepare for possible future common research programmes and joint calls for project proposals. An important step towards this goal is to carry out a review of existing project and programme evaluation practices and, based on this, then attempt to provide harmonised guidelines for evaluation, i.e. to establish a recommended and annotated set of evaluation criteria.

2. Objectives and Scope

The ultimate goal of Work package 7 “Transnational RTD Activities” of the eGOVERNET project is to prepare for possible future common research programmes and joint calls for project proposals. As a significant and growing contribution to this expected degree of coordination and cooperation, the work package should establish a set of recommended harmonised routines for efficient evaluation and reviewing of projects and programmes of research for eGovernment, that could represent useful guidelines for the bodies that are funding and managing research for eGovernment.

The main expectation is that the survey of practised routines and proposal of harmonised evaluation guidelines shall significantly facilitate the introduction and functioning of international evaluating and reviewing processes in the area of eGovernment research and it shall lead thereby to improved evaluations of research projects and programmes in a broader context. At the same time it should particularly contribute to

- promoting the quality of research for eGovernment,
- stimulating more efficient use of available resources and hence improving the funding of eGovernment research,
- enhancing the interoperability at international level,
- developing pan-European eGovernment services,
- building the genuine European Research Area.

Evaluation is a critically important component of the eGovernment research management process in two cases, namely:

- when proposals and applications for the funding of research projects are being reviewed (ex ante evaluation),
- when the interim and/or final results and outcomes of the research projects (and possibly their implementation) are being assessed (ex post evaluation).

The evaluation of the results and outcomes of the research projects can serve (and should increasingly be used) as input for thorough assessment of a given entire underlying programme for research and development or an institutional plan of R&D. (The eGOVERNET project also considers research programmes at the regional and local level, provided that they are funding eGovernment R&D.) In this mode the ex post evaluation of projects represents a valuable tool for improving the strategic planning of future phases of research and development and, more generally, feedback that is applicable when revising the relevant policies.

In accordance with the above mentioned operational definition of eGovernment, the scope of research for eGovernment as considered by the eGOVERNET project covers not only research in the field of information and communication technologies (ICT) but also socio-economic and legal disciplines. In brief, we are interested in procedures for evaluation of projects within programmes and institutional plans including the research domains schematically depicted in **Figure 1**. The figure shows that the initiation and funding of research relevant for eGovernment may stem from different policies.

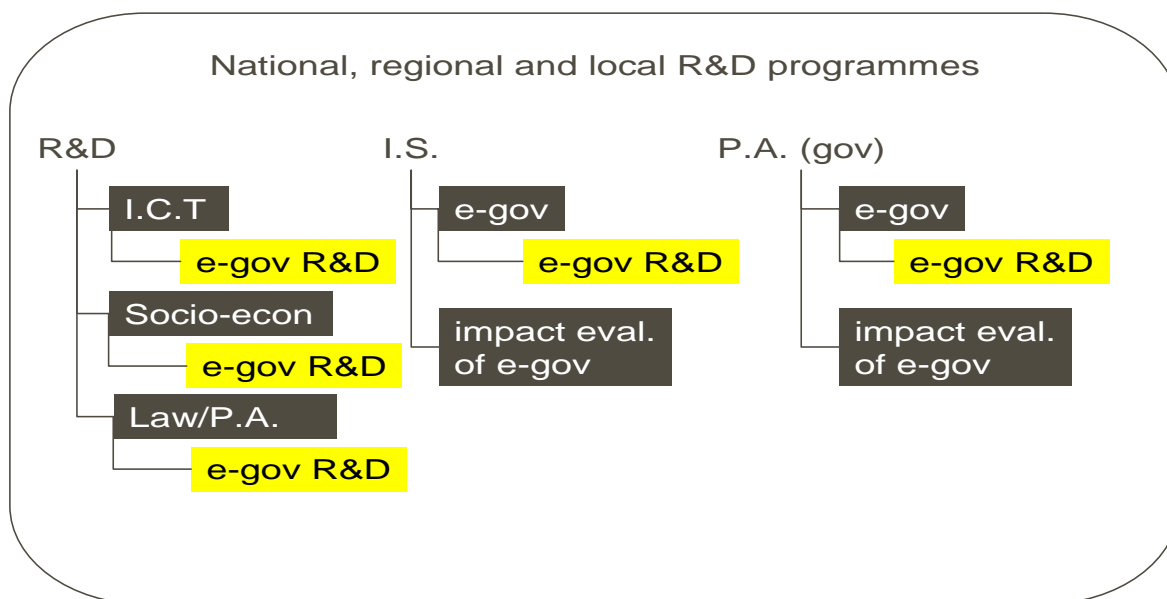


Figure 1.

The domains of research for eGovernment covered by the eGOVERNET Project

eGovernment R&D can be funded by different programmes and institutional schemes, typically originating from: Research and Development (R&D) policy; Information Society (I.S.) policy (implicitly or explicitly including the eGovernment policy), and Public Administration (P.A.) modernisation policy.

To complete the definition of the scope of the eGovernment Research that we are dealing with, we may recall that the research in question

- includes different disciplines with equal relevance, with ICT as a key enabler,
- includes different stages of research, from basic research to action-oriented research and the innovative integration of existing solutions,
- is carried out in both the public and the private sector (but the eGOVERNET project focuses on research funded through public sector programmes and institutions),
- does not include the actual implementation of eGovernment,
- does not include activities specific only to the health and education sectors, i.e. eHealth and eLearning.

3. Methodology

The scope outlined above clearly predetermines the types of projects and programmes to be covered by the performed research and this report.

As sources of information and data we have exploited in particular the following means:

- “Questionnaire exercise” using Data Collection Forms developed for the purpose within the eGOVERNET Project (for details see **Section 3.1**)
- Desk-top research performed on publicly available information sources (see **Section 3.2**)
- Gathering information and data through interviews held at the following meetings:
 - Workshop on “Needs for eGovernment Research Management”, Warsaw (PL), 3 / 2006
 - 4th Eastern European eGov Days Conf., Prague (CZ), 4 / 2006
 - NATO Advanced Research Workshop, Borovec (BG), 6 / 2006
 - DEXA Conf., Krakow (PL), 9 / 2006
 - Economic Forum (Section IST & eServices), Krynica Zdroj (PL), 9 / 2006
 - Brokerage (ATVN-EU-GP FP6) of eGovernment project proposals, Warsaw (PL), 10 / 2006
 - eChallenges Conf., Barcelona (ES), 10 / 2006
 - 5th Eastern European eGov Days Conf., Prague (CZ), 4 / 2007
 - A series of eGOVERNET project workshops (see Work packages 2 and 6);

Consultations with eGOVERNET project partners were conducted on the subject during a series of project board meetings and workshops, in particular during the internal Working Meeting on Work package 7 held in Donegal, Ireland, in June 2007.

3.1 Data Collection Forms

The central method for compiling the relevant information and data was a “questionnaire exercise”. A Data Collection Form was designed and consensually agreed on by all eGOVERNET Project partners. The form is seen in **Appendix 6.1**.

All the eGOVERNET Project partners then returned Data Collection Forms filled out for all types of projects (programmes) of research for eGovernment (or closely related to eGovernment) within their reach.

Within its form, RCN submitted data for three types of projects. VINNOVA also provided data for projects running within a SIDA programme (Swedish International Development Agency) in a separate questionnaire. Additional data were obtained from Sandra Lotti, a representative of Regione Emilia-Romagna, an Italian region administering a regional eGovernment research programme. Data Collection Forms were thus obtained as follows:

eGOVERNET WP7 Data Collection Form-ASCR

eGOVERNET WP7 Data Collection Form-CNIPA
eGOVERNET WP7 Data Collection Form-DEPTAO
eGOVERNET WP7 Data Collection Form-IPTS
eGOVERNET WP7 Data Collection Form-ISDC
eGOVERNET WP7 Data Collection Form-MNII
eGOVERNET WP7 Data Collection Form-RCN (3 project types)
eGOVERNET WP7 Data Collection Form-RER (Regione Emilia-Romagna)
eGOVERNET WP7 Data Collection Form-SLOMIS
eGOVERNET WP7 Data Collection Form-VINNOVA
eGOVERNET WP7 Data Collection Form-VINNOVA-SIDA

All the returned questionnaires are attached to the report in authentic form as **Appendices 2 to 12**.

A summary displaying the extracted and checked data and answers from the Data Collection Forms for individual types of projects (programmes) of research for eGovernment is given in **Table 1**. The acronyms and identifiers are used for individually named programmes in the table as follows:

1. ASC(A) ASCR programme “Information Society” (within the National Programme of Research)
2. CNI(C) CNIPA Programme
3. DEP (D) DEPTAO Programme
4. IPT (J) IPTS Programme
5. ISD (L) ISDC Programme
6. MNI (M) MNII Programme
7. RCN (N) RCN “User Driven Innovation Projects” Programme
8. RCX (R) RCN “Knowledge building project with user involvement” Programme
9. RCP (N) RCN “Pre-Project” Programme
10. RER (E) Regione Emilia-Romagna Programme (solicited by CNIPA)
11. SLO (S) SLOMIS Programme
12. VIN(V) VINNOVA Programme
13. VIZ (Z) SIDA Programme (data provided by VINNOVA)

Table 1.
Summary of responses to data collection questionnaires on eGovernment (-related) projects

1	2	3	4	5	6	7	8	9	10	11	12	13	
ASC	CNI	DEP	IPT	ISD	MNI	RCN	RCX	RCP	RER	SLO	VIN	VIZ	

1. Referring to Figure 1, please indicate options which best describe the category of research projects for which you shall provide information

A					M	N	R	P		S	V	Z	Programme based on R&D policy
			J	L					E			Z	Programme based on IST policy
	C			L				P	E	S		Z	Programme based on Public Administration policy
			J	L					E				Research explicitly for eGovernment (initiation and facilitation)
													Research on eGovernment impact
A	C	D		L					E				Predominantly ICT research
			J					P		S			Predominantly socio-economic research
				L						S			Predominantly law research
			J		M	N	R	P				V	Other (please specify): J-procurement, M-bottom-up, R-“user-driven innovation project” instrument, P-“knowledge-building project with user involvement” instrument, V-cross-boundary projects ICT Research+Businesses+PubAdmin

1	2	3	4	5	6	7	8	9	10	11	12	13	
ASC	CNI	DEP	IPT	ISD	MNI	RCN	RCX	RCP	RER	SLO	VIN	VIZ	

2. How are the calls for project proposals made public?

		D											In daily media
													In weekly journals
A	C		J	L					E	S			In an official journal
					M								In scientific journals
		D	J			N		P			V	Z	By e-mailing
A			J			N	R	P		S	V	Z	On a dedicated website
A											V	Z	At conferences
	C	D	J	L			R	P			V	Z	Through networks
A					M								Other means (please specify): A-info campaign and ASCR website, M-Ministry website.....

3. How do you organize the evaluation of submitted project applications?

			J	L				P			V	Z	Administered by in-house staff only
A	C	D			M				E	S	V	Z	By a board / committee / council of experts (what is the composition of the body in terms of representatives of research / industry / government / other users / public?) V-triple helix.....
A	C				M	N		P		S		Z	Using external evaluators / reviewers from your country (How many?)
					M	N	R	P				Z	Using external evaluators / reviewers from abroad (How many?)
A			J			N	R	P					In one step
				L	M				E	S	V	Z	In two or more steps (briefly describe): M-3, S-3+1
													Other mode (please specify):.....

1	2	3	4	5	6	7	8	9	10	11	12	13	
ASC	CNI	DEP	IPT	ISD	MNI	RCN	RCX	RCP	RER	SLO	VIN	VIZ	

4. What are the main criteria that you apply for the evaluation of project applications/proposals?

A	C	D	J	L		N	R	P		S	V	Z	Degree of conformity to the thematic and/or cross-cutting objectives of the programme
A					M	N	R		E	S	V	Z	Originality, scientific importance, and innovativeness
A	C	D			M	N	R		E				Prospects, relevance, and social impact of the proposed research
A	C			L	M	N	R				V	Z	Expected outcome and potential for implementing the results
A				L							V		Specification of concrete users of results
A		D	J	L		N	R				V	Z	Formal quality of prepared project proposal
A		D		L			R			S	V	Z	Clarity of target specifications
A			J		M	N	R				V	Z	Concept and methodology of research work
A		D	J	L		N	R				V	Z	How realistic is the project timeline
A		D		L	M	N	R			S	V	Z	Appropriateness of the financial costs
A				L	M	N	R		E		V	Z	Scientific excellence and competence of the applicant and project team
						N	R				V	Z	Level of international co-operation / networking
						N	R		E		V		Composition of project consortium (academia / government / industry / ...); participation of which stakeholders is required:
A						N				S	V	Z	Character of research (basic / applied / R&D / ...)
						N	R				V		Ways of publishing / disseminating the research results
				L				P			V		Any clearly eGovernment-specific criteria
							R				V	Z	Other (please specify): V-see text, Z-SE development cooperation relevance

1	2	3	4	5	6	7	8	9	10	11	12	13	
ASC	CNI	DEP	IPT	ISD	MNI	RCN	RCX	RCP	RER	SLO	VIN	VIZ	

5. What is the format of the evaluation documentation?

				L									A formalized chart without assigning rating points
A			J			N	R	P	E	S	V	Z	A formalized chart with some rating points assigned to individual criteria
													Free textual without rating
A	C				M					S	V	Z	Free textual with overall rating
		D											Other (please specify): D-being designed,.....

6. What is the mode of interim evaluation of running projects?

			J			N	R			S	V	Z	Running contact with researchers and observation of ongoing activities
A					M	N			E	S	V	Z	Based on annual reporting of achieved results
	C			L		N	R	P			V	Z	Administered by in-house staff only
A									E				By a board / committee / council of experts (what is the composition of the body in terms of representatives of research / industry / government / other users / public?)
				L									Using external evaluators / reviewers from your country (How many?)
			J										Using external evaluators / reviewers from abroad (How many?)
			J								V		Form of a conference
		D											None
											V		Other (please specify): V- 2 reports per year.....

1	2	3	4	5	6	7	8	9	10	11	12	13	
ASC	CNI	DEP	IPT	ISD	MNI	RCN	RCX	RCP	RER	SLO	VIN	VIZ	

7. How are the completed projects evaluated?

A			J	L	M	N	R	P	E	S	V	Z	Based on final report on achieved results
					M								By a formalized peer-review / evaluation
													By a formalized defence (with participation of different stakeholders / users / government / industry / the public / ... / – Which ones?)
				L		N	R		E	S			Based on “soft output data” (reporting deliverables, etc.)
A	C			L		N	R					Z	Based on “hard output data”, i.e. indicators (no. of papers, patents; implementation of results / methods, etc.); the main measurable indicators used are: A, Z-peer-reviewed publications in sci. journals
		D							E				Other (please specify): D-by project sponsor, E-presentation to evaluation committee.....

3.2 Relevant major website sources

3.2.1 U.S. NSF web sources:

(a) Programme “Dig.gov. 2002”:

<http://www.nsf.gov/pubs/2002/nsf02156/nsf02156.htm#GRANTCOND> (Grant Conditions)

<http://www.nsf.gov/pubs/2002/nsf02156/nsf02156.htm#REVIEWCRIT> (Review Criteria)

(b) Programme Digital Government (DigitalGov) of 2004

<http://www.digitalgovernment.org/about/1203progannounce.jsp>

<http://www.digitalgovernment.org/about/1203progannounce.jsp#review>

http://www.nsf.gov/pubs/manuals/gpm05_131/index.jsp (Grant policy manual 2005)

(c) 2008 Guides

http://www.nsf.gov/publications/pub_summ.jsp?ods_key=gpg (Grant Proposal Guide, Jan. 2008)

http://www.nsf.gov/publications/pub_summ.jsp?ods_key=papp (Proposal and Award Policies and Procedures Guide, Jan. 2008)

3.2.2 Dutch Evaluation Protocol:

<http://www.qanu.nl/comasy/uploadedfiles/sep2003-2009.pdf>

“Standard Evaluation Protocol 2003-2009 for Public Research Organizations” produced and released jointly by Vereniging van Universiteiten/Association of the Universities in the Netherlands (VSNU, see <http://www.vsnu.nl>), Nederlandse Organisatie voor Wetenschappelijk Onderzoek (NWO, see <http://www.nwo.nl>), and Koninklijke Nederlandse Akademie van Wetenschappen (KNAW, see <http://www.knaw.nl>) in 2003.

3.2.3 National Institute of Standards and Technology (NIST) Toolkit

<http://www.atp.nist.gov/eao/gcr03-857/contents.htm>

“A Toolkit for Evaluating Public R&D Investment Models, Methods, and Findings from ATP's First Decade” (by R. Ruegg and I. Feller, July 2003). A comprehensive and detailed “cook-book” prepared by the Advanced Technology Program (ATP) agency, located in the U.S. Department of Commerce’s National Institute of Standards and Technology (NIST), considered as a leader in the effective use and development of evaluative tools.

***3.2.4 NATO Programme “The Science for Peace and Security”
practices***

http://www.nato.int/science/nato_funded_activities/grant_mechanisms.htm

http://www.nato.int/science/nato_funded_activities/evaluation_procedure.htm

4. Recommended Criteria and Practices

In this section we

- briefly discuss the data acquired during the questionnaire exercise and information gained from open sources and through interviews at meetings of representatives from national agencies funding and managing eGovernment-related research and
- provide an account of recommended practices and criteria for evaluation of proposals and results of research for eGovernment (and closely related to eGovernment).

The data compiled through the questionnaire exercise manifest well the variety of criteria and practices employed for evaluation of projects of research for eGovernment. Even though the number of respondents as well as the number of project types (programmes) covered may be considered as being relatively limited (and some relevant practices exploited in countries outside the set of eGOVERNET Project partners might have been left out), we do believe that in fact the outcome is quite representative of the evaluation activities running in the eGovernment research domain.

From the data collected the main characteristics and findings can be identified and summarized as follows:

(a) The evaluation processes and criteria largely depend on who is the (potential) user of the results of research, which is also closely related to the “policy of origin” underlying a given research programme. To recall, these may generally be the research and development policy, information society (and related) policy, and public administration (aiming typically at public administration modernisation) policy. In fact each of the policies may implicitly or explicitly include the eGovernment policy.

(b) **The main elements of difference in the evaluation procedures** are in fact related to (i) employing or not employing an independent evaluation body and its mode of operation and (ii) the degree of applicability of assumed results of research (on the scale from basic to clearly applied research leading possibly to implementation of some eGovernment-related service). The evaluation criteria and processes are not very much dependent on the thematic type of research, i.e. on whether performed research would predominantly be ICT research or socio-economic research or law research. In fact it does not make a profound difference whether the type of projects (or programme) is designed as research explicitly for eGovernment (initiation, facilitation, implementation, etc.) or not.

It should be noted that, of the programmes considered in the preceding section, the only specific research programmes dedicated to eGovernment were (using the acronyms defined in Section 3.1) RCP (Norway), VIN (Sweden), RER (Italy) and programmes “Dig.gov.2002” and DigitalGov of 2004 in the USA. By using the latter programme as a relevant example, we may illustrate the above stated characteristic by the fact that for the evaluation procedures of the programme (DigitalGov of 2004) just the general NSF document (i.e. Grant Proposal Guide) was fully applicable with only two additional “eGovernment-specific” criteria as quoted here:

- Degree of government agency involvement including personnel, facilities, and involvement of associated but separately funded projects that will benefit the proposed work.
- Potential impact on government information services.

It is evident that even a comprehensive survey like the one we have performed and described is not able to formulate clear-cut sets of practices and criteria suited to the particular (policy/type of research) combinations or a “one fits all” universal set of recommendations.

Nevertheless, based on the survey, a set of recommended criteria and practices for reviewing proposals and results of research for eGovernment (and closely related to eGovernment) can be proposed on condition that it is properly understood as an (almost complete) account of useful and verified criteria and practices, that should be borne in mind when designing particular check-lists for project applicants, evaluators, and managers. The set of practices and criteria (with items roughly ordered according to assigned importance or relevance) is as follows:

A. Making the call for project proposals public:

- On a dedicated website
- Through networks
- By e-mailing
- In an official journal
- In scientific journals
- At conferences
- In daily media
- In weekly journals

B. Organizing the evaluation of submitted project applications

- Employ an evaluation board / committee / council of experts /panel with representation of researchers, business, and government
- Use (at least two) domestic external evaluators / reviewers
- Use external evaluators / reviewers from abroad
- Even though one- step procedure may suffice, 2- or 3-step procedures should be considered
- Administering evaluation by in-house staff (at least in selected step) is a possibility
- Note: Adequate representation of researchers, business, and government in evaluation board is strongly recommended.

C. Main criteria to be applied for the evaluation of project applications/proposals

- Degree of conformity to the thematic and/or cross-cutting objectives of the programme
- Originality, scientific importance, and innovativeness
- Scientific excellence and competence of the applicant and project team
- Prospects, relevance, and social impact of the proposed research
- Clarity of target specifications
- Concept and methodology of research work
- Expected outcome and potential for implementing the results
- Formal quality of prepared project proposal
- Project timeline – is it realistic?
- Appropriateness of the financial costs
- Level of international co-operation / networking
- Specification of concrete users of results
- Structural composition of project consortium (academia / business / ...)
- Character of research (basic / applied / R&D / ...)

Ways of publishing and disseminating the research results
eGovernment-specific criteria
Initiating cooperation in further development

D. Format of the evaluation documentation

Use a formalized chart with some rating points assigned to individual criteria

Use also free textual form with overall rating

Formalized chart without assigning rating points is an option

Note: If the evaluation relies only on written review information, the formalized chart must be well designed and elaborated so as to properly clarify the scales of rating to evaluators.

E. Modes of interim evaluation of running projects

Based on annual reporting of achieved results

Running contact with researchers and observation of ongoing activities

Can be administered by in-house staff only

A board / committee / council of experts / panel may be employed

External domestic reviewers may be used

External reviewers from abroad may be used

Dedicated (session of) conference may be used

F. Evaluation of the completed projects

Based on final report on achieved results

Based on “hard output data”, i.e. on measurable indicators (number of papers, patents; implementation of results, methods, etc.)

Based on “soft output data”, i.e. on reports, reporting deliverables, etc.

A form of formalized peer-review (or defence) may be used

Note: If the criterion of “hard output data” does not apply, a review meeting with the presentation of project results to evaluators (and stakeholders) is recommended.

Of course, the research managers of particular programmes will have to decide on the weights of single criteria according to their preferences and priorities associated with particular type of projects.

Employing an evaluation board / committee / council of experts /panel with adequate representation of researchers, business, and government (a triple helix model) is considered to be an integral part of good evaluation practice, especially if the panel properly surveys the entire set of submitted proposals and running projects within a programme.

On the other hand, the recruitment of (independent, external to a funding agency) domestic evaluators is considered one of the main problems due to potential conflicting interests within stakeholder communities, especially in smaller countries. This problem should be diminished or even eliminated by exploiting the EU-dimension database of experts.

5. Conclusions and Further Work

A survey of the evaluation procedures currently used in programme and project management processes to review proposals and results of research for eGovernment (and closely related to eGovernment) has been presented. The central method for compiling the relevant information and data was a “questionnaire exercise”. A Data Collection Form was designed (and consensually agreed upon by all eGOVERNET Project partners). All the partners then returned Data Collection Forms filled out for all types of projects (programmes) of research for eGovernment (or closely related to eGovernment) within their reach.

Based on the survey, a set of recommended criteria and practices for reviewing proposals and results of research for eGovernment (and closely related to eGovernment) has been proposed, constituting guidelines for harmonized evaluation.

These guidelines for harmonized evaluation should largely be disseminated to the eGovernment research community as a good starting point for harmonized actions in the European eGovernment research domain. Feedback from the community is expected and welcomed, allowing further improvements of guidelines and evaluation practices. These processes will be the focus of the eGOVERNET Project follow-up activities and actions.

6. APPENDICES

Appendix 6.1

eGOVERNET WP7 Data Collection Form

Appendix 6.2

eGOVERNET WP7 Data Collection Form-ASCR

Appendix 6.3

eGOVERNET WP7 Data Collection Form-CNIPA

Appendix 6.4

eGOVERNET WP7 Data Collection Form-DEPTAO

Appendix 6.5

eGOVERNET WP7 Data Collection Form-IPTS

Appendix 6.6

eGOVERNET WP7 Data Collection Form-ISDC

Appendix 6.7

eGOVERNET WP7 Data Collection Form-MNII

Appendix 6.8

eGOVERNET WP7 Data Collection Form-RCN (3 project types)

Appendix 6.9

eGOVERNET WP7 Data Collection Form-RER (Regione Emilia-Romagna)

Appendix 6.10

eGOVERNET WP7 Data Collection Form-SLOMIS

Appendix 6.11

eGOVERNET WP7 Data Collection Form-VINNOVA

Appendix 6.12

eGOVERNET WP7 Data Collection Form-VINNOVA-SIDA