Consultation strategy	
Title:	**Interim evaluation of the programme on interoperability solutions for administrations, business and citizens (ISA^2)**
Background information:	ISA^2 (Interoperability Solutions for European Public Administrations, Businesses and Citizens) is an EU spending programme which supports the development of digital solutions that enable public administrations, businesses and citizens in Europe to benefit from interoperable cross-border and cross-sector public services. By identifying, creating and facilitating the reuse of interoperability solutions, ISA^2 aims at promoting a holistic approach to interoperability[1] in the European Union and thus – as a key enabler – it supports the implementation of various Union policies and activities. ISA^2 is also the principal instrument to implement the revised European Interoperability Framework (EIF) and its annex, the Interoperability Action Plan. The primary stakeholders of the programme are the European public administrations at Union, national, regional and national level. The circle of affected stakeholders is however much broader, as shown in the section "Identification and mapping of stakeholders" below. ISA^2 is opened to EU Member States, other countries of the European Economic Area and Candidate Countries. In addition to the 28 EU Member States, three other countries take part in the programme: Iceland, Norway (since 2016) and Montenegro (since 2018). The programme also encourages cooperation with other third countries and with international organisations or bodies. The ISA^2 programme has a budget of € 130.9 million and runs for five years from 1 January 2016 until 31 December 2020. It has been established by the 'ISA^2 decision': Decision (EU) 2015/2240 of the European Parliament and of the Council. According to Article 13(3) of this decision, the Commission shall carry out an interim evaluation of the ISA^2 programme by 30 September 2019. This interim evaluation was announced by the Commission on 29 May 2018 through this evaluation roadmap.
Consultation objectives and scope	

Objectives:	During the evaluation process, a number of consultation activities are foreseen in order to:
	
	• Collect views and opinions on seven evaluation criteria:
	
	   o Relevance, i.e. the alignment between the objectives of the programme and the current needs and problems experienced by stakeholders;
	   o Effectiveness, i.e. the extent to which the programme has achieved its objectives;
	   o Efficiency, i.e. the extent to which the programme's objectives are achieved at a minimum cost.
	   o Coherence, i.e. the alignment between the programme and comparable EU initiatives as well as the overall EU policy framework;
	   o EU added value, i.e. the additional impacts generated by the programme, as opposed to leaving the subject matter in the hands of Member States;
	   o Utility, i.e. the extent to which the programme meets stakeholders' needs;
	   o Sustainability, i.e. the likelihood that the programme's results will last beyond its completion.
	
	• Identifying areas of potential improvement and devising policy recommendations to improve the functioning of the programme and bring more value to its stakeholders.

Scope:	For each consultation activity, the following tables present the targeted stakeholder groups and the addressed evaluation criteria. **Consultation activity: In-depth interviews**

	Relevance	Effectiveness	Efficiency	Coherence	EU-added value	Utility	Sustainability
Programme governance	✓	✓	✓	✓	✓	✓	✓
Action owners	✓	✓	✓	✓	✓	✓	✓
Solution users – EC	✓	✓	✗	✓	✓	✓	✓
Solution users – MS	✓	✓	✗	✓	✓	✓	✓
Stakeholders responsible for linked EU policies/ initiatives	✓	✗	✗	✓	✗	✓	✗
Experts	✗	✗	✗	✗	✗	✗	✗
Stakeholders related to linked EU policies/ initiatives	✓	✓	✗	✓	✓	✓	✓
Indirect beneficiaries and wider public	✗	✗	✗	✗	✗	✗	✗

[1] 'Interoperability' means the ability of diverse organisations to interact towards mutually beneficial and agreed common goals, involving the sharing of information and knowledge between the organisations, through their business processes and by means of the exchange of data between their respective ICT systems. [Source: Article 2(1) of the ISA^2 decision.]

Consultation activity: Targeted online survey

	Relevance	Effectiveness	Efficiency	Coherence	EU-added value	Utility	Sustainability
Programme governance	✓	✓	✓	✓	✓	✓	✓
Action owners	✓	✓	✓	✓	✓	✓	✓
Solution users – EC	✓	✓	✗	✓	✓	✓	✓
Solution users – MS	✓	✓	✗	✓	✓	✓	✓
Stakeholders responsible for linked EU policies/ initiatives	✓	✗	✗	✓	✗	✓	✗
Experts	✗	✗	✗	✗	✗	✗	✗
Standardisation organisations	✓	✓	✗	✓	✓	✓	✓
Indirect beneficiaries and wider public	✗	✗	✗	✗	✗	✗	✗

Consultation activity: Public consultation

	Relevance	Effectiveness	Efficiency	Coherence	EU-added value	Utility	Sustainability
Programme governance	✗	✗	✗	✗	✗	✗	✗
Action owners	✗	✗	✗	✗	✗	✗	✗
Solution users – EC	✗	✗	✗	✗	✗	✗	✗
Solution users – MS	✗	✗	✗	✗	✗	✗	✗
Stakeholders responsible for linked EU policies/ initiatives	✗	✗	✗	✗	✗	✗	✗
Experts	✓	✓	✗	✓	✓	✓	✗
Standardisation organisations	✗	✗	✗	✗	✗	✗	✗
Indirect beneficiaries and wider public	✓	✓	✗	✓	✓	✓	✗

Consultation activity: Short questionnaire for the ISA² Mid-Term Conference

	Relevance	Effectiveness	Efficiency	Coherence	EU-added value	Utility	Sustainability
Programme governance	✗	✗	✗	✗	✗	✗	✗
Action owners	✗	✗	✗	✗	✗	✗	✗
Solution users – EC	✗	✗	✗	✗	✗	✗	✗
Solution users – MS	✗	✗	✗	✗	✗	✗	✗
Stakeholders responsible for linked EU policies/ initiatives	✗	✗	✗	✗	✗	✗	✗
Experts	✓	✓	✗	✓	✓	✓	✗
Standardisation organisations	✗	✗	✗	✗	✗	✗	✗
Indirect beneficiaries and wider public	✓	✓	✗	✓	✓	✓	✗

Consultation activity: Kick-off workshop
The workshop is open to the public, registration is required. It aims to present the rationale, objectives and scope of the interim evaluation and to discuss the role that stakeholders can play in contributing to the study and improving the overall quality of the programme.

Identification and mapping of stakeholders	
Stakeholders:	The ISA^2 programme aims at making public administrations more interoperable, thus enabling them to provide more user-centric digital public solutions to businesses and citizens. Consequently, besides the European public administrations, the programme may have positive impacts on citizens and businesses as well. Moreover, as the interoperability solutions, developed by ISA² and by its predecessor programme ISA, are made available for use free of charge they can reach a broader audience – like researchers, ICT communities or practitioners. Relevant stakeholders' categories are outlined in the following table.

Category	Stakeholders
Programme governance Commission and Member States representatives who are directly involved in the governance of ISA^2 and thus possess a comprehensive knowledge of the programme in its entirety	• DIGIT.D2 • Members of the ISSG • Members of the ISA2 Committee • Members of ISA2 Coordination Group • DG DIGIT (IT Governance Team)
Action Owners Commission representatives in charge of specific actions defined under ISA^2	• DG DIGIT • Other Commission services in charge of ISA2 actions
Solution Users – European Commission Commission representatives who are using/reusing ISA^2 solutions	• Commission services using/reusing ISA2 solutions • Commission services that are potential users of ISA2 solutions
Solution Users - Member States Member States representatives who are using/reusing ISA^2 solutions	• National, regional, and local public administrations using/reusing ISA2 solutions • National, regional and local public administrations that are potential users of ISA2 solutions • Members of the National Interoperability Framework Observatory
Stakeholders responsible for linked EU policies/initiatives Commission representatives who are responsible for expert groups linked to ISA^2 or are in charge of EU initiatives potentially linked to ISA^2	• Commission services coordinating expert groups on topics related to the ISA² programme (e.g. eGovernment, eInvoicing, etc.) • Commission services in charge of other EU initiatives with potential links to the ISA² programme (e.g. CEF, SRSP, etc.) • Member States' Chief Information Officers
Experts Experts in IT and eGovernment	• Academia and research institutes • eGovernment expert groups • IT experts and practitioners • International institutions (e.g. OECD,UNPAN)
Standardisation organisation Standardisation organisations, as a stakeholder group, are relevant in what concerns the uptake of programme outputs as standards	• Examples of standardisation organisations: CEN, ETSI, ISO, OGC, W3C, OASIS • DG GROW.B3 Standards for growth
Indirect beneficiaries and wider public Other beneficiaries of the programme or parties who are involved in or affected by the ISA^2 programme in any way	• Other EU, local and regional administrations that are involved in, or affected by, the ISA² Programme in any way. • Administrations from other countries (candidate countries, EEA countries, third countries) • Chambers of Commerce • Industry groups • IT industry representatives (especially GovTech sector) • Public affairs consultancies • Private businesses • Consumer and citizen's groups • NGOs • Citizens

Selection of consultation activities & their accessibility	
Consultation activities:	Given the scope and the composition of the stakeholder base, the following activities are foreseen in the consultation process. All consultation activities will take place between Q4 2018 and Q1 2019. • In-depth interviews with selected stakeholders from the following categories identified above: programme governance, action owners, solution users (from both the European Commission and Member States), stakeholders responsible for linked EU policies/initiatives and standardisation organisations. • An online survey targeted to all stakeholders belonging to the following categories identified above: programme governance, action owners, solution users (from both the European Commission and Member States), stakeholders responsible for linked EU policies/initiatives and standardisation organisations. • A short questionnaire to be administered during the ISA^2 Mid-Term Conference to all stakeholders participating in the conference and belonging to the following categories identified above: experts, indirect beneficiaries and the wider public. • A half-day 'kick-off' workshop, open to all interested stakeholders. • A 12-week long, internet-based public consultation, which will collect feedback from stakeholders belonging to the following categories identified above: experts, indirect beneficiaries and the wider public.
Accessibility:	• In-depth interviews will be conducted in English, either face-to-face (in Brussels) or via teleconference, based on a written questionnaire that will be provided to interviewees in advance. Some interviewees will be randomly selected from among those who participated in the targeted online survey or public consultation and who confirmed their availability for a follow-up interview. • The targeted online survey will be accessible on the EUSurvey platform via a dedicated link. The survey will be drafted in English and only answers in English will be accepted. However, guidance to complete the survey can be provided in other EU official languages. The link to the survey will be distributed as widely as possible to the targeted categories of stakeholders. On the consultation web page, a call for interest will be published in advance to allow stakeholders to express their interest in being consulted through the targeted online survey. • The short questionnaire will be distributed at the ISA^2 Mid-Term Conference, which will be held on 29 November 2018 in Brussels. The questionnaire will be drafted in English and only answers in English will be accepted. However, guidance to complete the survey can be provided in other EU official languages. • The 'kick-off' workshop will be held in Brussels in the morning of 30 November 2018. Participation in the event is open to the public and free of charge; registration will be required. Remote participation will be arranged upon request. • The public consultation will be accessible on the Commission's central public consultations page, where replies can be made in 23 EU languages. It will be open to everyone. The public consultation questionnaires will be made accessible to visually impaired respondents. The public consultation questionnaires will be written in plain language and will be translated from English into 22 EU languages (Gaelic excluded). All additional documentation will be provided in English. Written contributions in other EU official languages will be accepted and treated in the same manner as the ones written in English, and this will be clearly indicated on the consultation web page. The public consultation questionnaire will contain at the beginning a statement explaining that answers in the 23 EU languages will be accepted on equal terms.
Consultation website & communication activities	
The consultations activities will be promoted at a dedicated consultation page under the ISA^2 website and through the programme's social media accounts on Twitter and LinkedIn. The very same channels will be used to share the results of the consultation activities with the public. The public consultation will also be accessible on the Consultations site of Europa. At the end of the consultation process, a synopsis report will be published, summarising all the consultation activities performed and the outcome of the consultation. This report will be available in English.	