

**Summary of the External Evaluation Report
on the Aveiro Digital Programme 2003–2006**

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Methodology

The External Evaluation System for the Aveiro Digital Programme 2003–2006 (EES–ADP), developed over a 22 month period (from May 2005 to February 2007), is based on a systemic evaluation which interrogated the Programme on all levels: design, operationalisation and execution, results and impacts. In general, these three levels map onto the objectives that guided the work of evaluation.

These were: 1) analysis of starting conditions and evaluation of the opportunity context, relevance and coherence of the Programme; 2) evaluation of the organisational and operational framework and its operability when put into practice; 3) evaluation of the level of execution and work rates, of the results achieved and the expected or verified impacts. The EES–ADP was carried out in five phases:

- I Setting up of External Evaluation System for the Aveiro Digital Programme;
- II Evaluation of Aveiro Digital Programme design;
- III Evaluation of the conditions of Aveiro Digital Programme operationalisation;
- IV Evaluation of the execution, results and impact of Aveiro Digital Programme;
- V Compilation and production of the final report;

In methodological terms, the External Evaluation System for the Aveiro Digital Programme 2003–2006 drew on both secondary (existing documents/data, particularly those relating to Aveiro Digital Programme management but also to other bodies) and primary information sources. The latter were accessed through the use of data collection instruments, designed for the purpose by the evaluation team. These were applied to all parties directly involved in Aveiro Digital Programme 2003–2006.

The following table shows the procedures, methodological instruments and information sources, for each of the three phases, which were responsible for generating the main contents of the evaluation of the Programme, i.e. II, III and IV.

Phases	Procedures / methodological instruments / sources
Phase II Design	<ul style="list-style-type: none"> • Bibliographic review • Document analysis of documentation from the Programme and other sources • Statistical analysis of context indicators • Individual interviews with AD Executive Commission (ADEC) representatives • Collection, through form completion, and analysis of the contents of the Programme design appraisals made by those in charge of Aveiro Digital projects • Running the first round of seven focus groups made up of representatives from the MBE, and some BE, organised according to intervention area (IA 2 to IA 8) • Running a focus group made up of members of the Aveiro Digital Office (AOD) and the president of ADEC, focused on IA 1 • Direct observation and analysis of the two global coordination and cooperation meetings, and the seven intervention area meetings • Visits to 16 Aveiro Digital projects
Phase III Operationalisation	<ul style="list-style-type: none"> • Document analysis of Programme documentation • Analysis of Aveiro Digital Management and Control System (ADMCS) in terms of its structure, practicality and suitability • Individual interview with the president of ADEC • Individual interviews with the 5 managers of the Aveiro Digital Office (ADO) • Delivery of the first survey questionnaire to the MBE in IA 2 to IA 8 • Delivery of the first survey questionnaire to the BE in IA 2 to IA 8 • Running the second round of seven focus groups made up of representatives of the MBE, and some BE, organised by intervention area (IA 2 to IA 8) • Direct observation and analysis of coordination and cooperation meetings

Phase IV Execution, Results and Impacts	<ul style="list-style-type: none"> • Document analysis of Programme documentation • Analysis of ADP execution and results indicators extracted from ADMCS, made available by ADEC and extracted from GEIAD • Analysis of impact indicators supplied by other sources • Assessment of the Aveiro Digital project websites and the sites for those related products/services that have been created • Individual interview with the president of ADEC • Individual interview with the ADO officer responsible for the EIAD project • Running the third round of seven focus groups made up of representatives of the MBE, and some BE, organised by intervention area (IA 2 to IA 8) • Delivery of the second survey questionnaire to the MBE in IA 2 to IA 8 • Delivery of the second survey questionnaire to the BE in IA 2 to IA 8 • Visits to 10 Aveiro Digital Internet Spaces • Delivery of a survey questionnaire to all Aveiro Digital Internet Spaces
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An Oversight and Experts Committee (OEC) was set up to work alongside EES-ADP. This committee included experts with competences and specialised know-how in the various Intervention Areas in the Programme as well as representatives from various institutions in the 'Ria de Aveiro' region with relevant responsibilities at the regional and local levels. A POSI representative, nominated by the management Officer, also served on this committee.

The role of this Committee was to oversee the work of evaluation, and to act as permanent advisor on the EES-ADP products being developed throughout the evaluation process. In fact, each of the reports produced at the end of each of the phases were first of all discussed in the Aveiro Digital Executive Committee (ADEC) before being assessed by the members of OEC. The final version of the evaluation report on each phase obviously benefited from this dual input, having been published on ADMCS and so made available to all the Main Beneficiary Entities in the Programme.

Finally, it is important to note that all work within the EES-ADP framework was carried out in close concert with ADEC. In addition to the meetings held to discuss the first version of each of the intermediate reports, a considerable number of solid contacts were established and maintained throughout the process. These allowed adjustments to be made to both the most important criteria of analysis and the information-collection procedures, with the objective of ensuring that the evaluation results were turned into the most useful instrument possible for the end-users.

I. Design of ADP 2003–2006

I.1. Relevance analysis

I.1.1. Aveiro Digital 2003–2006 was not built after any earlier diagnosis on the basis of which, and in a more or less open and participative manner, objectives were defined. Rather, it was based on the launching a set of mechanisms for social interaction, such as the Aveiro Digital 2000 Forum that, based on solid experience, allowed to build a framework of needs to be met and problems to be solved, as well as domains of objectives and relevant projects. There is, however, an implicit diagnostic based on the results achieved during the first phase of the Programme (1998–2000).

I.1.4. Using resources made available through European funding aid designed to help modernise the country, Aveiro Digital 2003–2006 has been, on the one hand, a mobiliser of local and regional agents and, on the other, an instrument that allows these agents to design and implement projects that will bring about the process of change. This is where its relevance lies.

I.1.5. The focus of Aveiro Digital 2003–2006, as derived from its programme definitions, is not restricted to the simple installation of technology products and services. It is more than this, in that once these products and services are accessible, and in a process of mobilising both people and their motivations, it concentrates on the key issue of modernising services and institutions (from public service organisations to companies) and training people, thus making a real impact on the quality of life in the region.

I.1.6. These general objectives are divided up into eight Intervention Areas which cover a wide sphere of key development dimensions: the creation of a digital community, local authorities and county services, the school and educational communities, the university and its community, health services, community services, industry and business as well as the dimensions of information, culture and leisure. The focus is not only on economic competitiveness and the people involved in this, but also on those social, environmental, territorial and cultural considerations which underlie such economic concerns, as do the main components of development.

I.2. Internal coherence analysis

I.2.1. Aveiro Digital 2003–2006 continues, amplifies and consolidates the Aveiro – Digital City Programme. Reflection on this experience gave rise to the structuring of a Programme that kept the eight intervention areas as its main organising principle, although it went much further in terms of specific focus with its drawing up of 48 project ideas.

I.2.2. Aveiro Digital 2003–2006 thus follows a logical organising structure, segmented into sectors (as the Intervention Areas are known) which is made up of a base of thematic or institutional lines, radiating out in a star-shape from an area of central activities. Alternatively, the structure can be seen as being topped by a nucleus of activities (IA1) that determines strategic orientation, covers a number of transversal objectives and drives and manages the Programme. When we go down to more specific levels of operationalisation, to the level of their Intervention Areas, we see a matrix-type logic as each project contributes to achieving the implicit objectives of its IA.

I.2.6. The Intervention Areas and their respective Project ideas are broad in scope and pertinent. The focus that characterises the Programme, when looked at in a positive light, can be seen to have grown out of a process of informed deliberation emerging from accumulated experience. As a result, it provides clear guidelines for the development of projects in those areas where the need is most felt. On the other hand, it does run the risk of shutting out projects that are more individualistic in nature, or, at least, preventing them from materialising. Thus, it is to be recommended that any future programme includes a design feature which allows the possibility of including initiatives that have not been previously considered because they don't fit into the intervention areas, or because they are transversal to a number of areas or because they propose other activity types. They must, however, remain relevant to the general programme objectives.

I.2.7. The option of having a programme with a narrower intervention brief, both geographically and in terms of intervention, within an national Operational Programme (in this case POSI) turned out to be an advantage. This is particularly true in terms of proximity which translates into: i) greater understanding, on the part of management, of the problems and needs of the region; ii) the possibility of maintaining close supervision over the projects; iii) the imposition of greater self-discipline on project leaders, with corresponding positive effects on work rates; iv) a more active and involved role for beneficiaries in both carrying out the Programme and even in its future.

I.3. External coherence analysis

I.3.3. The programme adheres closely to European directives and guidelines in terms of the importance given to ICT as a facilitating instrument for the transition to the knowledge economy and the information society. Thus, it focuses on improving the competitiveness of companies and promoting employment growth and improving job quality as well as on reinforcing cohesion, facilitating learning and aiding communication.

I.3.4. The operational field of Aveiro Digital 2003–2006 largely coincides with national ICT programmes, with any differences being mainly a question of scale. The Programme reiterates the priorities defined in the main national steering programmes for the promotion of ICT, for the networked society and for the inclusion of all citizens in the various domains of this society.

I.3.5. The same complementarity, in this case within a more operational plan and so also, in most cases, in relation to practices on the ground, can be found between Aveiro Digital 2003–2006 and the various Operational Plans co-financed by structural funds.

I.4. Aveiro Digital 2003–2006 indicators system

I.4.1. The text outlining the Aveiro Digital Programme contains a total of 87 indicators distributed over the eight intervention areas. These indicators are associated with quantified targets to be met over the period in which the Programme is running, that is for the years 2004, 2005 and 2006.

I.4.4. The fact that targets are defined quantitatively is, of itself, positive. Firstly, because this allows Programme objectives to be well quantified, imprinting the Programme with a specific orientation and making it possible for it to be monitored throughout execution and, later, for results and impacts to be assessed. Secondly, because they act as a reference goal for the projects which should mould their objectives to meet the major given targets. There is a problem, however, in that these indicators do not have quantified starting points.

I.4.6. In terms of balance, in the Programme indicators are defined for execution, results and impacts, with a clear preponderance of the second of these. This is essential for the monitoring of work rates and efficiency levels. In terms of impacts the Programme is a little short of indicators. This could still be compensated for to allow a more solidly based evaluation of the worth and usefulness of the Programme. In terms of selectivity, the number of indicators does not seem to be excessive.

II. The Operationalisation of ADP 2003–2006

II.1. Management Model

II.1.2. The Aveiro Digital 2003–2006 Executive Committee (ADEC) was set up under a protocol between the Aveiro Digital Association and the Association of Ria Municipalities, and mandated to manage the Programme. This committee facilitates expedited decision-making and procedures, not just because it is legally independent of its supporting institutions, but also because of its small size (just 5 members).

II.1.3. Management of Aveiro Digital Programme is based on two distinct models. The first of these is for IA 1, under the direct management of ADEC, and the second is for the other IA's where responsibility for carrying out the programme rests with project candidates. IA 1 brings together a distinctive set of projects. Some of these have a logic similar to the projects in the other IA's, in the sense that they are specifically oriented to achieving Programme objectives. These are EIAD, SBAD and CERTICAD. Others, acting more as 'technical support services' focus on tasks such as management, monitoring, promotion and publicising the Programme and its projects, as well as the sharing of good practices. These are GCAD, MARKAD and APAD.

II.1.6. Articulation/communication between the Aveiro Digital Management and the projects relies on the following means: i) monitoring of the projects by ADO managers; ii) the information system developed for the management of the Programme – ADMCS; and, iii) face to face with the ADEC in the coordination and cooperation meetings. Communication with projects is always via a single entity – the Main Beneficiary Entity, which is responsible for meeting the established terms of candidature. This way of working makes the process more efficient, given that it shortens the Programme/beneficiary entity communication path, although it does, on the other hand, run the risk of not ensuring responsibility and engagement on the part of all the entities belonging to a given project execution consortium. The MBE's evaluate the Management positively for project communication.

II.2. Candidature mechanisms

II.2.1. Two public bid processes were held for the Aveiro Digital 2003–2006: the first ran between June and July 2003 and the second from February to March 2004. ADEC drew up and approved the documents relating to the candidature process. These were the Aveiro Digital Programme 2003–2006 Application Rules, with annexes consisting of a document describing the Programme, the Candidature / Technical Plan and Project Finance Form and the Terms of Acceptance and Approval Decision.

II.2.2. The procedure was essentially the same in the two bid processes. Analysis of the documents relating to the candidature process shows that all necessary application documentation was drawn up and made available in good time, with the exception of the document that laid out the Selection and Evaluation Methodology which was only finalised after the close of the first bid process. Even so, the 15 criteria on which this procedure is based were clearly defined in the Programme Application Rules.

II.2.3. This Selection and Evaluation Methodology is a detailed, rigorous instrument that allows an efficient evaluation of candidatures using the three types of analysis proposed: the eligibility of the candidature, quantitative analysis and qualitative analysis. It is worth highlighting the work of objectification and quantification in the analysis, the flexibility of being able to use different weightings and reference values in some areas and IA's, and the process of identifying aspects of proposals that needed to be changed in order for candidatures to be approved.

II.2.7. About 60% of the MBE's expressed some form of difficulty in preparing their candidatures. This results from the demands inherent in an application process in which candidates had to simultaneously draw up their Project Technical and Finance Plans (TFP). Having to produce these TFP's when applying, does tend to improve the efficacy of the Programme. The difficulties felt by candidates were offset by the constant support they received from ADO staff, who were evaluated extremely positively by most of the MBE's that had cause to seek their help.

II.3. Project monitoring

II.3.1. Close monitoring, by the Aveiro Digital Project Officers is implemented in the Aveiro Digital Programme. In addition to a standardised set of functions, for which ADMCS has proved to be an essential tool, monitoring also entails an availability to provide project support whenever this is sought. With the exception of the more standardised forms, the frequency and modality of contacts with participating entities is not pre-stipulated, given that the Programme is host to entities with significantly different characteristics and organisational capabilities, as well as to a heterogeneous range of projects. This results in differentiated needs.

II.3.2. The evaluation that the MBE's make of the monitoring that is offered to them is clearly positive, with most classifying it as either good or very good. The assessment of the control/monitoring of administrative and financial aspects, however, is less consensual.

II.3.3. As far as contact frequency is concerned, most MBE's seem to feel that it is just about right, although there was a common feeling that more use could be made of the modality of visiting the project. This feeling was shared by the president of ADEC and by the Aveiro Digital officers themselves, though this is obviously limited by the small number of staff available (5) to carry out such functions. The evaluation recommends making every effort to make such visits possible, given that close contact between management and projects has been identified as one of the value points of ADP.

II.4. Financial mechanisms and cash-flows

II.4.1. In terms of ADP financial mechanisms and cash-flows, the procedures adopted and the flow sheet implemented for the management of accounting and financial transactions translate into a rigorously and meticulously designed process.

II.4.2. In addition to the criteria stipulated for the presentation of expenses incurred by those entities responsible for running projects, the creation of an area within ADMCS dedicated to financial management has proved to be both highly appropriate and functional. This appraisal is shared by ADEC, by the Aveiro Digital officers and by the project managers in the various MBE's,

II.4.3. There is, however, one aspect, relating to the transfer of funds to the projects, that warrants a less positive assessment. Although the evaluation of the flow sheet itself was positive, the delays in transferring funds did, in some cases, negatively affect the ability of projects to function fully.

II.5. Aveiro Digital Management and Control System (ADMCS)

II.5.1. ADMCS – the Aveiro Digital Management and Control System has proved to be a highly efficient tool in facilitating and rationalising the procedures associated with monitoring and verifying project execution, as well as in simplifying project management tasks for the MBE's.

II.5.2. The usefulness and efficiency of this tool, and the functionalities it contains, are indisputable for a number of reasons: 1) it sets up an functioning online path of projects entire life cycles, not only with real-time look-up, but also with information input from both projects and management; 2) it offers a complete register of all information relating to project execution, allowing management an overview of the levels of physical and financial attainment of each project; 3) it acts as a tool for standardising processes and procedures, which helps to avoid errors, adds to productivity and reduces waiting times; 4) it also functions as a project self-management instrument for the MBE's, simplifying the procedures associated with carrying out projects of this nature; 5) it facilitates communication between the AD officer and the project MBE's; 6) it guarantees speedier administrative processes, freeing up AD Office to carry out more, and closer, project monitoring functions; 7) it has great possibilities of serving as a vehicle of communication between the external evaluation team and the MBE's themselves, something that has already been successfully put to the test; 8) it is, in sum, an instrument for increasing the transparency of processes and procedures.

II.6. Coordination, cooperation and articulation between projects

II.6.1. Project coordination and cooperation is a fundamental and specific task in Aveiro Digital Programme. Two types of meeting, with different configurations, were set up as formal coordinating and cooperating moments: general coordination and cooperation meetings and intervention area meetings. The first of these bring together everybody working within Aveiro Digital Programme – and in some cases they are open to the general public – and they aim to promote exchange of knowledge between projects. The second, generally delocalised, combine project visits with the monitoring of technical and financial performance, as well enabling the sharing of problems and solutions between projects in the same IA.

II.6.2. In terms of appraisal, the MBE's and BE's evaluate the IA coordination and cooperation meetings more positively, given that they promote greater articulation between those projects which are closer in nature and share common problems, solutions and opportunities. Although the global coordination and cooperation meetings are positively evaluated, they are assessed as producing lower levels of promotion of effective sharing between the various projects.

II.6.3. Looking at the results obtained through this coordinating process, Programme Management might need to rethink the model adopted for these meetings, particular for the global ones, in order to improve their efficacy in promoting project articulation.

II.7. Project operationalisation

II.7.1. Evaluation of project operationalisation focused on two fundamental aspects: projects internal organisational models and the evaluation systems implemented.

II.7.2. As regards the first aspect, it is necessary to distinguish between two very different types of entities whose roles are clearly defined in AD Projects – the Main Beneficiary Entities (MBE's) and the Beneficiary Entities (BE's). Ongoing projects are either being carried out by a single MBE or by a consortium. In the latter case, there is a consortium leader (MBE) that works with a varied group of other institutions (BE's).

II.7.8. One fundamental issue is clarified by the evaluation of internal project organisation: this centres on the potential for the acquisition of competences and the empowerment of the various actors involved, whether at the level of management models, at the level of inter-institutional articulation or whether at the level of evaluation mechanisms and devices.

II.8. Publicising and promoting the Programme

II.8.2. This aspect needs to be looked at from two perspectives. The first of these centres on the Aveiro Digital Programme itself (from the set of initiatives that began with the introductory Aveiro Digital road show to encourage potential project candidatures, to the publicity campaigns and other information carried in the media). The second centres on the publicising of the products and services created by the Aveiro Digital projects.

II.8.3. In terms of the first aspect, an appropriate effort has been made to publicise and promote the Aveiro Digital initiatives through the use of a variety of strategies which have resulted in successfully reaching the wide target audience it is aimed at.

III. Execution, Results and Impacts of Aveiro Digital 2003–2006

III.1. Execution of Aveiro Digital Programme

III.1.1. The Aveiro Digital Programme is responsible for the development of 74 projects, spread over eight Intervention Areas and involving 326 entities, which explains the dynamic imprint of the Programme in the AMRia region.

III.1.3. The main difficulties encountered in carrying out the projects centre on technical problems relating to the design or working up of products and/or services, supplier delays and, consequently, difficulties with scheduling training punctually.

III.2. Results and impacts on the capabilities of people and organisations

III.2.2. In terms of competence training for people and organisations, the Programme enabled 11.799 people to receive training, either in the area of the Services and Applications developed by the projects themselves, or in the area of basic ICT competences. In both cases, most of those who finished the training were employees of the organisations involved in carrying out the projects, although a few were from other organisations.

III.2.3. The number of people qualified through training, and the applicability, which should be direct in most cases, of the acquired competences, particularly within organisations, is principally evidenced by the proper functioning of those products and services produced that require these competences if they are to be effectively used, but also in other contexts. This is a positive result that cannot help but impact on the lives of these people and organisations.

III.2.5. Improved competences in organisations are measured, inevitably, through performance levels, whether in internal working practices and their levels of efficiency or in services offered to their clients. It is still too early to evaluate impacts in these areas, but it is evident that those in charge of the MBE's already have a positive impression in both of these performance areas. The impacts of the experience that the consortia have had with Aveiro Digital are also judged to be largely positive, particularly as regards the promotion of a culture of knowledge exchange and the partnerships between institutions in the AMRia region. This experience has led to joint actions and maximisation of resource usage in some intervention areas.

III.2.6. Organisations competences can also be seen in their ability to manage projects in both financial and technical terms. The demands inherent in managing a project as part of their participation in Aveiro Digital Programme have contributed significantly to increasing the levels of competency of the Beneficiary Entities in this area, and most of the project leaders have recognised this.

III.2.7. The Aveiro Digital Programme has also contributed to meeting national targets for Basic ICT Competences, having issued 24.982 certificates, This figure represents 6.3% of the total population of the region.

III.3. Results and impacts on generalised access to ICT

III.3.2. The Aveiro Digital Showcase, located in the city of Aveiro, in a council building, was the Public Internet Centre prototype. The Aveiro – Digital City programme was running at the time and, in 1999, it was the first Internet Space to open in the country. The aim was to set up, in this first phase, about twenty Centres for Public Access to Services. This objective has grown along with the work being done, and it is expected that Aveiro Digital Programme will leave us with 11 municipal and 95 parish-based Public Internet Centres which translates into total coverage of the AMRia region.

III.3.3. The implementation model for the Public Internet Centres is based on a protocol that is set up between ADEC and the relevant local authority (municipal or parish councils). Under this protocol, ADEC is responsible for supplying the equipment and for subsidising the cost of the supporting services (250€ a month) and running costs (25€ a month). The local authority is responsible for providing a physical space with the right conditions for setting up a Public Internet Centre, maintaining the building and equipment, supporting the cost of internet access, paying employees and taking care of those current expenditures not covered by Aveiro Digital's subsidy.

III.3.7. The vast majority of people running the Public Internet Centres use the GEIAD management application frequently or very frequently. The adoption of GEIAD is therefore seen as an added value feature in the context of setting up and running the free Internet Centres in AMRia, although there are some technical details that could be improved.

III.3.15. Assessment, carried out by their managers, of the effect of the Public Internet Centres on the people living in the towns and parishes in AMRia shows that the effects that have the greatest impact are those associated with its specific objectives, in particular, and with IA1, in general – the offer of the use of computers to the general population and the provision of internet free access. Independent of the greater or lesser effects achieved by the Public Internet Centres, managers of these spaces consider that, in general terms, they are instruments of great importance to the people.

III.4. Products and services created

III.4.1. In addition to those activities involving training and certification in basic ICT competences that were an integral part of the projects plans carried out in IA's 2 to 8, the Aveiro Digital projects were essentially focused on the creation of a set of products and services that were intended to meet the general objectives of the Programme, as well as the specific objectives of each of the intervention areas within which these products and services came into being.

III.4.2. Analysis of the content of those projects which led to the creation of products and services leads to two conclusions. First, that the AMRia region is still characterised by marked asymmetries in its hinterland. A programme of this type should continue to be closely attentive to this and contribute, in whatever sense it can, to reducing these asymmetries, particularly in the sense of extending the reach of the products and services created into all areas and seeking to attract the resident populations in less favoured districts. Second, the experience of Aveiro Digital Programme shows that emphasis should continue to be given to jointly integrated projects with their expression of the common viewpoints of those entities working in the same area and/or with the same public, as opposed to allowing a multiplicity of small projects which have little relevance beyond their own boundaries.

III.4.3. The following is a very brief description of the products and services created in each one of the areas:

Intervention Area 1 – Digital Community

Aveiro Digital Public Internet Centres Network
The aveiro-digital.pt and aveiro-digital.net services
Management and Global Coordination of the Aveiro Digital Program
Marketing e Promotion of Aveiro Digital
Aveiro Digital Learning and Sharing
Certification Services in ICT

Intervention Area 2 – Local Public Administration

Integrated System of Cadastral Management
GIS based Services in the AMRia Region
Regional Environmental and Water Management Services
Regional Security and Risk Management Services
Local e-Government Services: Back-Office and Front-Offices
Regional Portal of AMRia

Intervention Area 3 – Education and Educational Community

Remote School Administration Services
Digital Curricula and e-Learning for Portuguese and Mathematics
Remote Teachers Training Services
On-Line Services for Educational Community
On-Line Services for Educational Community

Intervention Area 4 – University and Academic Community

e-Procurement Services
Tele-Working Systems and Services
Contact Centre Services
On-line Library and Digital Archives
Multimedia Science & Art Products
Multimedia Pedagogical Products

Intervention Area 5 – Healthcare Services

Tele-Diagnostic Services for AMRia
Regional Portal of Healthcare Service
Clinic Registering and Processing Services

Intervention Area 6 – Social Solidarity

Administrative Services of the IPSS
 Info–Inclusion Centres and Services
 Remote Support and Emergency Services for the Elderly
 Info–Inclusion Centres and Services
 Social Solidarity e–Market Place

Intervention Area 7 – Regional Economy

GIS Based Services for New Generation Industrial Zones
 Tourism Promotion and regional Booking Services
 Production Management and Trading Services
 Documental and Process Management Services
 Commercial and Marketing Services
 Stock Management and Provision Services

Intervention Area 8 – Information, Culture and Leisure

Digital Public Libraries Archives
 Digital Museum Archives and Pedagogical Services
 Sport Infrastructures Management Systems and Services
 Digital Art Academy
 Public Information Billboard Network
 Civic Associations Network and Management Services
 Youth Associations Network and Management Services
 Academic Association Network and Management Services

III.4.4. Approximately one month from the end of the Programme, the majority of these products and services are ready and available to their users. This shows, in a general sense, that a good work rate has been adhered to, and that the beneficiary entities have the ability to achieve the results envisaged by the Programme.

III.4.7. A look at each one of the products and services created allows an understanding of the capabilities and potentials that they contain, as well as the impacts that they will have on the internal competence levels of their respective organisations and on the quality of relations that these organisations can build with their various publics.

Abbreviations

Port.	Portuguese	Eng.	English
SAE–PAD	Sistema de Avaliação Externa do Programa Aveiro Digital	EES–ADP	External Evaluation System for the Aveiro Digital Programme
PAD	Programa Aveiro Digital	ADP	Aveiro Digital Programme
CEAD	Comissão Executiva Aveiro Digital	ADEC	Aveiro Digital Executive Committee
SAVAD	Sistema de Acompanhamento e Verificação Aveiro Digital	ADMCS	Aveiro Digital Management and Control System
EBP	Entidades Beneficiárias Principais	MBE	Main Beneficiary Entities
EB	Entidades Beneficiárias	BE	Beneficiary Entities
AI	Área de Intervenção	IA	Intervention Area
GEIAD	Sistema de Gestão dos Espaços Internet Aveiro Digital	GEIAD	Public Internet Centres Management System
CAP	Comissão de Acompanhamento e de Peritos	OEC	Oversight and Experts Committee
GAD	Gabinete Aveiro Digital	ADO	Aveiro Digital Office
POSI	Programa Operacional Sociedade de Informação	POSI	Information Society Operational Programme
PO	Programa Operacional	OP	Operational Programme
TIC	Tecnologias de Informação e Comunicação	ICT	Information and Communication Technologies
PTF	Planos Técnicos e Financeiros	TFP	Technical and Finance Plans