

Invitation to tender - JRC/SVQ/2018/B.6/0014/OC

Exploring Digital Government Transformation in the EU: understanding public sector innovation in a data-driven society

Technical Specifications

Index

1	BACKGROUND AND RATIONALE.....	2
1.1	The Directorate and the Unit.....	2
1.2	Policy background.....	3
1.3	Research context	4
2	AIM AND OBJECTIVES OF THIS CONTRACT	6
3	APPROACH	7
4	TASKS	8
4.1	Task 1: Inception analysis.....	8
4.2	Task 2: Systematisation of the state of the art on Digital Government Transformation in the EU.....	8
4.3	Task 3: Development of a conceptual framework for understanding how ICT-enabled innovation can transform governance and policy-making.....	8
4.4	Task 4: Case studies/experiments on the impacts of Digital Government Transformation.....	9
4.5	Task 5: Experts consultation and scientific validation.....	10
4.6	Task 6: Final report with research and policy recommendations	11
5	DELIVERABLES	11
6	COORDINATION AND MEETINGS	12
6.1	Kick-off meeting	12
6.2	Review meetings	12
6.3	Final meeting.....	12
7	CALENDAR OF DELIVERABLES AND MEETINGS	13
8	QUALITY ASSURANCE	13
9	DURATION	14
10	LANGUAGE	14
11	CONTENT, STRUCTURE AND GRAPHIC REQUIREMENTS OF THE FINAL DELIVERABLES	14
11.1	Content	14
11.2	Structure	15
11.3	Graphic requirements	15

1 BACKGROUND AND RATIONALE

1.1 *The Directorate and the Unit*

The **Directorate Growth and Innovation of the Joint Research Centre (JRC-DGI)** of the European Commission, based in Seville (Spain), is closely involved in creating a strong and resilient Economic and Monetary Union, ensuring stable financial markets, as well as strengthening and deepening the Single Market including the Digital Single Market. It assists in the development of policies for trade and modern manufacturing, as well as in the analysis of how to achieve equitable access to education and training. This includes the examination of the key issues around open, digital science as well as open innovation and the characteristics of innovation ecosystems. It also includes the analysis of the impact of regional funding.

The mission of the **Digital Economy Unit (B6)**, based in Seville (Spain) and in Ispra (Italy) of the JRC-DGI is to provide quantitative and qualitative socio-economic research in support to the Digital Economy, Digital Living and Digital Society. As part of its activities, the Digital Economy Unit is leading a flagship project in the area of **Digital Transformation and Artificial Intelligence (DT&AI)**, with the objective to analyse the profound changes taking place in the economy and society as a result of the uptake and integration of digital technologies in every aspect of human life.

In particular, the DT&AI research, initiated in 2018, also has the aim to address the impact of digital transformation on government, where the Digital Economy Unit, in cooperation with other services of the European Commission, is co-ordinating the “**European Location Interoperability Solutions for e-Government (ELISE¹)**”, Action 4.1 of the ISA² Programme².

The ELISE Action is a package of legal/policy, organisational, semantic and technical interoperability solutions to facilitate efficient and effective electronic cross-border or cross-sector interaction between European public administrations and between them and citizens and businesses, in the domain of location information and services, supporting Digital Single Market (DSM), Better Regulation (BR) and Public Sector Modernisation (PSM) goals. It is aligned with the proposed focus of ISA² on European public administrations, businesses and citizens, and the need to ensure that best practice interoperable solutions are deployed across the European Union (EU).

ELISE continues and builds on the work of the European Union Location Framework (EULF³) and A Reusable INSPIRE Reference Platform (ARE³NA⁴) Actions in the ISA Programme, which partially addressed the challenges and opportunities in location-related interoperability, in terms of frameworks, application pilots and re-usable tools.

The ELISE work programme initiated in 2016 and entered into the ‘execution’ phase in 2017 with a more substantial programme of studies, development of frameworks and solutions, design and roll-out of pilots, and operation of the Geospatial Knowledge Base service. The work Programme 2018 extends the execution phase and brings the ELISE activities under the JRC DT&AI project.

¹ https://ec.europa.eu/isa2/actions/elise_en

² https://ec.europa.eu/isa2/home_en

³ <https://joinup.ec.europa.eu/collection/european-union-location-framework-eulf>

⁴ <https://joinup.ec.europa.eu/collection/are3na>

1.2 Policy background

The digital transformation of society, business and government is raising issues for a range of policy matters across the European Union. At a policy level, the **Tallinn Declaration**, signed on 6th October 2017⁵, confirms the commitment to the vision laid out in the **EU eGovernment Action Plan 2016-2020** and in the European Interoperability Framework (EIF). In the next five years (2018-2022), steps will be taken towards the declared principles in EU public administrations, namely: “digital-by-default, inclusiveness and accessibility”, “once-only”, “trustworthiness and security”, “openness and transparency”, and “interoperability by default”, as well as national interoperability frameworks based on the EIF.

In the Tallinn Declaration, the “user-centricity principles for design and delivery of digital public services” is key. When interacting with public administrations and using digital public services, citizens and businesses should have: digital interaction, accessibility, security, availability and usability, reduction of the administrative burden, digital delivery of public services, citizen engagement, incentives for digital service use, protection of personal data and privacy, redress and complaint mechanisms.

At the same time, the **Communication on “Building the data economy” (COM(2017) 9)** looks at proven or potential blockages to the free movement of data and presents options to remove unjustified and or disproportionate data location restrictions in the EU. It also considers the barriers around access to, and transfer of, non-personal machine-generated data and data liability, as well as issues related to the portability of non-personal data, interoperability and standards. In particular, it calls for the fostering of technical solution development for the reliable identification and exchange of data.

In this context, the rapid transformations of our society to tackle the global challenges of our times, have posed a dire need for governments to profoundly change their *modus operandi*. As the long-standing e-Government goals of making services and data available online have faded, the new strategic direction evolves around an open and collaborative government model, based on the principles of effectiveness, efficiency, collaboration, transparency, participation and sustainability.

According to the EU eGovernment Action Plan, European public administrations should be “*recognized for being open, flexible and collaborative in their relations with citizens and businesses*”. In parallel, the **resolution of the General Assembly of the United Nations entitled “The Future We Want”** (A/66/L.56 adopted on 27 July 2012) has reaffirmed the strong need to achieve sustainable development, emphasising on a holistic, equitable and far-sighted approach in decision-making at all levels.

More recently, on 10th April 2018, the **EU Digital Day 2018** reached for joint commitments of Member States related to the digital future of Europe affirming that “*A digitally strong EU will contribute to a competitive and socially secure society, better public services and security*”. In that occasion, among other commitments, EU Member States joined forces signing a **Declaration on Artificial Intelligence (AI)** to work towards a comprehensive and integrated European approach on AI to increase the EU’s competitiveness, attractiveness and excellence in R&D in AI, and, where needed, review and modernise national policies to ensure that the opportunities arising from AI are seized and the emerging challenges are addressed. This calls, in particular, for the need to “*boost Europe’s technology and industrial capacity in AI and its uptake, including better access to public sector data*”.

⁵ http://ec.europa.eu/newsroom/document.cfm?doc_id=47559

1.3 Research context

Society stands at the beginning of a New Industrial Revolution, powered by the engine of Information and Communication Technologies (ICTs) and it is claimed that by harnessing systems analytics, personal and government-held digital data could be transformed into economic value. It is also claimed that by harnessing the power of data, public governance can become more transparent and citizens' engagement in policy making can be more effective, fundamentally changing the way policy decisions are taken and enabling new forms of digitally-enabled democracy.

New paradigms for the global governance of the future society are likely to emerge in the years to come. These will impinge on consolidated socio-technical trends, such as the diffusion of pervasive, always-on Internet connections, which increase the amount of services and content consumed and produced by users; the 'democratisation' of software and the 'data deluge', which has lowered the need for advanced technical skills while opening up an immense potential for creativity and experimentation; and the increasing expectations and empowerment of citizens no longer willing to accept government services as they are but keen to have the opportunity to comment, rate, co-decide co-create public services and contribute to the shaping of governance architecture of society. Such change shall be facilitated by the development of ICT-based simulation and systems modelling able to capture not only predictable human behaviour through linear top-down forecasting techniques, but also unplanned outcomes of complex interactions taking advantage of data analytics and policy modelling.

Indeed, the experimental character of ICT-enabled innovations contributes to the identification of new possible solutions to address individual needs and solve societal challenges. At the same time, new complications and ethical challenges are emerging about how ICTs shall be governed and used. This requires a better understanding of current and future risks and opportunities of the digital transformation of the fabric of society, the possible 'regulatory governance' responses and the management of the dynamic tensions between institutional frameworks and technological change that will emerge, as well as the way individuals and groups interact within the evolving digital landscape. In addition, ICTs also offer a tremendous potential for innovating the way data are gathered and processed, thus paving the way for real-time informed policy-making based on predictive analytics and next generation computational modelling.

More specifically, while it is taken for granted that technological advancements - especially those that have emerged rapidly in the last decade - have revolutionised the way that both every-day and complex activities are realised, regardless of the domain of application and directly linked with the exploitation of emerging technologies, as well as the constantly increasing volume of available data, it is difficult to assert that governments and public sector organisations, in general, are fully exploiting ICT-enabled innovations to meet the needs of citizens or businesses and re-engineer governance systems for improving service delivery and policy-making.

Despite the huge investments made on implementing e-Government during the last thirty years and the clear advancements in the field of public sector modernisation and automation, there is still an urgent demand for transforming the government through adopting a successful disruption paradigm, made possible through the innovative use of ICTs. This paradigmatic shift shall allow governments simultaneously satisfy better the needs of the public sector itself; address the challenges of public sector employees and policy makers; and benefit all citizens and businesses, opening up new innovation directions that will, in turn, put the public sector in the position to play a central and active role in innovation diffusion and technology take-up.

This shift is necessary not only due to the current conditions that call for more cost-efficient solutions and the improvement of effectiveness, efficiency and quality of decisions in the public sector. New concepts that consider the available data (including its structure and topology) and evidence to ensure accurate and meaningful input and feedback to public sector organisations in order to support and establish new types of evidence-informed policy design and implementation are of the utmost importance.

The public sector itself contributes to around 20% of EU GDP in terms of purchases, services and works. A radical change for a more efficient utilisation, co-creation and cost-effective services is, thus, required, following the promising directions illuminated by pioneering attempts and pilot experiments, learning from successfully operating practices across the world.

However, although the aforementioned needs are, in general, unanimously identified by all public sector stakeholders, there are numerous issues that have to be tackled in a well-defined and detailed manner towards streamlining the process of reshaping and innovating the public sector.

In this regard, a multi-disciplinary perspective is required for a better understanding of the impacts of the digital transformation of government and how government shall transform itself to take advantage of the potential of emerging and future digital technologies, while at the same time govern and steer the implications of digital transformation on its own structures, as well as in the relationships with all stakeholders involved in the governance processes and policy-making mechanisms.

After many years of implementation of e-Government in policy and practice, and a rich vein of academic and scientific research in the topic across several disciplines, it is timely and urgently needed to systematise and re-conceptualise the overall phenomenon of **Digital Government Transformation** within the scope of Public Sector Innovation and the modernisation of public administrations in the EU, in light of the efforts conducted to enhance the quality of public services in a data-driven society.

The Digital Economy Unit has already started in 2017 to explore the evolution of Digital Government in the EU with three studies conducted under ELISE's Work Programme that aimed to: 1) Identify key aspects of Digital Transformation of Government, identifying leading examples and key players in different disciplines: to analyse the use of Application Programming Interfaces (APIs), which can be seen as "safe entry ports for new and innovative uses of data" held by companies and, potentially, public administrations; 2) Understand the possible use of blockchain and distributed ledger technology in the public sector, as recognised in the Mid-Term Review on the implementation of the DSM⁶; and 3) Analyse existing frameworks and inventories to measure Digital Transformation of Government, conducting case studies to specify the attributes and characteristics of implementation in some countries.

Building on results from these and other previous studies on this topic, new research is required to explore in-depth the interplay between digital technology and other factors transforming government operations in terms of service delivery, governance processes and policy-making mechanisms. In doing so, a better understanding of the intertwined forces that play a role in this transformation process, and their dynamics, building on contributions from different academic fields and discourses, shall be advanced. When possible, this should involve an experimental approach to case-study research.

⁶See <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52017SC0155&qid=1508914584194&from=EN>

2 AIM AND OBJECTIVES OF THIS CONTRACT

In line with the orientations of the JRC2030 strategy and the ELISE Work Programme, a support study is needed to contribute implementing JRC research in the area of Digital Government (D-GOV), as part of the flagship project on Digital Transformation and Artificial Intelligence (DT&AI), as well as to provide indications on how to shape the future research agenda and policy development in this field.

This study is aimed at better understanding how innovation in the public sector, enabled by Information and Communication Technologies (ICTs), can transform governance systems, especially in terms of new approaches to use geospatial/location data for policy design and service delivery, so that governments can better address systemic problems.

The results of the study shall inform the development of a new conceptual framework for understanding the nature and characteristics of Digital Government Transformation in the EU; the various modes of organization and implementation in different Member States and the social and economic impacts such transformations enabled by ICTs can have on policy-making mechanisms, governance processes and service delivery.

A digital transformation that implies the redesign of the tools and methods used in the machinery of government and public sector at large will require a significant change in the institutional frameworks that regulate and help coordinate the governance systems in which such changing processes are implemented.

In other words, it is necessary to understand the way in which governments and governance systems adapt (or fail to adapt) to the rapid changes that have swept through the digital world. This is instrumental to the need to deal with the social and political tensions that will necessarily result from the profound changes in regulation and organisational structures of the public sector, as well as to respond to the imbalances and contradictions brought by the transformation process itself.

The contract has therefore the following specific objectives:

- a) To identify and conceptually categorise at different levels of abstraction (e.g. looking at institutional settings, governance principles, public sector reform approaches, resources, tools, etc.) strategies and initiatives implemented to reform the public sector in the EU, with the support of digital technologies. The aim is to understand the broad range of available policy initiatives that have been put in place in recent years at different levels of government in the EU.
- b) To develop a conceptual framework for assessing how ICT-enabled innovation can transform government at different levels, including service delivery; governance systems; and policy-making mechanisms. The aim is to pave the way to in-depth analysis of the effects (actual or potential) that can be generated by digital innovation in public sector organisations, with a specific focus on the social, economic and political impacts they can have on their constituencies;
- c) To test the framework against real-life case studies and experiments in order to determine direct and indirect impacts of Digital Government Transformation in different contexts and phases of the policy-cycle. The aim is to identify the key drivers and barriers to successful implementation and the consequences (including the unintended ones) of Digital Government policy interventions within the framework of public sector reforms in the EU;
- d) To outline future research and policy recommendations, especially in terms of new approaches to use data for the design and formulation of policies and the co-creation of public services. The aim is to support JRC in defining future research directions and policy implications for the EU beyond 2030.

The expected results of the activities of this contract are thus the following:

- **A systematisation of the state of the art on Digital Government Transformation in the EU**, including a systematic updated review of relevant literature and an analysis of related policy initiatives and practices within the field of public sector innovation and the modernisation of public administration;
- **An original conceptual framework** for understanding how ICT-enabled innovation can transform government at different levels, including service delivery; governance systems; and policy-making mechanisms, to assess the effects that can be generated by digital innovation in public sector organisations;
- **The design, execution and analysis of at least four (4) case studies / experiments illustrative of the possible impacts of Digital Government Transformation** in different contexts and in different phases of the policy-cycle to identify the key drivers and barriers to successful implementation and the consequences of various policy interventions for public sector innovation;
- **A set of 'actionable' research and policy recommendations** for implementation of Digital Government Transformation in the EU beyond 2030, by conducting prospective analysis and engaging a community of recognised experts drawn from a wide range of academic disciplines and practices, as well as representatives of relevant stakeholders and policy-makers.

3 APPROACH

The approach to be followed will be based on systematic review of literature and analysis of the state of the art of policy and practice in the broad domain of public sector innovation, with specific regard to digital government transformation. This shall inform the development of an original structured conceptual framework for assessing the impacts that can be generated by digital innovation in public sector organisations. The framework shall have a prospective orientation in order to capture potential effects of emerging technologies and future developments, with a specific focus on data-driven models of governance and real time evidence-informed policy-making mechanisms.

The selection and analysis of case studies shall be conducted taking into consideration the need to illustrate, and possibly contrast and compare, the direct and indirect impacts of Digital Government Transformation in different contexts in the EU, in different phases of the policy-cycle and at different levels of governance. The approach to be followed will principally rely on desk research, qualitative case-studies and impact evaluation.

The test and analysis of the framework proposed shall adopt an experimental approach to better identify key determinants of successful implementation and the consequences of Digital Government interventions within the framework of public sector reform in the EU. Results shall also take into consideration possible behavioural changes of Digital Government interventions, in order to inform future policy and research.

Prospective analysis and future research and policy recommendations shall be drawn through engaging effectively, both online and offline, a group of recognised experts drawn from a diverse range of academic disciplines and practices, as well as representatives of relevant stakeholders and policy-makers. In doing so, expert review, through focus groups, 'policy-lab' sessions and scenarios-forecast workshops, should be envisaged as part of the validation and foresight process.

4 TASKS

The Contractor must perform the following tasks during the implementation of the contract.

4.1 *Task 1: Inception analysis*

The objective of this task is to refine in detail the work plan that will be followed to conduct the activities that are the object of the contract, with specific regard to the methodological approach to conduct the literature reviews and the analysis of the state of the art. This work will also outline the detailed approach to build the conceptual framework and how the in-depth case study analysis will be undertaken. This task, therefore, includes the preparation of an **Inception Report (D1)** that must outline the detailed work plan of activities, including a preliminary and tentative proposal of cases and experiments to be conducted, and clearly indicate the resources and timeframe for the execution of the contract, specifying the exact roles to be performed by each member of the research team. The Inception report (D1) must be agreed upon with the JRC within one (1) month from the start of the contract.

4.2 *Task 2: Systematisation of the state of the art on Digital Government Transformation in the EU*

This task aims at identifying and conceptually categorising those strategies and initiatives that have been implemented to reform the public sector in the EU with the support of digital technologies. Through desk research, including a review of policy documents, practitioner-generated reports and an in-depth review of the state of the art in scientific literature, the analysis shall look at a broad set of relevant dimensions and issues, such as institutional settings, governance principles, public sector reform approaches, resources and tools adopted for public sector reform and e-Government implementation. This analysis shall consider these issues from different levels of abstraction and will use multi-disciplinary perspectives, with the aim to understand the broad range of available policy initiatives that have been put in place in recent years at different levels of government and in diverse contexts and different Member States in the EU. The review of the scientific literature should be based on a clearly defined methodology and protocol, explaining the approaches that will be followed for the systematic review, documentary analysis and policy review. The analysis of findings will be included in the **Report of Analysis of the state of art of Digital Government in the EU (D2)** which must be discussed and agreed upon with the JRC within four (4) months from the start of the contract. The report will serve as the basis for informing the development of the conceptual framework foreseen in Task 3.

4.3 *Task 3: Development of a conceptual framework for understanding how ICT-enabled innovation can transform governance and policy-making*

Building on the systematisation of the state of the art carried out in the previous tasks, the Contractor must design a conceptual and analytical framework to assess in a consistent and scientifically robust way, and in an adequate theoretically-informed manner, the effects of digital government initiatives on governance systems and policy-making. For this purpose, a well-grounded conceptualisation of Digital Government will be needed, in order to assure the framework's ability to find testable implications on an empirical base. This entails the elaboration of categories of analysis to inform the proposal for a framework able to show the association between digital government strategies and public sector innovation and their consequences to transform the *modus operandi* of public sector organisations on service delivery, regulatory governance

systems and policy-making mechanisms. In doing so, the framework shall define the required dimensions and elements of analysis for assessing the effects that can be generated by digital innovation in public sector organisations and the impacts they have at social, economic and political levels in different contexts and policy-cycle phases.

This task includes the preparation of a Report on **Proposal of conceptual framework for understanding how ICT-enabled innovation can transform EU governance and policy-making (D3)**. The report shall be presented and discussed in an expert workshop organised by the Contractor (as part of task 5), in collaboration with the JRC, within six (6) months from the start of the contract.

4.4 Task 4: Case studies/experiments on the impacts of Digital Government Transformation

The aim of this task is to identify and undertake at least four (4) case studies that will design and conduct experiments, illustrating the possible impacts of Digital Government Transformation in different contexts and in different phases of the policy-cycle. The analysis of the results of the experiments as case studies has the multiple objectives of testing, refining and validating the conceptual framework proposed in the above tasks; identifying the key drivers and barriers to successful implementation of Digital Government initiatives; and discussing the consequences of various policy interventions for public sector innovation. This task will also provide indications for further research, as well as outlining policy implications for advancing Digital Government Transformation in the EU.

The selection of case studies must be agreed with the JRC and cases shall be drawn from a larger list of proposed initiatives from which a diverse set of initiatives located in different geographical and administrative contexts can be chosen. This longer list will include addressing diverse phases of the policy cycle and innovative uses of ICTs for transforming public sector organisations regarding service delivery, regulatory governance and policy-making activities. Experiments shall be designed as randomised control trials, either in laboratory settings or as field trials depending on the topic and feasibility of execution within the timeline of this contract. The number of experiments and cases should not necessarily be coupled. In discussion with the JRC, and depending on the topics proposed by the Contractor and their relevance to the objectives of the contract, one case study may contain two experiments, whereas in another case study may adopt a more qualitative approach. In all cases, however, data gathering and analysis will aim to identify key determinants of successful implementation and the consequences of Digital Government interventions within the framework of public sector reforms in the EU. Results shall also take into consideration possible behavioural changes of Digital Government interventions, thus helping to inform both future policy and research. By comparing the findings of the case studies / experiments according to the conceptual framework proposed, the Contractor will assess the likely position of these initiatives within the broader categorisation elaborated in the previous tasks. This Contractor will, therefore, also adjust and refine the proposed framework based on the outcomes of these case studies and experiments.

In performing activities of data gathering and analysis, the Contractor must respect the appropriate Data Protection rules. The Contracting Authority will provide the Contractor with standard European Commission privacy statement that shall be made visible to interviewees or other relevant case study participants.

Results of this task will be included in a **Report of analysis of the impacts of Digital Government Transformation in the EU (D4)** which must be discussed and agreed upon with the JRC within twelve (12) months from the start of the contract.

4.5 Task 5: Experts consultation and scientific validation

In order to validate the results of the study and gain insights on future research directions and policy developments, the Contractor must engage effectively with a group of at least ten (10) recognised experts drawn from a diverse range of academic disciplines (e.g. sociology of technology, political science, geography, information science, business and government studies, etc.) and practices in the areas of digital government and data for policy. These experts shall be sub-contracted to act as reviewers of intermediate deliverables produced by the Contractor, providing insights and suggestions for improvement with regard to their specific area of expertise and validate scientific results. These reviews will also contribute to shaping recommendations for future research and policy implications. In addition to this, the Contractor must consult with at least 10 representatives of relevant stakeholders and policy-makers during the course of the study, to allow sufficient time for their opinions to be considered during the course of the work. In doing so, expert review through online and offline focus groups, 'policy lab' sessions, and scenarios-forecast workshops should be envisaged as part of the validation and foresight process.

This activity must include the organisation by the Contractor of 2 expert workshops and 1 policy-lab session (with at least 20 participants each, excluding the Commission staff) during the course of the contract execution.

The first workshop will involve consulting experts and representatives of stakeholder groups in order to review and validate the Proposal of conceptual framework for understanding how ICT-enabled innovation can transform EU governance and policy-making (D3). This workshop will have a duration of 2-days and it will take place within six (6) months from the start of the contract.

The second workshop will present the draft Final Report on Exploring Digital Government Transformation in the EU: understanding public sector innovation in a data-driven society (D6) in order to receive feedback and discuss research and policy recommendations. This workshop will have a duration of 2-days and it will take place within fifteen (15) months from the start of the contract.

The policy lab session will take place during month 10 from the start date of the contract to discuss with experts and stakeholders, preliminary findings from the case studies/experiments and possible scenarios of use in governance practice and to support policy-making. The results of the consultation shall inform the preparation of the Report of analysis of the impacts of Digital Government Transformation in the EU (D4).

The Consultation and validation activities must be organised by the Contractor in collaboration with the JRC which must approve the choice of experts invited, the agenda before the events and the minutes of the workshops and policy lab session afterwards.

The workshops and the policy lab session will take place in turn in Seville (Spain), Ispra (Italy) and Brussels (Belgium), to be agreed at the Kick-off meeting.

The Contractor will bear the cost of the participation to the workshops and policy lab session of all the subcontracted experts and representatives of the stakeholders, as well as of their staff (at least three people) to present intermediate findings of the study, facilitate the discussion and take minutes for the reporting.

This task includes the preparation of the **Report of analysis of the consultation and validation activities (D5)** which must be discussed and agreed upon with the JRC within one (1) month from the end of the last activity of task 5 and no later than sixteen (16) months from the start of the contract.

4.6 Task 6: Final report with research and policy recommendations

The final task of the contract is to draft a Final Report integrating the results of the previous tasks of the study, presenting the validated conceptual framework, including the theoretical orientations and findings from review of the state of the art which underpins its development, as well as the results of the analysis of the case studies, with a prospective orientation. The report must also provide an analysis of the conclusions that have emerged from the consultation with experts outlined above, as well as representatives of relevant stakeholder groups and of policy-makers. The final report will also outline a set of actionable research and policy recommendations for the implementation of Digital Government Transformation in the EU beyond 2030.

The **Final Report of the study (D6)** will be of a high-quality so that it can be published as part of a JRC Science for Policy Report. Therefore, its content must follow the structure agreed with JRC at the kick-off meeting and similar to the structure of previous JRC Science for Policy Reports (see point 11 of this document for details).

A draft of the Final Report shall be presented and discussed in an expert workshop organised by the Contractor (as part of task 5), in collaboration with the JRC, within fifteen (15) months from the start of the contract.

The Final version of the Final Report, including comments from experts during the final workshop, must be discussed and agreed upon with the JRC within eighteen (18) month from the start of the contract.

5 DELIVERABLES

The Contractor must provide the following deliverables:

- D1: Inception Report, as described in Task 1
- D2: Report of analysis of the state of art of Digital Government in the EU, as described in Task 2
- D3: Proposal of conceptual framework for understanding how ICT-enabled innovation can transform governance and policy-making, as described in Task 3
- D4: Report of analysis of the impacts of Digital Government Transformation in the EU, as described in Task 4
- D5: Report of analysis of the consultation and validation activities, as described in Task 5
- D6: Final Report on Exploring Digital Government Transformation in the EU: understanding public sector innovation in a data-driven society, as described in Task 6

The JRC will have 20 working days to review the deliverables and send its comments to the Contractor.

The Contractor will then have 20 working days for providing the final version of the reports.

6 COORDINATION AND MEETINGS

The Contractor must carry out the study in close co-ordination with the relevant Commission staff (JRC Unit B6. Digital Economy). This includes, in addition to the workshops to be organised by the Contractor as part of Task 5:

6.1 *Kick-off meeting*

The Contractor must attend a 1-day meeting to present and discuss the terms of the Inception Report. The meeting will aim at refining the scope of the work, agreeing on the detailed work plan and methodological approach to conduct the assignment, as well as the structure and content of the Deliverables.

The meeting shall take place within 2 weeks from the official start date of the contract and shall take place at the premises of the JRC (either in Seville (Spain) or Ispra (Italy)).

6.2 *Review meetings*

The Contractor must organise regularly videoconference meetings (at least 1 per task) to review progress and to present and discuss the content of each Deliverable after submission of a draft version 5 working days prior to each meeting in order to receive inputs and feedback from the JRC.

Videoconference meetings shall be organised through connection with the system used at the European Commission (i.e. the remote site has to use an H323-compatible system. The main brands are Polycom and Cisco/Tandberg) or using Webex.

6.3 *Final meeting*

The Contractor must attend a final meeting to be held at the premises of JRC (if the Kick Off meeting took place at Ispra (Italy), this one will place at Seville, and vice versa) during month 18 after the last signature of the contract. The Contractor shall present an overall review of all tasks and present the final report (D6) integrating comments from the Validation workshop and amendments provided by the JRC required for the finalisation of the contract.

The working language at all of these meetings will be English and the cost for attending meetings is deemed to be included in the final price indicated in the contract.

7 CALENDAR OF DELIVERABLES AND MEETINGS

The following summary table reports the tentative time schedule for the different activities and deliverables.

Milestone/ Deliverable	Title	Months
M1	Kick Off meeting	T0 + 0.5
D1	Inception Report	T0 + 1
D2	Report of analysis of the state of art of Digital Government in the EU	T0 + 4
M2	1st Consultation and Validation Workshop	T0 + 5
D3	Proposal of conceptual framework for understanding how ICT-enabled innovation can transform governance and policy-making	T0 + 6
M3	Policy Lab Session	T0 + 10
D4	Report of analysis of the impacts of Digital Government Transformation in the EU	T0 + 12
M4	2nd Consultation and Validation Workshop	T0 + 15
D5	Report of analysis of the consultation and validation activities	T0 + 16
M5	Final meeting	T0 + 18
D6	Final Report - Exploring Digital Government Transformation in the EU: understanding public sector innovation in a data-driven society	T0 + 18

T0 corresponds to the date on which the last party signs the contract.

8 QUALITY ASSURANCE

The work delivered by the Contractor must be of such quality that it can be used to support policy making and that it is directly publishable by the European Commission as a part of its official publications. Thus, the Contractor must establish robust means of ensuring the validity and comparability of information collected and the quality of its analysis and reporting.

In particular, the Project Manager nominated by the Contractor in the offer will be in charge of the scientific quality assurance tasks.

Before final acceptance, all reports will be completed, adapted and corrected by the Contractor who will fully take into account the comments, suggestions and additional written comments provided by the JRC.

9 DURATION

The performance of the tasks cannot start before the date on which the last party signs the contract, and must be finalised in a maximum of 18 months, including the time for the JRC to comment the interim deliverables and the Contractor to implement the suggested amendments. The time needed for possible comments and amendments to the final deliverable (D6) would be added to the total duration of the contract.

10 LANGUAGE

The language of all deliverables, meetings, presentations, and exchanges will be English.

It is expected that the written text in the deliverables is of high standard scientific language, ideas are expressed in a clear and logically structured way. The text of all deliverables will be strictly assessed according to these criteria in the review process.

11 CONTENT, STRUCTURE AND GRAPHIC REQUIREMENTS OF THE FINAL DELIVERABLES

All studies produced for the European Commission and Executive Agencies shall conform to the corporate visual identity of the European Commission by applying the graphic rules set out in the European Commission's Visual Identity Manual, including its logo.

The Commission is committed to making online information as accessible as possible to the largest possible number of users including those with visual, auditory, cognitive or physical disabilities, and those not having the latest technologies. The Commission supports the [Web Content Accessibility Guidelines 2.0](#) of the W3C.

For full details on Commission policy on accessibility for information providers, see: http://ec.europa.eu/ipg/standards/accessibility/index_en.htm

Pdf versions of studies destined for online publication should respect W3C guidelines for accessible pdf documents. See: <http://www.w3.org/WAI/>

11.1 Content

Final Report - Exploring Digital Government Transformation in the EU: understanding public sector innovation in a data-driven society (D6)

The final study report shall include:

1. an abstract of no more than 200 words and an executive summary of maximum 6 pages, both in English and French;
2. the following standard disclaimer:
“The information and views set out in this [report/study/article/publication...] are those of the author(s) and do not necessarily reflect the official opinion of the Commission. The Commission does not guarantee the accuracy of the data included in this study. Neither the Commission nor any person acting on the Commission’s behalf may be held responsible for the use which may be made of the information contained therein.”
3. specific identifiers which shall be incorporated on the cover page provided by the Contracting Authority.

Publishable executive summaries

The publishable executive summaries shall be provided in both English and French and shall include:

1. the following standard disclaimer:

“The information and views set out in this [report/study/article/publication...] are those of the author(s) and do not necessarily reflect the official opinion of the Commission. The Commission does not guarantee the accuracy of the data included in this study. Neither the Commission nor any person acting on the Commission’s behalf may be held responsible for the use which may be made of the information contained therein.”

2. specific identifiers which shall be incorporated on the cover page provided by the Contracting Authority.

11.2 Structure

The **Final Report - Exploring Digital Government Transformation in the EU: understanding public sector innovation in a data-driven society (D6)** must follow the structure agreed at the kick-off meeting and similar to the structure of previous JRC Science for Policy Reports (See for example "ICT-Enabled Social Innovation to support the Implementation of the Social Investment Package: Mapping and Analysis of ICT-enabled Social Innovation initiatives promoting social investment across the EU: IESI Knowledge Map 2016", available at: <https://ec.europa.eu/jrc/en/publication/euro-scientific-and-technical-research-reports/ict-enabled-social-innovation-support-implementation-social-investment-package-mapping-and-0>).

11.3 Graphic requirements

For graphic requirements, the Contractor will have to refer to the template provided in the annex 1. The cover pages shall be filled in accordance with the instructions provided in the template.