Internal evaluation of

European network for Health Technology Assessment

Title Internal evaluation of European network for Health Technology Assessment – EUnetHTA

Institution European network for Health Technology Assessment

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Key messages

The internal evaluation of the European network for Health Technology Assessment (EUnetHTA) considered to what degree it had achieved its main objective of providing a favourable framework for developing an effective and sustainable European network. A number of criteria were used to answer this question. The evaluation proposes nine recommendations for the further development of EUnetHTA:

1. Secure funding, and maintain a dedicated coordinating secretariat.
2. Assure efficiency through an organisational structure made up of Work Packages managed by a core of dedicated partners, with less committed partners taking part as a wider review group.
3. Continue developing and evaluating the tools as necessary.
4. Involve people in the work to ensure commitment, a high level of knowledge, and a broad basis for decision making processes.
5. Encourage collaboration and communication among all parties to ensure coherence within groups and within EUnetHTA.
6. Continue developing the communication platform and clearinghouse functionality to make EUnetHTA the central reference point for HTA in Europe.
7. Arrange face-to-face meetings at start of group or committee work to strengthen social coherence and reach a common understanding of the work.
8. Evaluate the tools in real work settings and the technical communication platform.
9. English has been the main language and should continue to be so.

Summary

BACKGROUND

The internal evaluation was a prerequisite by the EU Commission at the establishment of the EUnetHTA project. The evaluation was therefore organized as a separate work package, (WP3). Its role was to follow the development of the project towards meeting its general objective, and to feed back this information to the EU Commission and to the Project's participants at regular intervals. In such a way, it was hoped that any major modifications that might be needed could in fact be made during the life of the Project. The evaluation therefore focused on a number of criteria to judge the "success" of the Project in establishing the framework for developing an effective and sustainable network. The trend analyses show the developments over time.

As part of WP3, a framework for an external evaluation was delivered, as originally the EU Commission planned to organise an external evaluation as well. In the event, however, the need for an external evaluation was not pursued any further.

METHOD

Three major methods were selected to collect information for the analyses; semi-structured interviews, electronic surveys, and documentary analysis. Data was collected from three major groups; the Work Package (WP) leaders, participants, and other stakeholders. The details are as follows:

i) Telephone interviews of the WP leaders took place twice per year (starting January 2006, and completing in June 2008) and were conducted by the WP 3 leader. A content analysis was performed after the third round resulting in added questions. Likewise, questions were added for the fifth round. Due to the nature of the interview and possible language problems, those interviewed verified the text. The results were published on the EUnetHTA intranet after each round.

ii) The participants were given the opportunity to take part in three Email surveys in 2006, 2007, and 2008. The Steering group, participants of the Stakeholder Forum and the Secretariat were invited to take part during the last survey. The questions concentrated on the individual's perception of the WP activities, what it meant for the individual, their agency both national and international. Respondents were also asked for their views about EUnetHTA's progress towards being a sustainable and effective network. The questionnaire was reviewed after the second round. The questionnaire to the Steering Committee, participants of the Stakeholder Forum, and the Secretariat dealt only with the general EUnetHTA questions.

iii) Central documents, information from the Executive Committee work, technical reports, and other documents were sources of information for the evaluation.

FINDINGS AND DISCUSSION

The evaluation used the following criteria to examine to what degree the Project achieved its general objective of setting up an effective and sustainable network:

- Production of deliverables in a timely manner
- Effective working collaboration between Work Packages
- High degree of member participation in the Work Packages
- Effective communication
- Sustained commitment to Project
- User and stakeholder satisfaction with new routines and practice
- Perceived added-value

In summary, all deliverables have been produced within the Project's life, in spite of some short or longer term delays with the production of some deliverables. The level of collaboration between WPs, however, has varied. In the Executive Committee all the WP leaders met regularly, the degree of ongoing participation within the WPs was not the same, and different reasons were reported as to why, for example large groups experienced more difficulties in creating the conditions needed to function well, and although face-to-face meetings were reported to have helped a great deal to help establish a working partnership within WPs, only very few could be planned given the limited resources available. Such problems with collaboration and cooperation have led to our recommendation that WPs should work closely with a central core of dedicated participants and have a review team of less committed participants.

Different means of communication were used to keep in contact throughout, E-mails being the most frequent. E-meetings were particularly appreciated for looking at documents during a meeting, but experienced some technical trouble.
The number of participants increased during the project even though there was a certain staff turn-over. One organisation left early on in the project, but the number of CPs increased from 24 to 28. In general, there was a growing satisfaction over the project period and stronger belief in EUnetHTA encouraging more national and international work and collaboration. EUnetHTA will support HTA as a working method nationally, and reduce duplication of reports. The adaptation tools will facilitate multinational use of HTA-reports. A handbook on establishing new HTA-organisations has been made. A policy study has been performed resulting in a book. Monitoring/a structured information service of emerging/new technologies has been established and a newsletter on new and emerging technologies is ready. The communication platform with a clearinghouse function will assist and strengthen the national and international position of organisations. Language is perceived as a barrier for many participants, therefore this issue needs to be taken into account in a future project. English has been the main language used within the Project and the wish has been expressed that this continues. It was shown that despite initial "teething" problems, the organisational structure has remained stable, and all tools have been produced in the project period. Furthermore, no one has expressed any doubt about EUnetHTA's usefulness or expected discontinuation.

CONCLUSIONS

The main criteria for the evaluation were the effectiveness and sustainability of the network, being the project's main objective. Towards this end we can conclude as follows:

- **Production of deliverables in a timely manner**

With few exceptions, the deliverables were produced as scheduled. The tools developed were designed to facilitate networking in preparing HTA-reports. Timely production still meant, however, that there was room for adjustments and development of ideas along the way. However, the HTA tools have not yet been tried in a real working relation. The network will continue piloting these tools. The EUnetHTA maintained its organisational structure and work progressed according to schedule throughout.

- **Effective working collaboration among Work Packages**

Establishing effective collaboration between WPs was very important as the development of tools were interconnected. This was seen as a very interesting aspect of

the EUnetTHA work, but also proved to be a very demanding task in terms of timing and cooperation between the parties involved.

- **High Degree of participation within Work Packages**

The large groups involved in the working groups, coupled with the heavy workload on participants were reported to be the main cause for any delays to deliverables. Some WPs reported that sustained participation in their work had come from a small, core group whilst other members were much less actively involved. However, the benefit of working in the WPs was highly considered, particularly in terms of international experience, knowledge exchange, and developing the tools.

- **Effective communication**

Different ways of communication were used, E-mails being the most popular. Meetings were organized in different formats; as face-to-face, telephone, and E-meetings. Given the large number of participating countries in the EUnetTHA, not only the breadth and numbers of participation, but especially language itself presents a complicating and challenging aspect in such collaboration. However, members found solutions by using different means of communication for different types of needs. Nevertheless, there was certainly variation in the degree of success reported with regard to methods of communication.

- **Sustained commitment to the Project**

Only one organisation left the network; new organisations came in and joined during the project period. Commitment was present throughout; the input from participants and organisations has, in many instances, been greater than planned. Some member organisations put in extra funding into the project in order to complete making the tools.

- **User and stakeholder satisfaction with new routines and practice**

There was some indication of user satisfaction as seen by the marked increase in participant's positive attitude towards the project over the period. However, since the tools and processes have not as yet been tested in real work settings, it is too early as yet to judge the project's performance against this criterium.

- **Perceived added-value**

The participants expressed belief that their agency's involvement in EUnetHTA was positive. They were adamant, however, that the EUnetHTA should remain a network and should not become a centralized organisation as inevitably, this would result in undermining local/national autonomy. Dedicated leaders and the secretariat were considered instrumental in helping EUnetHTA achieve its objectives to date and for supporting its future development into a sustainable network from 2009 and beyond.

ACRONYMS

AETS	Agencia de Evaluación de Tecnologias Sanitarias, Spain
AETSA	Andalusian Agency for Health Technology Assessment, Spain
Age.na.s.	Agenzia Nazionale per i Servizi Sanitari Regionali, Italy
AHRQ	Agency for Healthcare Research and Quality, Center for Outcomes & Evidence, USA
AHTAPol	Agency for HTA in Poland
AP	Associated Partner, financially and technically contributing to the project, Member of the project's Steering Committee
ASSR Regione Emilia-Romagna	Agenzia Sanitaria e Sociale Regionale Regione Emilia-Romagna, Italy
CADTH	Canadian Agency for Drugs and Technologies in Health (former CCOHTA)
CAHTA	Catalan Agency for Health Technology Assessment and Research, Spain
CAST	Center for Anvendt Sundhedstjenesteforskning og Teknologivurdering, University of Southern Denmark, Center for Applied Research and Technology Assessment
CEDIT	Commitee for Evaluation and Diffusion of Innovative Technologies, Direction de la Politique Médicale, France
CEESTAHC	Central and Eastern European Society for Technology Assessment in Health Care
CMTP	Center for Medical Technology Policy, USA
CP	Collaborating Partner, advisory and scientific excellence role
CRD	Centre for Reviews and Dissemination, University of York, United Kingdom
CVZ	College voor zorgverzekeringen, Netherlands
DACEHTA	Danish Centre for Evaluation and HTA
DAHTA	DAHTA@DIMDI- German Agency for HTA at the German Institute for Medical

	Documentation and Information
DIMDI	DAHTA@DIMDI- German Agency for HTA at the German Institute for Medical Documentation and Information
DSI	Danish Institute for Health Services Research
DZPHG	German Center for Public Health Genomics
ECHTA/ECAHI	The European Collaboration for Assessment of Health Interventions and Technology
EU	European Union
EuroScan	European Information Network on New and Changing Health Technologies
FINOHTA	Finnish Office for HTA
G-I-N	Guidelines International Network
HAS	Haute Autorité de Santé / French National Authority for Health
HIQA	Health Information and Quality Authority, Ireland
HTA	Health Technology Assessment
HTAi	Health Technology Assessment International
ICTAHC	Israeli Center for Technology Assessment in Health Care
INAHTA	The International Network of Agencies for Health Technology Assessment
IQWIG	Institute for Quality and Efficiency in Health Care, Germany
KCE	Belgian Health Care Knowledge Centre
LBI@HTA	Ludwig Boltzman Institute of Health Technology Assessment, Austria
MSAC	Medical Services Advisory Committee, Australia
NCCHTA	National Coordinating Centre for HTA, United Kingdom
NICE	National Institute for Health and Clinical Excellence, United Kingdom
NOKC	Norwegian Knowledge Centre for the Health Services
OECD	Organisation for Economic Cooperation and Development
OSTEBA	Basque Office for Health Technology As-

	sessment, Spain
PHGEN	Public Health Genomics European Network, Germany
SBU	Swedish Council on Technology Assessment in Health Care
SNHTA	Swiss Network for Health Technology Assessment
SOP	Standard Operating Procedure
UETS	Unidad de Evaluación de Tecnologías Sanitarias, Agencia Laín Entralgo, Spain
VSMTVA	Health Statistics and Medical Technologies State Agency, Latvia
WHO	World Health Organisation
WHO HEN	WHO Health Evidence Network
WP	Work Package

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Preface

This paper reports on the internal evaluation (Work Package 3) of the European network for Health Technology Assessment (EUnetHTA). The inclusion of a work package on internal evaluation was a prerequisite of the EU Commission for funding the EUnetHTA project. The group consisted of one lead partner (LP), seven associated partners (AP) and three collaborating partners (CP).

Lead partner:

Norwegian Knowledge Centre for the Health Service (NOKC), Norway;

AP organisations of WP3:

1. Swedish Council on technology Assessment in Health Care (SBU), Sweden
2. Health Statistics and Medical Technologies State Agency (VSMTVA), Latvia
3. German Agency for Health Technology Assessment at the German Institute for Medical Documentation and Information (DAHTA@DIMDI), Germany (until June 2008)
4. Direzoni Piani e Programmi Socio Sanitari, Regione Veneto, Italy
5. Agencia de Evaluación de Tecnologias Sanitarias (AETS), Instituto de Salud Carlos III, Spain
6. Agenzia Sanitaria e Sociale Regionale (ASSR) Regione Emilia-Romagna, Italy
7. Cochrane Collaboration represented by ASSR Regione Emilia-Romagna, Italy

CP organisations of WP3:

1. Swiss Network for Health Technology Assessment (SNHTA), Berne, Switzerland
2. Medical Services Advisory Committee (MSAC), Canberra, Australia
3. Organisation for Economic Cooperation and Development OECD), Paris, France

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The Evaluation and its Objectives

This internal evaluation was a prerequisite of the European Commission, DG SANCO, in planning the project and was organized as a separate Work Package (WP3). Its aim was to observe and give feedback to the EU Commission and the Project on its development towards an effective and sustainable project in a future phase. The objectives of the internal evaluation were threefold:

1. Have an audit function during the project with regular feedback to the European Commission and the project organisation.

2. Evaluate the changes over time during the project period to show development towards the establishment of an effective and sustainable network.

3. Summarize lessons learned to support the effectiveness and sustainability of the network in its next phase.

The evaluation was therefore planned to provide insight into the development process and the results achieved in fulfilling the dedicated tasks: the results have been analyzed, and reported with this in mind.

The criteria used to judge the Project's potential as an effective and sustainable network were as follows:

- Production of deliverables in a timely manner
- Effective working collaboration between Work Packages
- High degree of participation within Work Packages
- Effective communication
- Sustained commitment to Project
- User and stakeholder satisfaction with new routines and practice
- Perceived added-value

Details of the products developed by the Project (Deliverables) and financial issues are dealt with in separate reports. It should be noted, however, that the new tools produced have not as yet been tested in an ordinary "production" setting during the project phase of EUnetHTA. An input from the internal evaluation to the development of an external evaluation framework was provided as a separate WP3 deliverable to the Commission

Background

> *"The general objective of the EUnetHTA is to establish an effective and sustainable European network of Health Technology Assessment to inform policy decisions. The overall strategic objective is to connect public national health technology assessment (HTA) agencies, research institutions and health ministries, enabling an effective exchange of information and support to policy decisions by Member States."* (1).

The EUnetHTA project was set up in January, 2006 and was co-funded by an EU-grant and the participating organisation. Its creation was in response to a request by EU Member States in the High Level Group on Health Services (November 2004) (2). This was endorsed by the Council of Ministers of Health and the European Commission. At the European Voice Conference "Healthcare: Is Europe getting better?", which took place in Brussels, 20 January 2005, the Commissioner Markos Kyprianou, Member of the European Commission, responsible for Health and Consumer Protection, said:

> "*The usefulness of establishing a sustainable* ***European health technology assessment network*** *has been recognized. Such a network should address methods for developing common information packages, ensuring that assessments can be transferred and used between different health systems, and sharing methodologies and expertise. I hope to see this network being set up this year with support from the public health program."* (3).

The European Commission has supported health technology assessment as a means of establishing good practice in the member states for some time. Indeed, prior to this initiative, there were several collaborative efforts, at the European level, to use health technology assessments to help member states achieve their health service goals (4). During 1994 to 1997, the Commission funded a collaborative project called the EUR-ASSESS Project. In 1997 to 1998 the EUR-ASSESS project was followed by the HTA Europe project. In 2000, the European Commission signed an agreement

for a project aimed at developing a means of collaboration for health technology assessment activities in Europe. The project, The European Collaboration for Assessment of Health Interventions and Technology (ECHTA/ECAHI) highlighted the importance of networking at the European level and the need for further collaboration. The experience of previous projects was therefore important for informing the development of the EUnetHTA (5).

Nature of the program

The work in EUnetHTA was based on the contract with EU for funding and cooperation and each work package had pre-set aims, deliverables and milestones. Yearly technical reports and the project contract with DG SANCO describe the EUnetHTA in detail. The partners' contractual responsibilities are as follows:

The main partner shall:

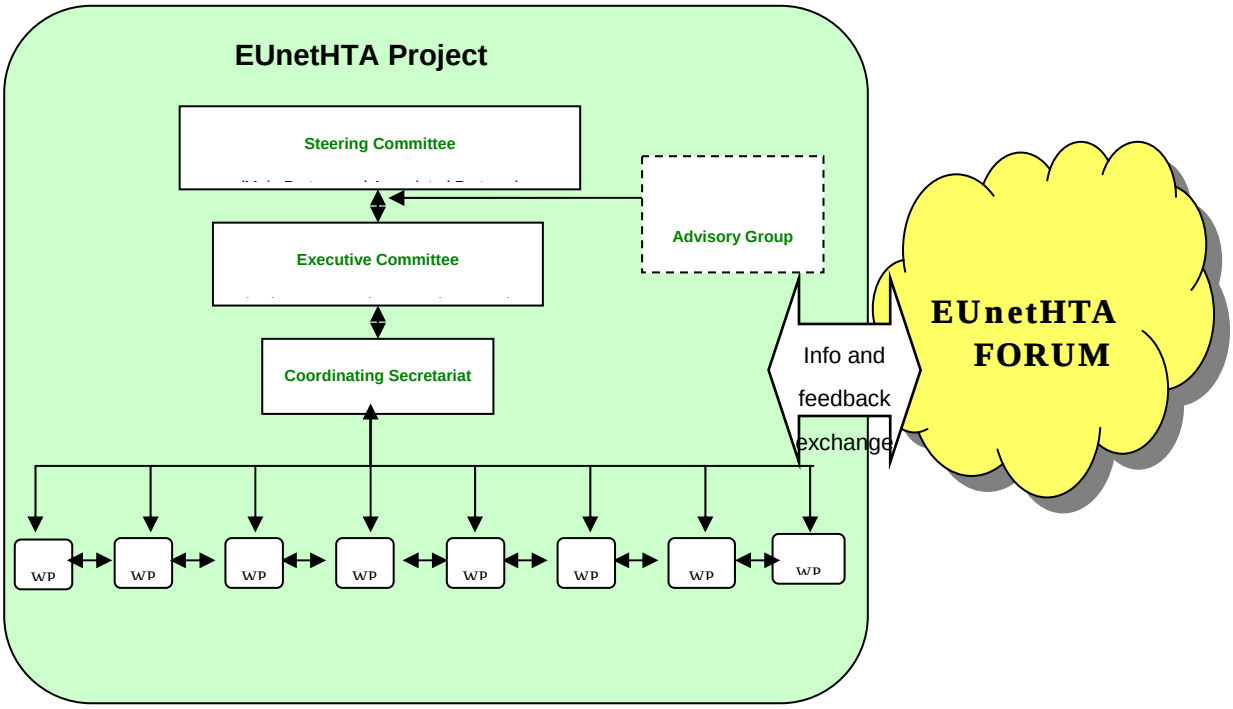
- be responsible for the management of the action
- be liable vis-á-vis the Commission for the correct and timely fulfilment of the obligations of the partner under this agreement
- be the intermediary for all communication between the partners and the Commission
- receive and answer all claims the Commission might have in relation to the performance of the action
- Request and receive on behalf of the partners all payments made by the Commission, and distribute them between the associated partners in accordance with this agreement, the table of the indicative breakdown of the estimated eligible costs in Annex II, and the actual costs incurred
- Ensure that all the appropriate payments are made to the associated partners without justified delay and in any event within 30 calendar days of receipt from the Commission
- Inform the Commission and the associated partners of any event which he is aware that is liable to substantially affect the implementation of the action

The associated partners shall:

- Forward to the main partner the data needed to draw out the reports, financial statements and other documents provided for in this agreement
- Inform the main partner immediately of any event liable to substantially affect or delay the implementation of the action of which they are aware

The structure of EUnetHTA in terms of governance structure is outlined in Figure 1.

Figure 1. Governance structure



The project was organized into eight Work Packages. The WP1/Executive Committee was responsible for reporting activities to DG SANCO in the form of yearly technical reports. All WP leaders were members of the Executive Committee. Each WP had an agency acting as the lead partner (LP); the LP's main responsibility was to direct and oversee the WP's work. The Steering Committee consisted of one member of each of the Associated Partner (AP) agencies, and met at the start and closure of the project. (The new, post 2008 EUnetHTA proposal was the subject of its last meeting). APs received funding from the EU grant for their related activities. Other organisations could also join the project as Collaborating Partners (CP) but as such, they did not receive EU funding and therefore participated at their own cost. The main partner of the project was the Danish HTA agency, DACEHTA, which is also the main benefici-

ary. The Secretariat was located at DACEHTA in Copenhagen. A Stakeholder Forum was established and met in 2008 including umbrella organisations of 5 stakeholder groups (policymakers at national/regional level, policymakers at institutional level, health care professionals, patient organisations and industry). At the meeting the post 2008 EUnetHTA proposal was discussed together with a topic catalogue which gave an overview of stakeholder opinions on EUnetHTA based on the results of the public consultation on the EUnetHTA proposal and from opinion papers.

EUnetHTA engaged the collaboration of 63 organisations of the 27 Member States of the European Union (EU), countries in the European Economic Area (EEA) and European Free Trade Association (EFTA), and non-European organisations. All worked together towards establishing an effective and sustainable network. The participating organisations are listed in Appendix 3. Additional information about the WPs in terms of their objectives, deliverables and milestones are to be found in Appendix 2.

The general objectives of the 8 work packages are listed in Table 1 below.

Table 1. The general objective of each work package.

WP no.	General objective
WP1	• WP1 is linked to the specific objective of establishing the organisational and structural framework for an effective and sustainable European network for HTA with a supporting secretariat. • It also facilitates the implementation of the objective "effective dissemination and handling of HTA results, information sharing and coordination of HTA activities through the development and implementation of elaborate communication strategies and clearinghouse activities."
WP2	WP2 is linked to the objective of "effective dissemination and handling of HTA results, information sharing and coordination of HTA activities through the development and implementation of elaborate communication strategies and clearinghouse activities".
WP3	WP3 will provide an evaluation for EUnetHTA to achieve the objectives and produce the deliverables in the WPs as defined in the plans for the project. It will support the objective of establishing the organisational and structural framework for an effective and sustainable European network for HTA.
WP4	WP4 will produce generic Core Models for HTAs on questions of two essential categories of health technology, as well as Core HTAs on selected topics for each category. To provide a basis for and collaborate with WP5 (Adapting existing HTAs) and WP6 (Transferability to health policy).

WP5	WP5 is to ensure better use of existing HTA reports by developing a toolkit for adapting the "core" within assessments made for one country into advice appropriate to other contexts (social, political, economic and health systems) within which it may be implemented through policy. The intention is to provide structured products based on work already done that can then be easily utilised in policy making in member states and the EU. Facilitating the use of existing HTAs will contribute to minimising the duplication of work.
WP6	1. To get a systematic overview of the relations between HTA and healthcare policy making in selected Member States and the EU representing different health systems, remuneration systems etc., and to classify and analyse common characteristics of the relations 2. To improve the responsiveness of HTA to the demands of the HTA consumers with the purpose of promoting HTA as policy input 3. To show concrete use of HTAs in policy making in member states and the EU 4. To position HTA in relation to other relevant sources of input to health policy making and to regulatory processes 5. To support improved responsiveness by building a sustainable open forum for EUnetHTA to exchange views, expectations, and feedback on HTA with HTA stakeholders
WP7	WP7 will provide tools that enable countries to monitor the development of (emerging, new or established) health technologies and to share data and results of this monitoring (Strand A). Within WP 7 another objective is to document prioritisation for HTA and health care decision makers with policy relevant information. The coordinated development and implementation of 1) a tool to monitor new/emerging health technologies in Europe and 2) frequent information services are the tasks that will be operationalized in WP 7 (Strand B).
WP8	1. To define the recommendable minimum components related to the scope, structure and the work process and visibility of a unit, agency, or program of HTA. 2. To develop tools for information support addressed to groups/organisations, institutions, or healthcare systems in the process of entering or in the first stages of evolving to a HTA unit, agency or program.

The Working Plan for the evaluation

Plans for the evaluation were made at its first face-to-face meeting in Oslo, Norway, on February 24th 2006; as such we could assure recording activities and opinions at different time points throughout the three years of the project period and therefore identify any changes over time. Background information on methods in evaluation was sought in textbooks and reviewing earlier evaluations (6-15).

E-mails, telephone meetings, and E-meetings were intended to be WP3's main means for communication and collaboration. In the end, however, the E-meeting was tried but discarded due to technical difficulties. Instead additional telephone meetings were held, as well as three face-to-face meeting held as follows:

1. February 24th 2006. The Norwegian Knowledge Centre for the Health Service, Oslo, Norway
2. June 9th 2008. ASSR Regione Emilia-Romagna, Bologna, Italy
3. October 13th and 14th 2008, Direzone Piani e Programmi Socio Sanitari Regione Veneto, Venice, Italy

Three main methods were used to collect data on the Project: i) Semi-structured interviews, ii) electronic surveys, and iii) documentary analysis.

Data on the project progress and effectiveness were collected by the WP leader from four main sources:

1. Work Package (WP) leaders
2. WP participants
3. The Project Secretariat, the Steering Committee and the participants of the Stakeholder meeting
4. Key project documents (e.g. Minutes of WP and Steering Committee meetings, Project Proposal etc.)

Details of the methods are presented in Appendix 1.

Findings and discussions

The evaluation used the following criteria to examine to what degree the general objective of an effective and sustainable network had been achieved:

- Production of deliverables in a timely manner
- Effective working collaboration between Work Packages
- High degree of participation within Work Packages
- Effective communication
- Sustained commitment to Project
- User and stakeholder satisfaction with new routines and practice
- Perceived added value

In this chapter we present a summary of the most important findings and a discussion of their relevance. The evaluation criteria have been used to order and discuss the findings which are based on an analysis of the data drawn from interviews, surveys, and documents. The data are presented in Appendix 4, Work Package leader interviews, and 6, the Participant surveys.

Production of deliverables in a timely manner

An important aspect of the evaluation was the production of the deliverables in a timely manner. More information about the deliverables and their timely production have already presented to the Commission in separate technical reports. Here we deal with the opinions of the WP leaders and participants. From their point of view, their work progressed much as planned although various obstacles were reported. Such obstacles are presented and discussed at the relevant points in this report. The project was completed on time with regard to all the WP deliverables and milestones. Some delays of deliverables of short or longer duration did occur, but this did not influence the overall production of tools within the given time frame. As the Project's end approached, there seemed to be more optimism about the WPs deliver-

ing on time (see figure, Appendix 6, page 91). When asked whether participants felt their WP would achieve their goals on time, it is noteworthy that there was a fall in the number who "disagreed/strongly disagreed", from 12.2 % in 2.006 to 2.3% in 2008, whereas those who "strongly agreed and agreed" totalled 60 % in 2006 and increasing to 63.7 % in 2008.

Effective working collaboration between Work Packages

A high degree of collaboration between WPs was called for as the tools to be developed were to some degree interconnected and were meant to have mutual benefits with regard to the production of HTA reports. In practical terms the participants reported they were unclear about their goals and the work processes. This reflects the developmental nature of the project nature where the conception and production of new tools was an essential part of the work. Even so, there was an overall *positive attitude towards EUnetHTA and the ability to improve the quality of the HTA reports* (see figure, Appendix 6, page 75). Only one person strongly disagreed in 2006. Over time, opinions about EUnetHTA's ability to improve quality changed; those who "strongly agreed" that it would increased from 7 % in 2006, 12.2 % in 2007 to 14.5 % in 2008 although at the same time, there was a reduced number of those who just "agreed", but an increase in the number of those who could "neither agree, nor agree". EUnetHTA has been in a pilot phase over this initial period meaning that there was also space for some adaptations and modifications to the original plans to allow for improvements and improved functionality of the tools. This may have contributed to variations in participants' attitudes to EUnetHTA's ability to improve quality over time.

Such a large size, European collaboration had both positive and less positive sides to it. Participants believed that they could greatly benefit from being able to share knowledge and development processes towards achieving a common goal. On the other hand, collaboration between WPs was not always optimal as it was reported in 2008 (only year the question was asked); indeed it was reported to be "poor or very poor" by 28.6 % (see figure, Appendix 6, page 116). With 63 participating organisations, EUnetHTA was indeed a large group and it seems that it has not as yet been satisfactorily formed as a working team.

Resources, or the lack of them in particular, have been an issue throughout; in several of the work packages, work in developing the tools took more staff time and needed more financial support than originally planned. This situation has meant

that in some cases, lead partners have used their own funds to meet these demands and complete their obligations to the project. A reallocation of funds was needed to overcome this problem. An effective and sustainable network post 2008 will need a sufficient and stable level of funding and resourcing.

High degree of participation within WPs

In the initial survey, participants said they hoped to learn from the international co-operation and collaboration offered through their participation in the project. They were positive towards its aims and objectives and believed that it would require a range of experience and skills, all of which would bring different perspectives and knowledge. Their expectations were seemingly fulfilled. The network improved communication and the means to exchange useful information. The experience was reported to be one of good cooperation, and good internal teams. More methodological issues and learning from others experiences were seen as an added benefit by joining the WP. Participants experienced very fruitful collaboration with some of their partner organisation, although there were reports of those who were less involved and therefore seemingly less committed. Teams were described as “dedicated” with a non partisan attitude towards reaching the goals for the network's success.

However, there was some degree of variation in the level of partner participation. Some contributed very little, some reported less and less time available and therefore were too busy to contribute as much as they had originally planned. The larger groups experienced slower production times. EUnetHTA is a network of different organisations, each working in different settings in their different countries; as a consequence they have a different kind of involvement in HTA. However, it was clear for participants from the onset that a clear work plan was important, as well as good leadership, clear objectives, attractive tasks, adoption of different methods and perspectives to asses the project global value. The leadership required the coordination of different groups, and the ability to maintain good and frequent communication. There were some conflicts of interest for some of the individual participants, and limited active participation of others. The knowledge and experience in international / European HTA networking coupled with communication and project network management skills was a major added benefit of taking part in WP activities.

The work load was often mentioned as “too much workload compared to available resources”: too many documents to read, too many questionnaires, and a lot of e-

meetings. Much more time was used than planned. “It is a continuous challenge to make sure that the work is not becoming to big and diffuse and at the same time useful for the EUnetHTA-project and the future collaboration.”

Nevertheless, overall the level of collaboration within the WPs measured in 2008 (only year the question was asked) was generally good as only 10.3 % reported it to be “poor or very poor” (see figure, Appendix 6, page 114). The sum of “very good” and “good” was 74.4 %.

Effective communication

Good communication is a major issue in establishing and running a network as large as EUnetHTA. For example, much effort was needed to explain the new HTA core model to all the actors that should use it. To what degree the HTA core model is accepted among European HTA organisations or can be feasibly used in daily work still remains to be seen. Politics and "old habits" sometimes hamper development. Another example of effective communication’s importance within the project is the translation of the apparently simple policy intention of developing a toolkit into something that is genuinely practical and saves time and money; this exercise proved to be very complicated, involving major conceptual issues. Will it be possible to separate the core from the contextual part? Another aspect which needs to be taken into account were the different starting levels of HTA knowledge among the partners, different goals and different expectations from the project. Different backgrounds of partners may have led to possible misunderstandings. E-meetings were not as productive as the “face to face” ones. Personnel turnover was another “hurdle” as new people need an introductory phase. The Clearinghouse had to be reorganised and is now part of the communication platform and under further development. Information technology problems existed as well as language problems.

It was pointed out that the network consists of different kinds of partners who have different kinds of involvement in HTA, financial capabilities, interests, organisational structures, and competencies. These are great resources but must also be considered in setting up and running the network. The overlap with other networks such as INAHTA, HEN, and EuroScan was acknowledged and was taken into account throughout the project period. More clarity about how to deal with this aspect was offered by the end of the project and taken up in the EUnetHTA Collaboration proposal.

Language barriers do exist and need to be worked on. The proportion answering yes to believing language is a barrier for networking increased from 9.5 % in 2006, 12.2 % in 2007 to 16.1 % in 2008 (see figure, Appendix 6, page 101). The proportion responding to the question on language being only partly a problem was largest in 2007 with 58.5 %, and partly agree plus yes totalled 70.7 %. This was a registration half way through the project and reflects the experience of the first half of the collaboration. The issue seemed to have been dealt with to some degree since by 2008 it appears to be less important. In 2008, only 55 % thought that language was partly or fully a barrier. Nevertheless, with such a large group involved in the network, some means will have to be sought to reduce the 'language barrier' since it most likely affecting communication and giving rise to possible misunderstandings in collaboration.

Although E-meetings were meant to be used by all WP-meetings, this did not happen. It was found to be a more applicable solution for the executive/management team meetings. For many participants the computer systems did not communicate well.

In one WP there was a legal problem concerning exchange of information between countries that was not anticipated and took time to resolve.

Sustained commitment to the Project

A good indication of sustained commitment to the project was the continued commitment of leaders and participants to the demands of the project throughout. In particular was their willingness to bring extra resources to the project, and for participants to dedicate extra time in spite of their normal heavy workloads. The project organisation remained stable throughout the project and all the deliverables were produced as planned. A proposal for the future network was made by the Executive Committee, reviewed by the Steering Committee and it then put through a public hearing. The proposal outlines the future network and has already received much support. In September 2008, a meeting of the funding members was held to discuss the network's future from 2009.

Finance was an ongoing issue throughout. The lack of resources was particularly difficult for those small units / institutes. The initial budget proposed by lead partners was ultimately reduced by the Commission. WP leaders commented on how this put a higher economic and planning burden on them. As a result they had to seek additional funding themselves, or alternatively, cut back on the project, or support the

project financially through their organisation's own funding. To pull out was not an option, they said, during the pilot phase. The funding was reallocated in 2008. The difficult financial situation meant that manpower was probably too low for the work load in some organisations. In the Participant survey there was reported an increase from 15.4 % in 2006, 20.0 % in 2007 to 21.4 % in 2008 that said they did not have sufficient economic resources for their work. This response confirms reports from WP leaders and participants alike that lack of resources was an increasing and consistent problem throughout.

User and stakeholder satisfaction with new routines and practice

There is not much information about satisfaction of new routines and practices, probably because EUnetHTA was still a pilot project during this phase, and the tools have not as yet been tried out in real work settings. (But they have been tested out among the developing organisations). A further evaluation of the tools in real settings will assist the network in further developing these tools. However, some indication of user satisfaction was seen in the marked increase in participant's positive attitude rising from 54.2 % in 2006, 73.7 % in 2007 to 78.3 % in 2008 response to the question "Do you have a clear picture of your WP-objective for this year" (see figure, Appendix 6, page 104).

Perceived added value

EUnetHTA's perceived added value for EU member states is clearly outlined in the document "Proposal for the permanent network from 2009"; that is, that the network will assist the health service in making evidence-informed decisions in maintaining and improving a good health service. The tools developed by the network for preparing HTA reports will reduce duplication of work and make available tools that will enhance the network and support the organisations in making HTA and facilitating the information flow on HTA related issues. It will strengthen HTA as a working method in the health service as confirmed in the results from the Participant survey (see figure, Appendix 6, page 83). To what degree this expectation is reached can only become clear in the next post 2008 phase.

There was also a strong belief that the network could help improve the uptake of the HTA reports (see figure, Appendix 6, page 81). Other results show a belief in the network's ability to strengthen the role of participants' organisations in the national and international health care setting.

The participant survey showed a prominent trend in the belief that EUnetHTA would neither override national/local organisations nor that there would be centralized decisions on who makes HTA-reports. This result strengthens the understanding and belief in EUnetHTA as a network and that the project has not moved away from its main objective.

The added value of EUnetHTA as perceived by participants is equally confirmed in reports from the WP leaders; their views on initial lessons learned and their views on the network's future. This belief has been reinforced through their participation in the Executive Committee where they gained a wider understanding of the project and its achievements. The comments speak for themselves in their width of expectations, hopes and realism towards the obstacles ahead.

A) Lessons learned from the project

The benefit of a balance between clear goals, good leadership, resources, ambitions, enthusiasm, timely information, and division of tasks has become clear. The large number of partners was important for collaboration, but also raised a greater awareness of the need for good planning, structure and distribution of tasks to achieve the expected goals. However, partners' expectations on the type and level of collaboration, as well as what and how each partner can or is able to contribute still needs to be clarified. The existing structure of the network should allow people to participate actively in further developing the network. Work packages have proven to be a good working model. English has been the common language and it is suggested that it continues to be so. The link with the other HTA-organisations needs to be looked into to avoid duplication of work.

The role of the Stakeholders needs to be clarified. The closer collaboration of organisations has created spin-off activities. Active leaders are called for that can communicate well. They are important for keeping up the momentum; they have a clear focus on the organisation and the development of the network. The WP1 and the Secretariat have done their work in relation to this pilot project.

B) EUnetHTA's future

The WP-leaders expressed a positive, enthusiastic, and realistic attitude and feeling about the network's future prospects. All lead partners of all WPs are willing to continue and this is a very positive indication of sustained commitment. Their experience so far has made them confident that the network has developed a good basis for

its future, even though they are aware of the need for governmental support and funding. Future funding is still not clear at the time of writing this report. The perceived advantages are many; good communication between organisations, good exchange of information to further the development of HTA, and as a reference point for health planners to find the best evidence for their decisions. The network involves working internationally within HTA and supporting organisations with little or no HTA experience.

Yet concern has been mentioned about the network being formed by disparate groups and it taking a longer time to establish the permanent network. At the same time, the adherence of new partners joining the network is seen to be very positive.

The lessons drawn so far are based on the Strengths Weaknesses, Opportunities and Threats (SWOT) analysis of participants' views of EUnetHTA as a network. Their appreciation provided important information about the ongoing and future development of the network. The main weaknesses and threats were largely in reference to difficulties in coordination between the different working groups:

1. Need of better communication and coordination / Language problems
2. Heterogeneity/ too many groups and entities/different views, country settings, priorities
3. Scientific or technical difficulties to perform an HTA international collaboration
4. Imbalance expectations/work load / poor results

EUnetHTA's main strengths and opportunities as a network were seen to be the ***potential*** for good cooperation and coordination between the groups:

1. Improve technical aspects and methodology for HTA
2. Good expectations and enthusiasm with a future permanent collaboration
3. Expectation to increase the cooperation
4. Improve the HTA National reality

Conclusions

The evaluation's task was to judge to what degree the EUnetHTA had laid the groundwork to become an effective and sustainability network. For this, a number of criteria were used for analysing the data. Conclusions are presented in relation to each of these criteria.

- **Production of deliverables in a timely manner**

With few exceptions the tools and all deliverables were produced within the time scheduled. The tools that were developed were designed to facilitate networking in preparing HTA-reports. Within the time frame there was still room for adjustments and the further development of ideas. However, the HTA tools have not been tried as yet in a real work setting. The network will continue piloting these tools. The EUnetHTA was carried out according to plan, maintaining its organisational structure, and producing on time.

- **Effective working collaboration between Work Packages**

Collaboration between WPs was a high priority since the development of tools was interconnected. This was seen as a very interesting aspect, but also a demanding one in terms of timing and cooperation between the parties involved.

- **High degree of participation within Work Packages**

In some cases, the large groups involved in the working groups, coupled with the heavy workload for participants reportedly caused a slowdown in producing the deliverables. The benefit of working in the WPs was considered to be great in terms of international experience, exchange of knowledge, and developing the tools. Equally it presented an important number of challenges too, principally to do with cooperation, collaboration and communication.

- **Effective communication**

Different ways of communication were used, E-mails being the most used. Meetings were organized face-to-face, via the telephone, and electronically (E-meetings). Language is a complicating and challenging factor in such a country-wide collaboration but people made great efforts to get over this hurdle. The large number of participating organisations posed a great challenge for effective communication. There were reported variations in the degree of success regarding the effectiveness of communication.

- **Sustained commitment to Project**

Only one organisation left the network and some more joined during the project period. Commitment was present throughout; the inputs from participants and organisations were, in many instances, greater than planned. Moreover, to assure the continued production of the tools, in many cases the organisations put extra funding into the project.

- **Perceived added-value**

The participants expressed belief that their agency's involvement in EUnetHTA was positive. They were adamant; however, that EUnetHTA should remain a network and should not become a centralized organisation which would undermine local/national autonomy. Dedicated leaders and the secretariat were considered instrumental in helping EUnetHTA achieve its objectives to date and for supporting its future development into a sustainable network from 2009 and beyond.

Recommendations for a future sustainable network

The evaluation has brought to light a lot of information about the project. Based on the conclusions drawn from an analysis of the data, we propose that the following recommendations be taken into account in developing the EUnetTHA's future:

1. Secure funding, and maintain a dedicated coordinating secretariat.
2. Improve efficiency through an organisational structure made up of Work Packages managed by a core of dedicated partners, with less committed partners taking part as a wider review group.
3. Continue developing and evaluating the tools as necessary.
4. Involve people in the work to ensure commitment, a high level of knowledge, and a broad basis for decision making processes.
5. Encourage collaboration and communication among all parties to ensure coherence within groups and EUnetHTA.
6. Continue developing the communication platform and functionality of the clearinghouse to make EUnetHTA a central reference point for HTA in Europe.
7. Arrange face-to-face meetings, particularly at the start of group or committee work to strengthen social coherence and reach a common understanding of the work.
8. Evaluate the tools used in real setting and the technical communication platform.
9. English has been the main language and should continue to be so.

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Appendices

APPENDIX 1 METHODOLOGY

The following paragraphs provide further detail of the data collection.

Work package leader interviews

All the work package (WP) leaders were approached and asked to give an overview of their WP progress and of EUnetHTA's development in general. Originally, five electronic mail surveys were planned, but were subsequently replaced by telephone interviews to achieve qualitative responses and a high rate of participation. In the event, therefore, all WP-leaders took part in all 5 interviews.

The interviews took place twice per year (starting January 2006, and completing in June 2008) and were conducted by the WP 3 leader. The semi-structured interviews took 10-15 minutes for the first three, increasing to 20-25 minutes for the last two rounds. A pro forma questionnaire was used to navigate the conversation through three key themes:

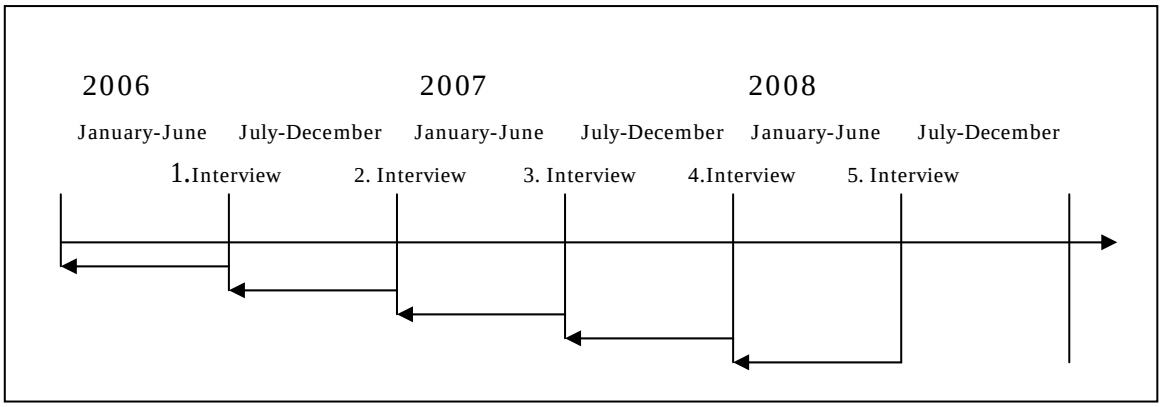
- progress with deliverables
- deviations
- other comments

The WP leaders were asked for their retrospective views on the above with respect to the previous six month period. Their comments and opinions were then grouped according to the above themes and summarised in a document which, especially in view of possible language problems, were returned to the relevant WP leader for review. They were then published on the EUnetHTA intranet.

An analysis of the first three interviews was made by the WP3 evaluation team prior to the final two interviews. This allowed us to identify any additional emerging themes which could then be included in the last two interview rounds (2nd half of 2007 and 1st half of 2008). As a result, in the final two interview rounds all WP-

leaders were asked to comment specifically on the additional themes of *collaboration; communication, coordination, resources and technical issues*. During the last interview they were also asked to rate the project as a whole and to give suggestions for the future network.

Figure 10. Periods of reporting covered by the five WP-leader interviews



Participant and other stakeholder surveys

A questionnaire was sent out by WP3 leader in June each year, (2006, 2007 and 2008), before the summer holidays by electronic mail to all participants of each of the 8 Work Packages (including sub-divisions) (see questionnaire Appendix 5). This was followed up by a "reminder" mail some two weeks later. Their views and experiences on the previous 12 months' participation in the Project were systematically sought on the following themes:

1) general questions about the EUnetHTA project
2) specific questions about their relevant work package and organisational issues
3) their analysis of the EUnetHTA's strengths, weaknesses, opportunities and threats (SWOT)
4) their general appreciation of the EUnetHTA project
5) participants' views on the future of the overall project, included only in the 2008 survey

The questionnaire included both closed and open-ended questions. A few questions were therefore added in the third survey to get more information on the Project's future, the intranet, and the experience with the internal evaluation. You can see the third questionnaire in the Appendix 5.

Repeated surveys were chosen in order to ascertain participants' views on the Project's progress and changes over time. Together they *harvested information from the people working directly in the project.*

The survey mail list was compiled as follows:

1.survey: List of WP participant's e-mail addresses supplied by the Secretariat

2.Survey: Contact database + list of e-mails from the Secretariat

3.Survey: Contact database directly+ reviewed list of e-mails according to the contact database

The survey results were presented on the EUnetHTA intranet "Members Only" page. The idea was to give participants a sense of progress and direction as well as their own ideas for improvements to organisation and processes. The final analysis compares each measurement and look at time trends.

Additional stakeholders were surveyed in 2008 using the same, but adapted, questionnaire used for participants in the Project's third and final year. Again, the survey took place electronically in May/June with reminders being sent out two weeks later. In the event, however, the deadlines were extended to the end of August with a final reminder being sent at the end of September. It should be noted that the Stakeholder Forum (STF) decided to give agency and not individual responses

Table 2 below summarizes the details of participant surveys.

Table 2. List of participant surveys and when conducted.

Year	**Survey**	**Surveys sent N**	**Returned questionnaires N**
2006, June	Participant Survey	193	45
2007, June	Participant Survey	181	41
2008, May/June	Participant Survey	243	63

Please note that:

The questionnaires were sent to individuals. In some cases, organisational responses were clearly given. We can speculate that behind the single returned were additional institutionalized responses and not always individual responses.

Another problem was the individuals taking part in more than one WP or SC, STF or Secretariat.

Generally, the surveys were filled out in their entirety, but in some cases the participant left at least one question unanswered. Hence, the sample sizes of the responses for each question are variable.

Documentary Analysis

In the final year, a number of the more problematic issues regarding collaboration and cooperation that had been identified through interviews and surveys were compared and contrasted with the content of a sample number of key documents such as the Minutes of the relevant WP meetings and conference calls, E-meetings etc. (LLH). The similarities and differences are presented as and wherever appropriate in the section of Findings and discussion.

Data Analysis

- **Quantitative data**

The survey data of the first surveys were entered into Excel spreadsheet and transferred to SPPS database and the third was part optically part manually loaded directly into a SPSS database at NOKC in 2006 and 2007. In 2008the firm Capture Data, Oslo, Norway, computerized the data from the surveys. The data of all three years were assembled in the same file for comparative analyses. An interim analysis was done after the second participant survey. SPSS and STATA were used in the analyses and production of graphs (II, JG and AB).

The survey results are presented in tables and graphs in Appendix 6 of this report. The tables show the results by group and by year. The graphs represent percentages of each response category by year as well as the mean scores with standard deviations for each year. The scores of the questions were produced using two different Likert scales: 1-3, and 1-5, depending on the number of categories.

In order to maintain the pattern that a higher mean score indicated a more positive response, the responses “Agree” or “Yes” are of variable weights, depending on the question. For example, one question might value a response of “Agree” as a three, while another question might value it as a one. Since independent annual surveys were analyzed, overall mean scores were not calculated.

- **Qualitative data**

The WP leader interviews and participant / stakeholder surveys provided qualitative as well as quantitative data. The qualitative responses were reviewed in order to capture common themes and/or concerns and grouped accordingly (ML, TG, and II). Thereafter they were grouped in line with the criteria outlined in the chapter The evaluation and its Objectives.

- **Triangulation**

The views and assessments of the Project’s progress, strengths and weaknesses, organisational issues and future potential were compared and contrasted between the three major groups of stakeholders – the WP leaders, WP participants and the wider set of stakeholders (Secretariat, Steering Committee, Stakeholder Forum) (TG and II) (Table 3). Comments on any major similarities and differences are reported in Findings and discussion.

Table 3. Triangulation of qualitative results from the Participant surveys and the WP leader interviews.

Criteria for evaluation	**WP-leader interviews and qualitative data of participant surveys combined**
Progress and deviations	As planned. I used less time than I originally planned to use
Collaboration **between WPs**	To some extent unclear goals and a feeling of an abstract process. - Economy for the project sustainable network. Different kinds of partners, different kind of involvement in HTA, different financial availabilities, different interests, different organisational structures competencies. - Overlapping with other network such as INAHTA, HEN, EuroScan. Big group; never properly `formed´ as a team. Because of the very large number of organisations involved, slow to move forward. Lots of different settings in different countries. Lack of funds for a sustainable network

Participation **within WPs**	Improved communications, ability to interchange useful information. Good expectations related to the project idea. Range of experiences and skills. All bringing different perspectives. To learn from the international cooperation and collaboration. Good cooperation, good internal team. Methodological issues/learn from others experiences. Very fruitful collaboration with some parties some other less active. Great dedicated team, non partisan attitude towards reaching the goals for the network's success; the knowledge and experience in international / European HTA networking coupled with communication and project network management skills; clear work plan. - Good leadership, clear objectives, attractive tasks, adoption of different methods and perspectives to asses the project global value. Coordination among different groups, ability to maintain good and frequent communication. Low response rate in surveys. Conflicts of interest of some individual participants. Lack of contributions from all. Not relevant for my work. Small commitment.
Communication	The new HTA core model has to be clearly explained to all the actors that could use it. Acceptance of HTA core model among European HTA organisations and its feasibility in daily work still remains to be seen. Politics and "old habits" sometimes hamper development. The translation of the apparently simple policy intention of developing a toolkit into something that is genuinely practical and saves time and money is very complicated, and involves major conceptual issues. Will it be possible to separate the core from the contextual part?. Language barriers, different starting level of HTA knowledge among the partners, different goals and different expectations from the project. Different backgrounds of partners leading to possible misunderstandings. E-meetings have not been as productive as face to face. Personnel turnover as a threat. Large group. Clearinghouse has to be re organised.- Information Technology problems.- Language as a problem. - Language problems and communication. As a prelude to next development of sustainable network project, must experiment more with other means of electronic communication to find balance between electronic "no face to face" and electronic "face to face".
Resources (financial and staff)	Lack of resource. Lack of funding, especially those small units, institutes. Too much workload compared to available resources. - A lot of documents to read and a lot of e-meetings. - Use much more time than planned. - Work overload. - No time. - The work with stakeholders can potentially be very big and time consuming. It is a continuous challenge to make sure that the work is not becoming to big and diffuse and at the same time useful for the EUnetHTA-project and the future collaboration. Manpower probably too low. Too many questionnaires.

EUneHTA's future	Learn more about HTA reports adaptation and build up a tool to facilitate the process for HTA reports users. - A European agreement on a common framework that will make international reports more relevant in the different national settings. Possibility of influence and being part of decision making process on HTA in Europe. - Learn more about both practical and conceptual issues of HTA through the comparative perspective, synergies,and mutual learning. - Exchanging different information, points of view, skills and abilities with other colleagues from other countries.- Most European HTA organisations are implicated. - Avoid duplication, and share work is an opportunity for the future network. - Combination of knowledge in the different countries may lead to international HTA reports that can be used on a national level. - EU support. - EUnetHTA standardizes the structure of HTA across countries. This facilitates finding information in local HTAs performed by other organisations and seems especially useful for organisations in other countries who whish to make a local HTA on the same topic. - See Collaboration proposal text for list of strengths: During the EUnetHTA Project the added value of HTA collaboration among the European partners has already manifested itself: advancing methodological developments in the practical application of HTA. - Making HTA reports together using the HTA core model, and by other instruments (ie ad hoc working groups like the avastin initiative). - The good old one: Being able to produce more with the same resources by working together in an effective manner.

- **Time Trends**

The different sets of data were compared and contrasted over time to show important time trends (LLH). Results are presented in “Findings and discussion.

APPENDIX 2 WP OBJECTIVES, DELIVERABLES AND MILESTONES

Work Packages – objectives, milestones, and deliverables

The WP objectives and the deliverables and milestones of the three-year work plans are outlined as follows (5):

WP1 - Coordination / Executive Committee

WP1 partners: All WP-lead partners, 1 collaborating partner

General objectives

• WP1 is linked to the specific objective of establishing the organisational and structural framework for an effective and sustainable European network for HTA with a supporting secretariat.

• It also facilitates the implementation of the objective "effective dissemination and handling of HTA results, information sharing and coordination of HTA activities through the development and implementation of elaborate communication strategies and clearinghouse activities."

Official Milestones and Deliverables WP 1

Date	Milestone *(Deliverable)*
Year 2006	
Month 4	3-year Work Plan in place
Month 5	SOP project manual to be approved by the Steering Committee
Month 6	EUnetHTA website launch
Month 8	*An organisational structure for a European network for HTA – including a supporting Secretariat (Deliverable 1)*
Year 2007	
Month 14	1st Interim Report to the Commission
Year 2008	
Month 26	2nd Interim Report to the Commission
Month 35	*EUnetHTA conference (Deliverable 17)*
Month 36	*Final Report to the Commission (Deliverable 16)*

WP2 - Communication

WP2 partners: 2 lead partners, 10 associated partners, 8 collaborative partners

General objectives

WP2 is linked to the objective of "effective dissemination and handling of HTA results, information sharing and coordination of HTA activities through the development and implementation of elaborate communication strategies and clearinghouse activities".

WP2 will:

• facilitate coherent, effective and sustainable external and internal communication of the project, where its aims, objectives, work in progress, results and final products are known to all partners, identified stakeholders and target groups on the EU and national/regional levels.

• Identify scientific literature databases of relevance to HTA and ways to provide access to support the work of the project members

• Provide common data structures and common communication interoperability of information systems building on existing systems and databases such as INAHTA's HTA Database.

• Offer structures for semantic interoperability

• Explore best solutions to providing a contemporary electronic publishing facility for results, methodological and scientific developments and public information of the network.

• Provide structure for assuring the quality of the information produced by the network

• Development of a model for the future operation of the Clearinghouse (including organisational, management, and financial aspects) in regard to the needs of members and external target groups

• Development of a Clearinghouse prototype to describe the functionalities in preparation for the future implementation of a running Clearinghouse

Milestones Work Package 2

No	Date	Milestone
M 4	April 2006 (Month 4)	Common logo/graphic profile, 3-year plan & info package
M 6	June 2006 (Month 6)	EUnetHTA web site/info platform launch
M 18	June 2007 (Month 18)	Seminar/open meeting at HTAi Conference 2007
M 24	December 2007 (Month 24)	Clearinghouse functionality structure finalised
M 35	November 2008 (Month 35)	EUnetHTA Conference (project results presented)

Deliverables Work Package 2

No	Date	Deliverable
D 2	December 2006 (Month 12)	An elaborate communication strategy of the Network
D 14	December 2007 (Month 12)	A Clearinghouse functionality
D 16	December 2008 (Month 12)	Final report from the project
D 17	November 2008 (Month 35)	EUnetHTA conference (project results and future plans presented)
M 35	November 2008 (Month 35)	EUnetHTA Conference (project results presented)

WP3 - Evaluation

Partners: 1 LP, 7AP, 3 CP

General objectives

WP3 will provide an evaluation for EUnetHTA to achieve the objectives and produce the deliverables in the WPs as defined in the plans for the project. It will support the objective of establishing the organisational and structural framework for an effective and sustainable European network for HTA.

Milestones WP3

Number	Date	Milestone
M4	April 2006	Establishing reporting routines from other working packages
M4	April 2006	Start prospective evaluation
M30	June 2008	Framework for external evaluation completed
M34	October 2008	Report the internal evaluation process

Deliverables WP 3

Number	Deliverable title	Delivery date	Nature	Confidentiality level	Dissemination
D3	An internal evaluation of the project	Month 34	Report	Public	Report sent to partners and relevant stake-holders including DG SANCO and Ministries of Health
D4	The framework for external evaluation of EUnetHTA	Month 30	Other	Restricted	The framework and material will be pro-vided to the DG SANCO

WP4 - Common Core of HTA

Partners: 1 LP, 17AP, 6 CP

General objectives

To produce generic Core Models for HTAs on questions of two essential categories of health technology, as well as Core HTAs on selected topics for each category. To provide a basis for and collaborate with WP5 (Adapting existing HTAs) and WP6 (Transferability to health policy).

Milestones WP 4

Number	Date	Milestone
M9	September 2006	Workshop for evaluating Core Structure
M10	October 2006	1st Draft Core HTA Topic ready for applicability testing
M11	November 2006	Training meeting for APs testing Core Topics
M18	June 2007	Meeting to discuss results of applicability testing & develop-ment needs
M33	September 2008	Second Core HTA finalised, Handbook on Core HTA develop-ment and use

Deliverables WP 4

Deliverable No (WP)	Deliverable title	Delivery date	Nature	Confidentiality level	Dissemination
D 5 (WP4)	A generic methodological HTA framework based on current best practices (Core HTA Structure)	Month 11	Guidelines	Public	Distributed to partners and published on website, presented at Conferences
D 6 (WP4)	2 pilot examples of Core HTAs for different types of questions (e.g. diagnosis and treatment)	Month 17 – 1st pilot Month 33 – 2nd pilot	Report	Public	Dissemination to relevant stakeholders, published on website, presentation in articles/at conferences
D 7 (WP4)	Handbook on Core HTA development and use	Month 33	Guidelines	Public, electronic format	To partners and relevant stakeholders – published on EUnetHTA website, presented at the conferences

WP 5 - Applying common core information and adapting existing HTAs into local/national settings

Partners: 1LP, 19AP, 8 CP

General objectives

Work Package 5 is to ensure better use of existing HTA reports by developing a toolkit for adapting the "core" within assessments made for one country into advice appropriate to other contexts (social, political, economic and health systems) within which it may be implemented through policy. The intention is to provide structured products based on work already done that can then be easily utilised in policy making in member states and the EU. Facilitating the use of existing HTAs will contribute to minimising the duplication of work.

Milestones WP 5

Number	Date	Milestone
M10	October 2006	Glossary of HTA adaptation concepts and terms completed
M12	December 2006	HTA adaptation toolkit developed
M21	September 2007	First applicability testing completed
M30	June 2008	Second applicability testing completed

Deliverables WP 5

Deliverable No (WP)	Deliverable title	Delivery date	Nature	Confidentiality level	Dissemination
D 8 (WP5)	A toolkit for adapting "core HTA" results – from existing HTAs into other contexts	Month 13 January 2007	Guidelines	Public	Dissemination to partners and published on website, presented at conferences
D 9 (WP5)	Applicability testing of core information from 2 existing HTA reports in various national environments using the toolkit	Month 30 June 2008	Report	Public	Report to partners and stakeholders, website

WP 6 - Transferability of HTA into health policy

Partners: 1 lead partner, 19 APs and 15 CPs.

General objectives

1. To get a systematic overview of the relations between HTA and healthcare policy making in selected Member States and the EU representing different health systems, remuneration systems etc., and to classify and analyse common characteristics of the relations
2. To improve the responsiveness of HTA to the demands of the HTA consumers with the purpose of promoting HTA as policy input
3. To show concrete use of HTAs in policy making in member states and the EU
4. To position HTA in relation to other relevant sources of input to health policy making and to regulatory processes
5. To support improved responsiveness by building a sustainable open forum for EUnetHTA to exchange views, expectations, and feedback on HTA with HTA stakeholders

Milestones WP 6

Number	Date	Milestone
M4	April 2006	Provide structure of policy study
M14	February 2007	EUnetHTA Forum established
M15	March 2007	Workshop with researchers/book authors and policy makers
M30	June 2008	Book published and dissemination initiated

Deliverables WP 6

Deliverable No (WP)	Deliverable title	Delivery date	Nature	Confidentiality level	Dissemination
D 10 (WP6)	A book containing a systematic overview of the HTA & healthcare policy links in selected Member States & EU representing different health systems, remuneration systems, etc	Month 30	Report	Public	Report to partners/relevant stakeholders (basis for EUnetHTA Forum. Distribution w/ the Observatory
D 11 (WP6)	A sustainable open EUNetHTA Forum to exchange views, expectations/feedback on HTA with stakeholders	Month 14	Other	Public	Meetings and dedicated interactive part of website

WP 7 - Monitoring emerging/new technology development and prioritization of HTA

Partners: 2 lead partners, 19 AP, 8 CP

General objectives

It is the objective of WP 7 to provide tools that enable countries to monitor the development of (emerging, new or established) health technologies and to share data and results of this monitoring (Strand A).

Within WP 7 another objective is to document prioritization for HTA and health care decision makers with policy relevant information. The coordinated development and implementation of 1) a tool to monitor new/emerging health technologies in Europe and 2) frequent information services are the tasks that will be operationalized in WP 7 (Strand B).

Milestones WP 7

Strand A-1	M12	Overview on existing monitoring tools
Strand B-1	M14	Design of a structured info service on emerging/new technologies (Deliverable 13)
Strand A-2	M24	Implementation and testing of monitoring tool
Strand B-2	M26	Readjustment of information service
Strand A-3	M33	Evaluation of implementation of monitoring tool (Deliverable 12 – a tool for monitoring emerging technologies – including a registry)

WP8 - System for support of countries without institutionalized HTA
Partners: 1 lead partner, 11 AP, 15 CP

General objectives
1. To define the recommendable minimum components related to the scope, structure and the work process and visibility of a unit, agency, or program of HTA.
2. To develop tools for information support addressed to groups/organisations, institutions, or healthcare systems in the process of entering or in the first stages of evolving to a HTA unit, agency or program.

Specific objectives
1.1 To conceptualise the main characteristics of the specific setting (healthcare system, sociocultural context, links with academia and healthcare decision makers, collaborations -past or current- with other countries as well as organisation characteristics) which define different scopes and models of the HTA organisations
1.2 To identify and specify key components when defining the scope of a new agency, unit or program by means of the strategic and business plan, lines of activity, products/services portfolio and target stakeholders.
1.3 To characterize those essential elements defining an HTA organisation in relation to the structure, background human profile (research, technician, assistant, etc. in different areas of expertise), infrastructure resources and funding.
1.4 To define key aspects of organisational visibility related to information and dissemination management strategies of the HTA products and services.

Specific objectives
2.1 To audit the information needs and establish an information policy for managing information resources in the HTA field.
2.2 To update the compilation of national and international available programs and educational resources on HTA and related areas, specially focusing on virtual training programs.

Milestones and deliverables WP 7

Date	Milestone	Deliverable
Year 2006		
Month 6	Review HTA organisations report	
Year 2007		
Month 18	Survey HTA organisations: results and report	
Month 18	Survey information needs: results and report	
Month 24		Handbook HTA organisations (Deliverable 15)
Year 2008		
Month 30	Compilation HTA Curricula	

APPENDIX 3 EUNETHTA MEMBERS

Member of EUnetHTA - particpating organisations in the EUnetHTA project (Associated and Collaborating partners).
AP – Associated Partner, financially and technically contributing to the project, Member of the project's Steering Committee
CP- Collaborating Partner, advisory and scientific excellence role

EU Member States:

Austria

- Ludwig Boltzman Institute of Health Technology Assessment, LBI@HTA (former ITA) (AP)
- Gesundheit Österreich GmbH, Austrian Health Institute (CP)
- Hauptverband der Österreichischen Sozialversicherungsträger (CP)

Belgium

- KCE - Belgian Health Care Knowledge Centre (AP)

Cyprus

- Ministry of Health Cyprus (AP)

Denmark

- CAST - Center for Anvendt Sundhedstjenesteforskning og Teknologivurdering, University of Southern Denmark, Center for Applied Research and Technology Assessment (AP)
- DSI- Danish Institute for Health Services Research (AP)
- DACEHTA – Danish Centre for Evaluation and HTA (Main Partner)
- HTA and Health Service Research, Center of Public Health (CP)

Estonia

- University of Tartu, Department of Public Health (AP)

Finland

- FinOHTA - Finnish Office for HTA (AP)

France

- HAS - Haute Autorité de santé / French National Authority for Health (AP)
- CEDIT - Commitee for Evaluation and Diffusion of Innovative Technologies, Direction de la Politique Médicale (CEDIT) (CP)

Germany

- DAHTA@DIMDI- German Agency for HTA at the German Institute for Medical Documentation and Information (AP)
- University of Lübeck, Institute for Social Medicine (AP)
- Technische Universitaet Berlin (AP)
- University of Bremen, Interdisciplinary Centre for HTA (AP)
- German HTA Association (CP)
- IQWIG - Institute for Quality and Efficiency in Health Care (CP)
- Public Health Genomics European Network (PHGEN), German Center for Public Health Genomics (DZPHG) (CP)

Hungary

- HunHTA - Unit of Health Economics and Health Technology Assessment (AP)

Ireland

- HIQA - Health Information and Quality Authority (AP)

Italy

- ASSR Regione Emilia-Romagna - Agenzia Sanitaria e Sociale Regione Emilia-Romagna (AP)
- Age.na.s.- Agenzia Nazionale per i Servizi Sanitari Regionali (CP from 2007)
- Università Cattolica del Sacro Cuore, Policlinico universitario "A. Gemelli", Health Technology Assessment Unit and Laboratory of Health Economics (Institute of Hygiene) (AP)
- Regione Veneto (AP)

Latvia

- VSMTVA - Health Statistics and Medical Technology State Agency (AP)

Lithuania

- Ministry of Health of the Republic of Lithuania (AP)

Poland

- Agency for HTA in Poland, AHTAPol (CP)
- CEESTAHC - Central and Eastern European Society for Technology Assessment in Health Care (CP)

Portugal

- Institute of Molecular Medicine (CP)

Romania

- National School of Public Health and Health Services Management (CP from 2007)

Slovenia

- Institute of Public Health of the Republic of Slovenia (AP)

Spain

- AETS - Agencia de Evaluación de Tecnologias Sanitarias (AP)
- AETSA - Andalusian Agency for Health Technology Assessment (AP)
- CAHTA - Catalan Agency for Health Technology Assessment and Research (AP)
- Galician Agency for Health Technology Assessment (AP)
- OSTEBA - Basque Office for Health Technology Assessment (AP)
- Servicio Canario de la Salud (AP)
- UETS - Unidad de Evaluación de Tecnologías Sanitarias, Agencia Laín Entralgo (AP)

Sweden

- SBU - Swedish Council on Technology Assessment in Health Care (AP)

The Netherlands

- CVZ - College voor zorgverzekeringen (AP)
- ZonMw (AP)

The United Kingdom

- NCCHTA - National Coordinating Centre for HTA (AP)
- CRD - Centre for Reviews and Dissemination, University of York (CP)
- NICE - National Institute for Health and Clinical Excellence (CP from 2007)

EEA Countries:

Iceland

- Directorate of Health (CP)

Norway

- NOKC - Norwegian Knowledge Centre for the Health Services (AP)

Other Countries:

Switzerland

- SNHTA - Swiss Network for Health Technology Assessment (CP)

Serbia

- Ministry of Health (CP)

Australia

- MSAC - Medical Services Advisory Committee (CP)

Canada

- CADTH (former CCOHTA) - Canadian Agency for Drugs and Technologies in Health (CP)

Israel

- ICTAHC - Israeli Center for Technology Assessment in Health Care (CP)

USA

- AHRQ - Agency for Healthcare Research and Quality, Center for Outcomes & Evidence (CP)
- CMTP - Center for Medical Technology Policy (CP from 2007)

International organisations:

- Cochrane Collaboration - The Cochrane Collaboration Secretariat (AP)
- Council of Europe - Directorate General III - SOCIAL COHESION (CP)
- European Observatory on Health Systems and Policies (CP)
- EuroScan - European Information Network on New and Changing Health Technologies (CP)
- G-I-N Executive - Guidelines International Network (CP)
- HTAi - HTAi Secretariat (CP)
- INAHTA - INAHTA Secretariat (CP)
- OECD - Organisation for Economic Cooperation and Development (CP)
- WHO - Health Evidence Network (HEN) (CP)

Project contacts:

Czech Republic
Ministry of Health

Greece
Ministry of Health

Luxembourg
Ministry of Health

Malta
Ministry of Health

APPENDIX 4 RESULTS OF THE WORK PACKAGE LEADER INTERVIEWS

This section summarizes the progress and deviations of the Project from the Work Package Leaders' (WPL) perspective. A summary of the range of responses in 2006-2008 among the WP-leaders is given in Table 4.

Progress and deviations of deliverables and milestones

Initially there were changes in the project plans for different reasons that may have caused "teething" problems in the project. Although all LPs had to produce plans in 2005 for deliverables and milestones three years ahead, early changes may have had consequences through the project period. In 2006 there were some changes of organisational nature in cooperation with DG SANCO and some due to funding. The funding issue stayed with the project and meant readjustments to the basic plans. One of the work packages, WP7, was split into two strands as the work naturally was somewhat different in nature and their work time table was adapted accordingly. Two WPs were joined to one, WP2 Communication and the formerly WP8 for Clearinghouse, and organized as two strands on the initiative of DG SANCO in 2006. WP6 had a change of leader within the first 6 months, and WP7 found some problems with financial planning as it had to contract out more work than was planned in its budget. Also other WPs found the reduced funding to be a problem. The organisation as such and its basic structure did not change later except that late in the project the two strands of WP2 were joined after the prototype of the clearinghouse was developed.

No changes were made to which deliverables were to be made. Some changes were done in the light of developing the best tools for the network. One such change would be to have an additional survey as WP8 did. Other changes would be to split the work into subgroups as in WP5. Development of IT-solutions has also been done by WP5 and WP7A in particular using LPs own funding. All deliverables were made,

but some were delayed up to 5 months as with the Policy study of WP6. Upon realizing the need for more time the delay was reported in advance. These delays did not alter the development of the network and were all finished within the timeframe of the project. The structure thus proved stable during the project.

As most WPs had a large number of participants the coordination slowed the development of tools. Some tasks were done in subgroups. One LP saw that it could have been more efficient to use a smaller working group and involve the rest of the WP as a review group of their tool. Looking back, some tasks may have been more efficiently dealt with in subgroups and with a larger review group. Another reported reason for delay was heavy work load among participants.

WP2 – communications and clearing house – was challenged by having to depend on getting the 'right' information at the 'right' time from the other WPs, as well as from its sister strand (WP2 was split into two areas of responsibility: communication and clearing house). Indeed 'dividing the labour' also posed a problem for WP8 as with too many people working on the task at the same time,' there were delays in finally getting the handbook completed. As for WP7 strands A and B the collaboration worked very well. The deliverables of these two strands were not directly dependant on the sister strand.

In the main, however, from the standpoint of WP-leaders, there were no major problems encountered in actually producing the deliverables within an acceptable timeframe. But organising the work together with several different partners, located in different parts of Europe as well as coordinating the work between the various packages proved quite challenging. The funding was insufficient for some LPs. The very fact that these problems did not split the organisation proves the enthusiasm of the partners in establishing and developing the European network for HTA.

Collaboration

The importance of collaboration within and between the various working packages was well recognised from the start. As recorded in the Minutes of the WP4, 5, 6, and 7's Coordination Conference Call, December 9, 2005, leaders "*must ensure involvement of the partner organisations – members of the respective Work Packages in the selection and development process. LPs (*leading partners*) should also plan to involve wider staff members in their own organisations in order to allow for "spin-off" results of bringing so many partners into a close collaboration.*"

We shall now consider what WP-leaders had to tell us about the highlights and low-lights of collaboration in such a large European project. Towards this end, in considering the interview data, we particularly looked at WP-leaders' comments about the *participation and engagement of their associated and collaborating partners.*

Collaboration between partners *within* the various work packages as well as *among* the work packages has been varied. Whilst for some, collaboration within the work package was judged "active and dynamic" others found it difficult to engage their associated or indeed collaborating partners in the ongoing work. In one case, the rate of participation was said to have become "progressively worse" over time. One other reported that whilst participating partners "worked well" to accomplish their given tasks, they now needed to "work better together" as a whole. One of the work packages experiences more serious problems; despite several efforts to improve relations both within and between the various work packages, the level of collaboration remained unsatisfactory.

Communication

The project fortunately attracted a great interest and 63 organisations have been taking part in the project. One Agency withdrew early on and four organisations joined later as CPs. That has been very encouraging but also meant that the coordi-

nation of activities was demanding. T he participation varied by APs as well as for CPs. Some CPs have been taking part as much as an AP in the project at their own cost while others appear only to be interested in obtaining information about the development of the project.

WP1 is the executive committee and WP leaders were to be its members. Most LPs of WPs found it useful to be presented especially at E-meetings with one more person to share information within their organisations. The organisations themselves had to carry any additional cost at face-to-face meetings if more than one person attended from the LP. One CP attended at all meetings also carrying the cost. Again the willingness of some organisations to cover such costs shows their eagerness to both contribute into establishing the network and learn from the process.

Resources

The production of deliverables was dependent on the funding and comments about problems arising due to funding came early and were repeated later. The project has been funded partly by the EU grant and by the participating organisations. In planning the project activities each lead partner (LP) had to budget their activities for three years ahead. The EU grant did not cover all the expected costs and activities were adjusted accordingly. For some LPs the workload became larger than anticipated and they used a lot of their own resources in order to carry out the planned developments as in WP2, WP4, WP5, WP7A and WP8. Although some funding was permitted to transfer within the budget items for each WP, a process of transferring funding between the WPs was carried out during the last year in coordination with DG SANCO. The initial reduction in EU funding caused budgetary difficulties at the lead partner level. All through the project the information about and control of the budget was in close cooperation with the LPs. Deadlines regarding the deliverables was to be kept and any deviations reported in advance to notify DG SANCO. Non-reported anticipated delays were considered to be a weakness.

Technical problems

The WP-leaders experienced some problems with E-meetings, but overall they went well. Episerver was a most useful tool although some experienced problems with as well.

Table 4. Summary of responses in 2006-2008 from WP-leaders.

Criteria	WP-leader interviews 2006-2008 Range of responses
Progress and Deviation	Delay in the response from DG Sanco. Contract signed later than expected - but caused no serious problems. Better to inform about delays in deliverables. No deviation. Decision WP2 will be divided into 2 strands. Partners were somewhat delayed in joining the work for this deliverable. We decided to change our timetable. The survey was completed later than planned. Slightly delayed in producing our deliverables. On line with the workshop progress. Planned a future discussion for cooperation with industry. Minor delays due to summer holydays. Change of leader and one person more will be employed. Need for clear identification of stakeholders. We have had one unforeseen situation as we needed international copyright expertise. Going well. No deviations from work plan, but slight deviation in milestones. Delays for deliverable - too many people. Division of roles now clearer. Recruited new people. This year more work intensive than last year. Are at the thinking stage on how to take the work forward in terms of making the deliverable more electronic. Are a little late but contributors have a busy workload. We have prepared conference presentations. No work to do now as we await further negotiations – partner hesitate. We needed much more time to do our survey.

Collaboration **within WPs**	Active and dynamic. Some difficulties between partners and between some partners and Executive regarding coordination of tasks. Meetings took more effort than anticipated - misunderstood each other slightly. Need for more coordination. Would like more comments from more members on documents sent out. Some partners have had funding to participate, but haven't. Coordination complex with so many countries involved - more face-to-face meetings needed. A couple of APs not participating at the first phase are now recruited for the second. Response rates are falling Almost 3/4 of the participants were running the discussion. Some problems due to changes in people belonging to different organisations. All APs participating. CPs less active. Falling rate of participation e.g. questionnaire response rates low / also attending E-meetings. Poor rate of participation. Takes a lot of time for communication and understanding each other between organisation “Y” and EUnetHTA Work well but no need to work together. Hard response to the e-mails. Some CPs are very active and some APs not. It was difficult for us to get input from the CPs. Asked other WPs about their stakeholder involvement. Everything is under control.
Participation **between WPs**	Some difficulties in collaboration with one WP. Became evident more coordination of tasks needed between two WPs. Difficulties with one organisation which is not collaborating according to the SOP. Inadequate communication. Collaboration is getting worse - change in people, in priorities - EUnetHTA not as important for some as before. 2 CPs out of 3 are not participating at all and seem not to be interested in the work. Good collaboration with WP “C” and “D” but difficult finding mutual understanding with WP “E”. Initial problems agreeing tasks and objectives of WP. Response rates seem to be falling off from WP partners. Mainly going well with 3 WPs, but more often with one WP and

	has to be strengthened. Took some time to sort out division of work. Contact changes among 5 partners Only collaborate with WP1. Participation is satisfactory. Indication of this is the degree of information provided from them, and participation in E-meetings. Improved! Feedback depends on the interest of the institution and the contact person. Our work is a new subject and it took some time to reach more common understanding.
Communication	E-meetings work well. Some communication problems People happy with communication strategy. E-meetings are good, but need lots of practice beforehand. Still there are some topics not clarified and under discussions. Importance of personal meetings. Need to improve the interaction between the WPs and the clearinghouse. Not all the members had the necessary equipment for e-meeting better telephone-meetings and e-mails E-meetings potentially good for sharing documents. Only mail and telephone meetings. E-mails, face to face but few e-meetings. Meetings are the best way of communicating, but too costly for routine use. Then come e-meetings and/or telephone meetings. E-meetings work well when people know each other - but need more face-to-face meetings, especially during initial phase. Not used E-meetings a lot. Mainly e-mails and telephone difficult too. Telephone conferences are worse than E-meetings. The 1 ½ hour long e-meeting is too long. Complex subjects are better understood during a face-to face meetings. E-meetings good, but for decisions, not reflections. I do not intend to use e-meetings in my group as I use e-mails. It takes a lot of time to communicate and this is tiresome. If I did this work myself, I would do it much faster. Need more face-to-face meetings.
Resources (financial and staff)	The project is under-funded. Large variation in the use of resources (some AP used too little and some others almost all) Human resources used more than planned. We do put in more work than it was planned and budgeted for but we do cope.

	Time input underestimated. More time spent than budgeted. The no-flexibility of financial resources is a problem. More work than expected. Activities are more demanding than first anticipated -> ore time needed than first anticipated. Financial resources sufficient. We have funded extra meetings. Much more resources (both financial and staff) used. Highly dependent on small team of key people - problem if any-one leaves! New people working not always satisfactorily briefed by col-leagues. On budget. High workload Involved more work than planned, is time consuming, but very interesting. Financing ok but manpower challenging. Financial resources not enough. Need for 50% more staff re-sources. We have put in some financing but do not have more. Need for additional budget for Paris conference. One partner withdrew due to financial problems.
Technical problems	No more Some with e-meetings. Challenges in setting up the database Always problems with e-meetings I have used the Episerver to place the documents on the extra net, but have had problems. I have had to ask SBU for help. Some problems with people entering in the e-meeting rooms. Some problems also with the Episerver in posting documents

APPENDIX 5. THE PARTICIPANT SURVEY QUESTIONNAIRE

eunethta

WP3 - EVALUATION 2008

WORK PACKAGE PARTICIPANTS EXPERIENCE

We are interested to hear about **your** experience in the work for EUnetHTA. You can help the progress of the EUnetHTA by giving your views. The results will assist the internal evaluation of the project and will contribute to the functioning of the future network.

This is the third and last round of surveys. A few additional questions have been added compared to the two previous surveys.

Please fill in this questionnaire carefully. Give one answer per question by writing an X in the appropriate square and write your comments in English as indicated. This is a Word document and the boxes for comments will enlarge as you write. The information will be presented anonymously. If you take part in more groups than one, please fill in for each group you are a member.

Please return the completed questionnaire by June 6th 2008 to:

lise.lund.haheim@kunnskapssenteret.no

Answered by:

If you take part in more than one work package, please answer separately for each work package.

Questions concerning WP work only – work package number:

Please fill in WP Number -	Yes	Partly	No
1. Do you have a clear picture of your WP-objective of the third year?			
2. Do you have a clear view of your tasks in the project for this year?			
3. Do you have the necessary resources to perform your tasks for this year?			
4. How do your time plan compare with the original plan so far?			
5. What do you expect to learn from the WP-work?			
6. Are you able to integrate your WP-tasks into your daily work?			
7. If no, then why not?			
8. Do you see any problems ahead?			
9. If yes, please comment			
10. Other comments about WP work so far			

Questions concerning WP work only - work package number:

Please fill in WP Number -	Yes	Partly	No
11. Do you have a clear picture of your WP-objective of the third year?			
12. Do you have a clear view of your tasks in the project for this year?			
13. Do you have the necessary resources to perform your tasks for this year?			
14. How do your time plan compare with the original plan so far?			
15. What do you expect to learn from the WP-work?			
16. Are you able to integrate your WP-tasks into your daily work?			
17. If no, then why not?			
18. Do you see any problems ahead?			
19. If yes, please comment			
20. Other comments about WP work so far			

Questions concerning WP work only - work package number:

Please fill in WP Number -	Yes	Partly	No
21. Do you have a clear picture of your WP-objective of the third year?			
22. Do you have a clear view of your tasks in the project for this year?			
23. Do you have the necessary resources to perform your tasks for this year?			
24. How do your time plan compare with the original plan so far?			
25. What do you expect to learn from the WP-work?			
26. Are you able to integrate your WP-tasks into your daily work?			
27. If no, then why not?			
28. Do you see any problems ahead?			
29. If yes, please comment			
30. Other comments about WP work so far			

Assess the ability of your group (WP) to be able to reach its goals; as at today. If you are participating in more than one group, please state which one you evaluate.

31. Strengths

32. Weaknesses

33. Opportunities

34. Threats

GENERAL QUESTIONS ABOUT EUNETHTA

Expectations for the network

	Strongly disagree	Disagree	Neither agree, nor disagree	Agree	Strongly agree
35. EUnetHTA will improve the quality of HTA reports					
36. EUnetHTA will centralize decisions on who makes specific HTA-reports					
37. EUnetHTA will override decisions of national HTA organizations					
38. The network will improve the implementation of the HTA-reports in the health service of my country					
39. The participation of my institution will strengthen the use of HTA as a working method in the health service of my country					
40. My institution can not influence the development of EUnetHTA					
41. EUnetHTA will strengthen the role of my organisation in the national health care setting					
42. EUnetHTA will strengthen the role of my organisation in the international health care setting					
43. The work packages will achieve their goals in time					
44. I am satisfied with the commitment of the participants in my group					

Challenges for the network

	Yes	Partly	No
45. Are you confident that the work is well organised?			
46. Are there organizational problems?			
47. If any, what are they?			
48. Do you have sufficient economic resources for your work in the EUnetHTA-project?			
49. Is language a barrier?			
50. Name other relevant factors. Please rank your suggestions.			

To get a wider common impression of the sustainability of EUnetHTA as a network, please express your views on the current conditions for such development:

51. Strengths

52. Weaknesses

53. Opportunities

54. Threats

The future of EUnetHTA

55. To assure the future sustainability of the EUnetHTA post 2008, please state in your own words, in order of priority, the three most important objectives that the current EUnetHTA should have achieved by the end of 2008.
1.
2.
3.

56. For each of the above, please tell us to what degree this objective has/is likely to be achieved.			
	Fully achieved	**Partly**	**Unlikely to be achieved**
1.			
2.			
3.			

57. Are there any questions still outstanding/tasks still not dealt with that could have been included in the project phase? Please comment.	

Looking back

	Very poor	Poor	Neither good, nor bad	Good	Very good
58. How do you rate the collaboration in your WP?					
59. How do you rate the leader in your WP?					
60. How do you rate the collaboration between the WPs?					
61. How do you rate the central leadership of the project?					

62. The EUnetHTA web-site is a major tool for communication. Did you use the web-site for information?			
	1-5 times	**6-10 times**	**More than 10 times**
If yes, how many times?			

	Yes	Partly	No
63. Did you find the information you needed?			
64. Was the information easily accessible?			
65. Did you receive information on EUnetHTA in any other way?			
66. Which were the alternative sources of information on EUnetHTA?			

	Yes	No
67. Were you aware of the previous two participant survey reports before this survey?		
68. Were you aware of the WP-leader interview reports before this		

survey?		

	Very poor	Poor	Neither good, nor bad	Good	Very good
69. How easy was the access in the Members only pages?					
70. How useful was the information in the participation survey reports?					
71. How useful was the information in the WP-leader interview reports?					

THANK YOU!

APPENDIX 6 RESULTS OF THE PARTICIPANT SURVEYS

Methods

Three annual participant surveys were sent in 2006, 2007 and 2008 which included three different types of questions: 1) general questions about the EUnetHTA project, answered per participant and per year; 2) specific questions about internal work, answered per participation in a group and per year; and 3) questions referring to the overall project, answered per participant and included only in the 2008 survey. The specific questions about internal work could have been answered several times per participant, because each participant could work in one or several groups.

The quantitative results include the distributions of the response categories for each question expressed in absolute numbers and percentages, by WP groups or committees, and totals by year. Results also include the mean scores of Likert scales used by year and their standard deviation (SD). The scores of the questions were produced using three different Likert scales: 1-2, 1-3, and 1-5, depending on the number of categories. In order to maintain the pattern that a higher mean score indicated a more positive response, the responses “Agree” or “Yes” are of variable weights, depending on the question. For example, one question might value a response of “Agree” as a three, while another question might value it as a one. Since independent annual surveys were analyzed, overall mean scores were not calculated.

Each question is shown with its appropriate table, which contains the results in both absolute numbers of responses and their proportions. For each year, the data for the groups are displayed individually, and an annual total is provided. One can quickly take note of the changes in the percentages among the three years (2006-2008).

The provided graphs represent cumulative percentages of each response category by year. Also included with charts are the mean scores and their SD for each year. The

response categories are colour-coded, so that the reader can easily visualize the variations in the response proportions among the three survey years, and therefore have an idea of the strength of agreement with the given statement or question. The provided Likert mean scores and standard deviations further facilitate this comparison.

The specific questions explored the work of the eight Work Packages. The general questions were analyzed by nine groups, including a group called "Committees," which contains responses from Steering Committee, Executive Committee, Coordinating Secretariat, and Advisory group participants. The 2008 survey incorporated some new questions, addressed to Work Package participants, Committees, Stakeholders, and/or the Secretariat.

Generally, the surveys were filled out in their entirety, but in some cases the participant left at least one question unanswered. Hence, the sample sizes of the responses for each question are variable. The calculated mean scores and percentages do not include non-responses.

Standard deviation interpretation

When considering the standard deviations, these were the questions where SD is highest:

1. My institution can not influence the development of EUnetHTA (0.93, 1.06, 0.96)
2. EUnetHTA will strengthen the role of my organisation in the national health care setting (0.89, 1.0, 0.90)
3. I am satisfied with the commitment of the participants in my group (0.92, 0.75, 1.03)
4. How do you rate the collaboration between work packages? (1.03).

(Question no.4 was only in the 2008 Survey)

5. Do you see any problems ahead? (0.62, 0.85, 0.86)

The first four questions used Likert scales of 1-5 and the fifth used Likert scales of 1-3.

The overall results of these questions did not substantially change among the survey years. A high deviation decreases the precision or reliability of results for those questions.

Trend analysis of participant surveys

The comparison between participant surveys is a trend analysis over the three years. The results do indicate interesting changes that describes the processes the participants have been through. The variation in the results gives some confidence in the results. People may have different reasons for not taking part. One person expressed concern about strict confidentiality.

The questions were designed to tap different dimensions and relations during the project period. The participants shared common ground as they had already a tradition for international cooperation. They were accustomed to use the common wealth of scientific literature and tapping much needed information in a systematic manner. In addition, the EUnetHTA project was based on a clear, common, and requested goal of establishing a sustainable network of organisations in Europe.

International cooperation

The 2006-survey was early in the project – almost a baseline measurement. During the project there was an increase in strong agreement of improved quality of the HTA reports. There was a stronger belief confirming the basic idea of a network and not establishment of a EUnetHTA that would centralize the decisions. The partici-

pants support the local, regional, national initiatives serving their health service, which the network facilitate in a European coordinated manner. An improved confidence in agency autonomy was seen The perceived added benefit on the national level of the network in implementation of the reports was unchanged from 2006 to 2008 as it was supported by 84-88% (including neither agree/nor disagree). An increasing added benefit on national level for using HTA as a working method was seen of 86, 83 and 90% (including neither agree/nor disagree).

The proportion of agree/strongly agree in response to not being able to influence EUnetHTA was stable at 14-15% through the project so that 85% believe they can influence it. This possibly reflects the decisions already taken at the planning stage and that these were adhered to. It may also reflect some rigidness in the plans not making desired room for changes.

There was seen an increased confidence from 2006 to 2007 in that EUnetHTA will strengthen the role of the agency in the national health care setting. This was reduced to 2006-level of 80% in 2008, the same proportion as in 2006. This may reflect that their position is established satisfactorily or that EUnetHTA does not add to their position. A positive development is expected for the organisations on the development in international cooperation. This has been expressed as a desired benefit from individuals.

Work Package activity

There was a high and stable level of confidence in goal achievement of the work packages throughout. The combined proportion of “strongly disagree” and “disagree” remained constant at less than 10%.This reflects the fact that some WPs had only minor or a few longer delays in the production of their deliverables.

The level of disagreement with the commitment of the participants in the WPs was largest in 2008 possibly reflecting experience and rush to complete the deliverables.

Reasons given by WP leaders were delay by participants and large groups complicating the cooperation.

All but one participant in 2008 were fully or partly confident in that the work was well organized.

There were reported less organisational problems in 2007 (5%), than in 2006 (9.5%) and 2008 (14%). Again, this may reflect known delays in deliverables.

Concern for the economic resources was a central issue to WP-leaders as well as of the participants increasing through the project period from 15.4%, 20.0% to 21.4%.

The proportion saying language is partly or not a problem for the network varied through the three years, however, the proportion saying it is slowly increased to 16%. One language, English, was the chosen language for this network and has posed problems for some. However, having other or more languages for the network would still be problems for some. The EUnetHTA adaptation tools are aiming to deal with this issue for overcoming language differences in working with HTA.

Work package group work

The overall picture is of increasing understanding and confidence in the dedicated tasks specific to the WPs and can possibly be seen as good leadership and information flow in WPs. The work situation seemed to be stable through the surveys. In response to the question about problems ahead, the “no” group was fairly stable, but participants moved from “partly” to “yes.”This can be seen as a development of greater awareness and realism of the EUnetHTA network and its tasks which is not necessarily negative.

Tables and figures from the data analyses

Annual surveys were sent to 187 participants in the project. In the first year, 45 participants completed and returned the questionnaire; in the second year 41 participants responded; in the third and final year of the project 63 participants answered. The questionnaire was sent to individuals but we experienced that behind each questionnaire there is one or more persons. The third annual survey was sent to Stakeholders; four agencies responded, causing some questions to include 67 responses.

1) GENERAL QUESTIONS ABOUT EUNETHTA PROJECT. COMPARISON BETWEEN ANNUAL SURVEYS

This part of the questionnaire includes fourteen quantitative general questions about the Project. There were five response categories in the first ten questions (range of scores between 1 and 5) and three in the next four questions (range of scores between 1 and 3).

The ten general questions with five categories obtained the following results:

1. **"**EUnetHTA will improve the quality of HTA reports"
   Range of mean scores: 3.88 to 3.98

2. "EUnetHTA will centralize decisions on who makes specific HTA-reports"
   Range of mean scores: 3.40 to 3.86

3. "EUnetHTA will override decisions of national HTA organizations"
   Range of mean scores: 3.91 to 4.49

4. "The network will improve the implementation of the HTA-reports in the health service of my country"
   Range of mean scores: 3.20 to 3.55

5. "The participation of my institution will strengthen the use of HTA as a working method in the health service of my country"
   Range of mean scores: 3.59 to 3.73

6. "My institution cannot influence the development of EUnetHTA"
   Range of mean scores: 3.74 to 3.83

7. "EUnetHTA will strengthen the role of my organization in the national healthcare setting"
   Range of mean scores: 3.34 to 3.51

8. "EUnetHTA will strengthen the role of my organization in the international health care setting"
   Range of mean scores: 3.70 to 3.90

9. "The work packages will achieve their goals in time"
   Range of mean scores: 3.56 to 3.61

10. “I am satisfied with the commitment of the participants in my group”
    Range of mean scores: 3.44 to 3.61

The four general questions with three response categories (range of scores between 1 and 3) obtained the following results:

11. “Are you confident that the work is well-organized?”
    Range of mean scores: 2.62 to 2.75

12. “Are there organizational problems?”
    Range of mean scores: 2.35 to 2.45

13. “Do you have sufficient economic resources for your work in the EUnetHTA-Project?”
    Range of mean scores: 2.03 to 2.31

14. “Is language a barrier?”
    Range of mean scores: 2.17 to 2.57

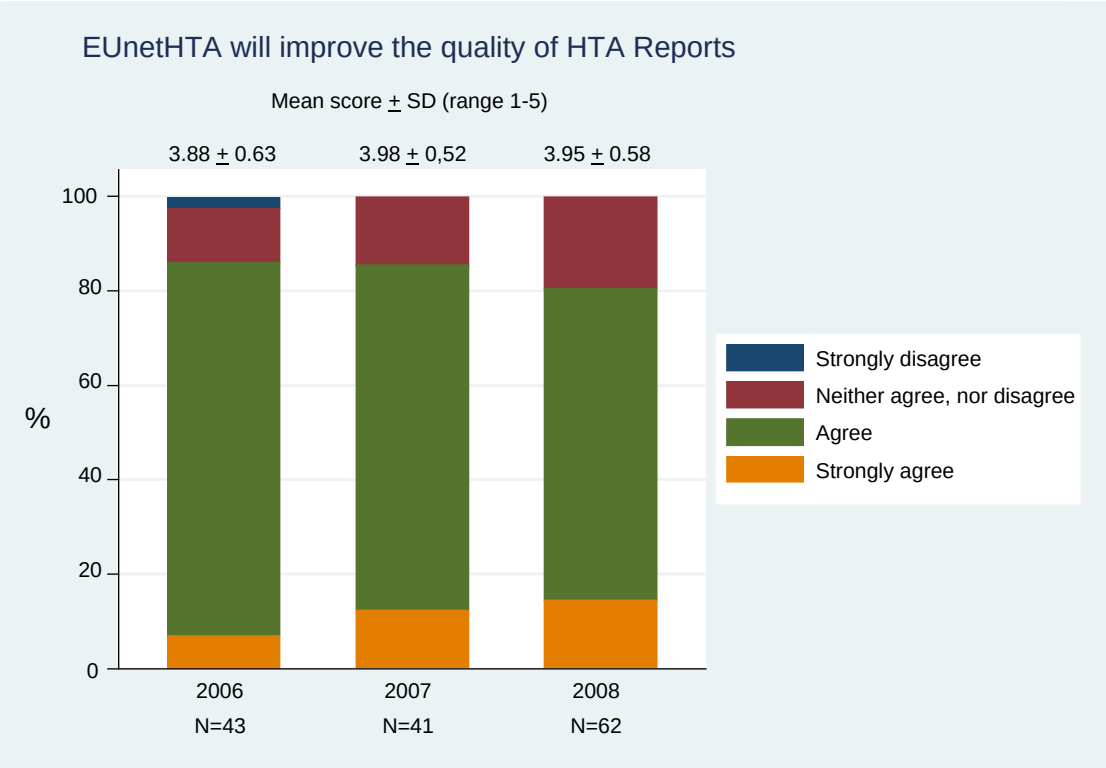
Questions 4 and 7, which asked about the effect of EUnetHTA on HTA report implementation and the organization’s role in the national setting, produced the most negative results among the ten questions with five categories. In contrast, Question 8, which asked about the effect of EUnetHTA on the organization’s role in the international setting, produced more positive results. Questions 1 and 3, which asked about HTA report improvement and EUnetHTA overriding national HTA, produced the most positive results among these ten questions. Question 3 also produced the widest range of means.

Question 13, which asked about economic resource adequacy, produced the most negative results among the four questions with three categories. Question 11, which asked about the organizational adequacy of the project, produced the most positive results among these four questions. Question 14, which asked about language barriers, provided the widest range of means.

EUnetHTA will improve the quality of HTA reports?

Group		Strongly disagree	Disagree	Neither agree, nor disagree	Agree	Strongly agree	Total
2006	1	-	-	-	1	-	1
		-	-	-	100,0%	-	100,0%
	2	-	-	-	9	1	10
		-	-	-	90,0%	10,0%	100,0%
	3	-	-	-	1	-	1
		-	-	-	100,0%	-	100,0%
	4	-	-	-	5	-	5
		-	-	-	100,0%	-	100,0%
	5	1	-	1	4	1	7
		14,3%	-	14,3%	57,1%	14,3%	100,0%
	6	-	-	1	3	-	4
		-	-	25,0%	75,0%	-	100,0%
	7	-	-	1	4	-	5
		-	-	20,0%	80,0%	-	100,0%
	8	-	-	1	6	1	8
		-	-	12,5%	75,0%	12,5%	100,0%
	Committees	-	-	1	1	-	2
		-	-	50,0%	50,0%	-	100,0%
	Total	1	-	5	34	3	43
		2,3%	-	11,6%	79,1%	7,0%	100,0%
2007	1	-	-	1	1	1	3
		-	-	33,3%	33,3%	33,3%	100,0%
	2	-	-	-	7	1	8
		-	-	-	87,5%	12,5%	100,0%
	3	-	-	-	3	-	3
		-	-	-	100,0%	-	100,0%
	4	-	-	2	4	2	8
		-	-	25,0%	50,0%	25,0%	100,0%
	5	-	-	1	6	-	7
		-	-	14,3%	85,7%	-	100,0%
	6	-	-	-	1	1	2
		-	-	-	50,0%	50,0%	100,0%
	7	-	-	2	3	-	5
		-	-	40,0%	60,0%	-	100,0%
	8	-	-	-	5	-	5
		-	-	-	100,0%	-	100,0%
	Committees	-	-	-	-	-	-
		-	-	-	-	-	-
	Total	-	-	6	30	5	41
		-	-	14,6%	73,2%	12,2%	100,0%
2008	1	-	-	1	5	-	6
		-	-	16,7%	83,3%	-	100,0%
	2	-	-	-	-	1	1
		-	-	-	-	100,0%	100,0%
	3	-	-	-	3	-	3
		-	-	-	100,0%	-	100,0%
	4	-	-	1	9	3	13
		-	-	7,7%	69,2%	23,1%	100,0%
	5	-	-	-	5	-	5
		-	-	-	100,0%	-	100,0%
	6	-	-	1	1	-	2
		-	-	50,0%	50,0%	-	100,0%
	7	-	-	5	3	-	8
		-	-	62,5%	37,5%	-	100,0%
	8	-	-	-	3	1	4
		-	-	-	75,0%	25,0%	100,0%
	Committees	-	-	4	12	4	20
		-	-	20,0%	60,0%	20,0%	100,0%
	Total	-	-	12	41	9	62
		-	-	19,4%	66,1%	14,5%	100,0%

No reply: 2 in 2006, 1 in 2008

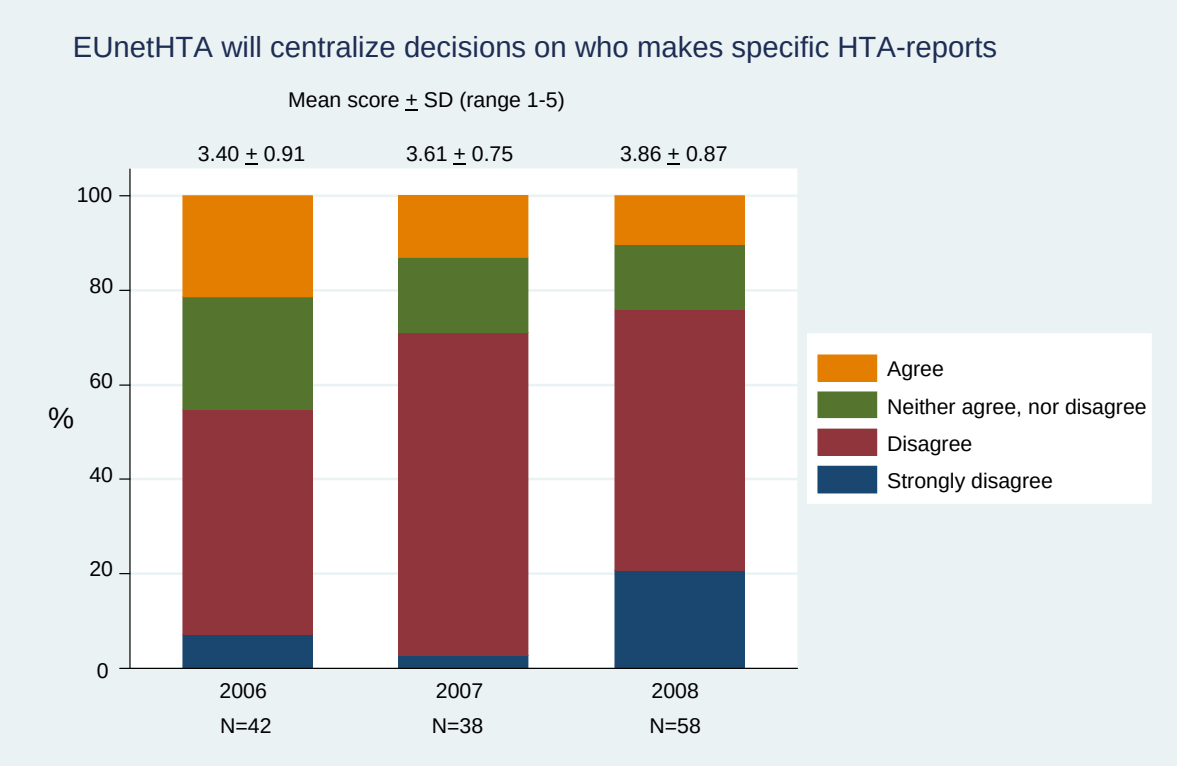


In response to the statement, "EUnetHTA will improve the quality of HTA Reports," the proportion of participants who responded "Strongly agree" increased each survey year (7.0% in 2006 to 12.2% in 2007 to 14.5% in 2008). The proportion of participants who responded "Neither agree nor disagree" increased each survey year as well (11.6% in 2006 to 14.6% in 2007 to 19.4% in 2008). As a result of these two trends, the proportion of those responding "Agree" decreased each survey year (79.1% in 2006 to 73.2% in 2007 to 66.1% in 2008). In 2006, 1 participant (2.3%) responded "Strongly disagree," and there were no similar responses in 2007 or 2008. No participant responded "Disagree" in any survey year. The mean score remained stable, increasing by 0.10 between 2006 (3.88) and 2007 (3.98) and decreasing by 0.03 between 2007 (3.98) and 2008 (3.95). The standard deviations remained stable among the survey years (0.63 in 2006, 0.52 in 2007, 0.58 in 2008).

EUnetHTA will centralize decisions on who makes specific HTA-reports

Group		Strongly disagree	Disagree	Neither agree, nor disagree	Agree	Strongly agree	Total
2006	1	-	-	1	-	-	1
		-	-	100,0%	-	-	100,0%
	2	-	5	2	3	-	10
		-	50,0%	20,0%	30,0%	-	100,0%
	3	-	-	-	1	-	1
		-	-	-	100,0%	-	100,0%
	4	1	2	1	1	-	5
		20,0%	40,0%	20,0%	20,0%	-	100,0%
	5	1	5	-	1	-	7
		14,3%	71,4%	-	14,3%	-	100,0%
	6	1	3	-	-	-	4
		25,0%	75,0%	-	-	-	100,0%
	7	-	2	2	1	-	5
		-	40,0%	40,0%	20,0%	-	100,0%
	8	-	3	2	2	-	7
		-	42,9%	28,6%	28,6%	-	100,0%
	Committees	-	-	2	-	-	2
		-	-	100,0%	-	-	100,0%
	Total	3	20	10	9	-	42
		7,1%	47,6%	23,8%	21,4%	-	100,0%
2007	1	-	3	-	-	-	3
		-	100,0%	-	-	-	100,0%
	2	-	4	3	1	-	8
		-	50,0%	37,5%	12,5%	-	100,0%
	3	1	1	1	-	-	3
		33,3%	33,3%	33,3%	-	-	100,0%
	4	-	4	2	1	-	7
		-	57,1%	28,6%	14,3%	-	100,0%
	5	-	4	-	2	-	6
		-	66,7%	-	33,3%	-	100,0%
	6	-	2	-	-	-	2
		-	100,0%	-	-	-	100,0%
	7	-	4	-	-	-	4
		-	100,0%	-	-	-	100,0%
	8	-	4	-	1	-	5
		-	80,0%	-	20,0%	-	100,0%
	Committees	-	-	-	-	-	-
		-	-	-	-	-	-
	Total	1	26	6	5	-	38
		2,6%	68,4%	15,8%	13,2%	-	100,0%
2008	1	2	4	-	-	-	6
		33,3%	66,7%	-	-	-	100,0%
	2	-	1	-	-	-	1
		-	100,0%	-	-	-	100,0%
	3	2	-	-	1	-	3
		66,7%	-	-	33,3%	-	100,0%
	4	2	4	3	2	-	11
		18,2%	36,4%	27,3%	18,2%	-	100,0%
	5	-	3	1	-	-	4
		-	75,0%	25,0%	-	-	100,0%
	6	-	2	-	-	-	2
		-	100,0%	-	-	-	100,0%
	7	-	5	1	1	-	7
		-	71,4%	14,3%	14,3%	-	100,0%
	8	1	2	1	-	-	4
		25,0%	50,0%	25,0%	-	-	100,0%
	Committees	5	11	2	2	-	20
		25,0%	55,0%	10,0%	10,0%	-	100,0%
	Total	12	32	8	6	-	58
		20,7%	55,2%	13,8%	10,3%	-	100,0%

No reply: 3 in 2006, 3 in 2007, 5 in 2008

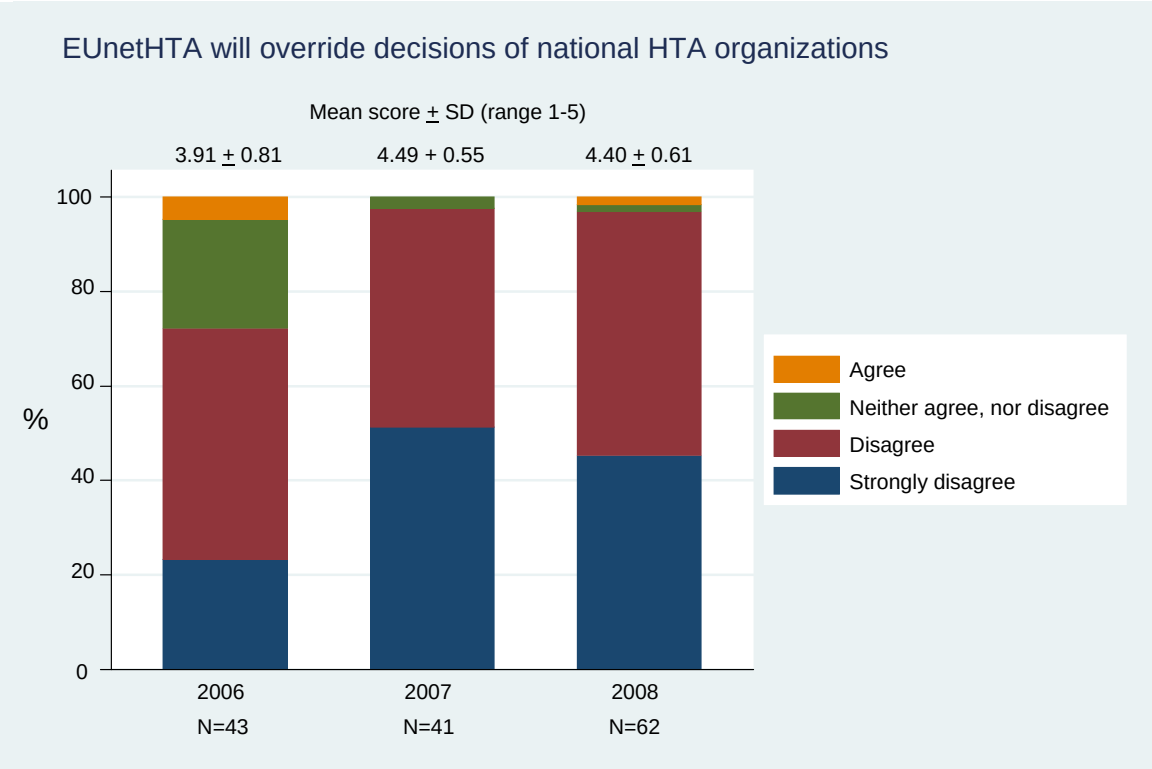


In response to the statement, “EUnetHTA will centralize decisions on who makes specific HTA-reports” the proportion of participants who responded “Agree” decreased each survey year (21.4% in 2006 to 13.2% in 2007 to 10.3% in 2008). The proportion of participants who responded “Neither agree nor disagree” decreased each survey year as well (23.8% in 2006 to 15.8% in 2007 to 13.8% in 2008). As a result of these two trends, the combined proportion of those responding “Disagree” or “Strongly disagree” increased each survey year (54.8% in 2006 to 71.1% in 2007 to 75.9% in 2008). Individually, the proportion of those responding “Disagree” varied among the survey years (47.6% in 2006, 68.4% in 2007, 55.2% in 2008), as did the proportion of those responding “Strongly disagree” (7.1% in 2006, 2.6% in 2007, 20.7% in 2008). No participant responded “Strongly agree” in any survey year. The mean score increased by at least 0.2 between survey years (3.40 in 2006 to 3.61 in 2007 to 3.86 in 2008). The standard deviations varied among the survey years (0.91 in 2006, 0.75 in 2007, 0.87 in 2008).

EUnetHTA will override decisions of national HTA organizations

Group		Strongly disagree	Disagree	Neither agree, nor disagree	Agree	Strongly agree	Total
2006	1	-	1	-	-	-	1
		-	100,0%	-	-	-	100,0%
	2	1	4	5	-	-	10
		10,0%	40,0%	50,0%	-	-	100,0%
	3	1	-	-	-	-	1
		100,0%	-	-	-	-	100,0%
	4	3	2	-	-	-	5
		60,0%	40,0%	-	-	-	100,0%
	5	1	4	2	-	-	7
		14,3%	57,1%	28,6%	-	-	100,0%
	6	2	1	1	-	-	4
		50,0%	25,0%	25,0%	-	-	100,0%
	7	-	4	1	-	-	5
		-	80,0%	20,0%	-	-	100,0%
	8	1	4	1	2	-	8
		12,5%	50,0%	12,5%	25,0%	-	100,0%
	Committees	1	1	-	-	-	2
		50,0%	50,0%	-	-	-	100,0%
	Total	10	21	10	2	-	43
		23,3%	48,8%	23,3%	4,7%	-	100,0%
2007	1	3	-	-	-	-	3
		100,0%	-	-	-	-	100,0%
	2	4	4	-	-	-	8
		50,0%	50,0%	-	-	-	100,0%
	3	1	2	-	-	-	3
		33,3%	66,7%	-	-	-	100,0%
	4	5	2	1	-	-	8
		62,5%	25,0%	12,5%	-	-	100,0%
	5	3	4	-	-	-	7
		42,9%	57,1%	-	-	-	100,0%
	6	-	2	-	-	-	2
		-	100,0%	-	-	-	100,0%
	7	4	1	-	-	-	5
		80,0%	20,0%	-	-	-	100,0%
	8	1	4	-	-	-	5
		20,0%	80,0%	-	-	-	100,0%
	Committees	-	-	-	-	-	-
		-	-	-	-	-	-
	Total	21	19	1	-	-	41
		51,2%	46,3%	2,4%	-	-	100,0%
2008	1	2	4	-	-	-	6
		33,3%	66,7%	-	-	-	100,0%
	2	-	1	-	-	-	1
		-	100,0%	-	-	-	100,0%
	3	2	1	-	-	-	3
		66,7%	33,3%	-	-	-	100,0%
	4	6	5	1	1	-	13
		46,2%	38,5%	7,7%	7,7%	-	100,0%
	5	2	3	-	-	-	5
		40,0%	60,0%	-	-	-	100,0%
	6	2	-	-	-	-	2
		100,0%	-	-	-	-	100,0%
	7	1	7	-	-	-	8
		12,5%	87,5%	-	-	-	100,0%
	8	1	3	-	-	-	4
		25,0%	75,0%	-	-	-	100,0%
	Committees	12	8	-	-	-	20
		60,0%	40,0%	-	-	-	100,0%
	Total	28	32	1	1	-	62
		45,2%	51,6%	1,6%	1,6%	-	100,0%

No reply: 2 in 2006, 1 in 2008

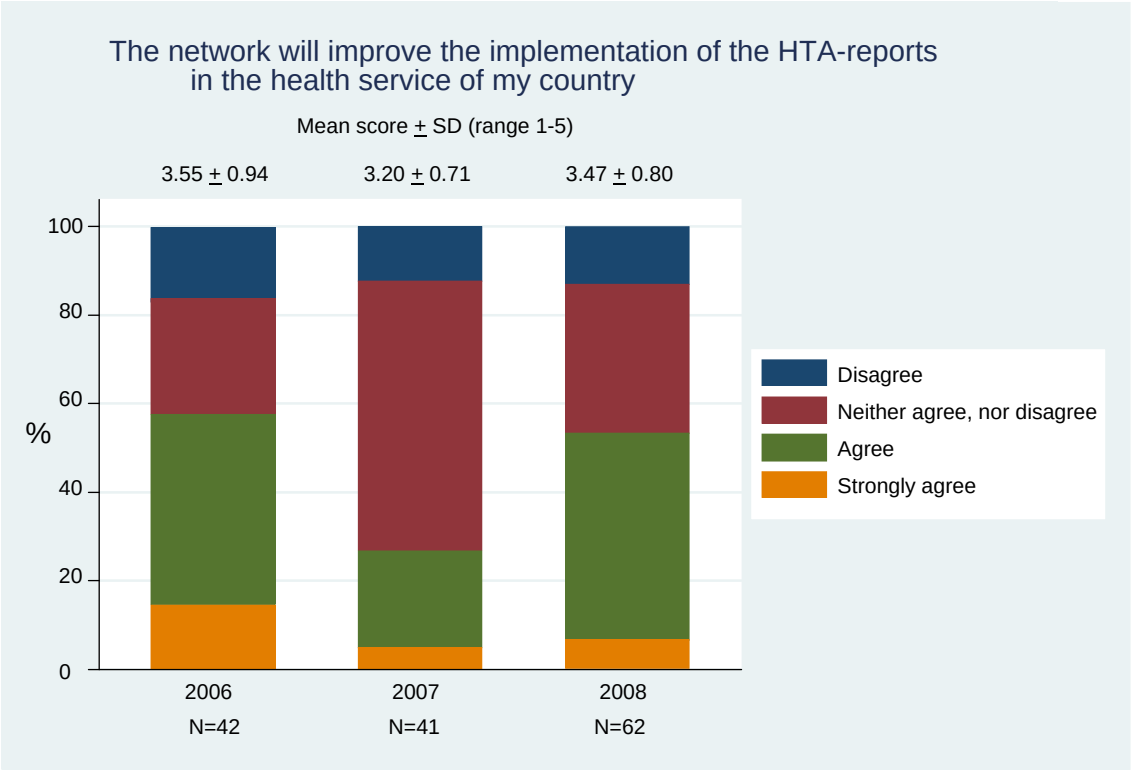


In response to the statement, “EUnetHTA will override decisions of national HTA organizations,” the proportion of participants who responded “Disagree” remained stable among survey years (48.8% in 2006, 46.3% in 2007, 51.6% in 2008). The proportion of participants who responded “Strongly disagree” increased by a substantial amount between 2006 (23.3%) and 2007 (51.2%), with a decrease between 2007 (51.2%) and 2008 (45.2%). As a result of the latter trend, the combined proportion of those responding “Disagree” or “Strongly disagree” increased substantially between 2006 (72.1%) and 2007 (97.6%) and remained stable in 2008 (96.8%). Three participants responded “Agree,” two in 2006 (4.7%) and one in 2008 (1.6%). No participant responded “Strongly agree” in any survey year. In accordance with the above trends, the mean score increased by a substantial amount between 2006 (3.91) and 2007 (4.49), with a decrease between 2007 (4.49) and 2008 (4.40). The standard deviation decreased substantially between 2006 (0.81) and 2007 (0.55) and increased between 2007 (0.55) and 2008 (0.61).

The network will improve the implementation of the HTA-reports in the health service of my country

Group		Strongly disagree	Disagree	Neither agree, nor disagree	Agree	Strongly agree	Total
2006	1	-	-	-	1	-	1
		-	-	-	100,0%	-	100,0%
	2	-	1	3	4	2	10
		-	10,0%	30,0%	40,0%	20,0%	100,0%
	3	-	-	-	1	-	1
		-	-	-	100,0%	-	100,0%
	4	-	2	2	-	1	5
		-	40,0%	40,0%	-	20,0%	100,0%
	5	-	-	2	3	1	6
		-	-	33,3%	50,0%	16,7%	100,0%
	6	-	2	1	1	-	4
		-	50,0%	25,0%	25,0%	-	100,0%
	7	-	1	-	3	1	5
		-	20,0%	-	60,0%	20,0%	100,0%
	8	-	1	2	4	1	8
		-	12,5%	25,0%	50,0%	12,5%	100,0%
	Committees	-	-	1	1	-	2
		-	-	50,0%	50,0%	-	100,0%
	Total	-	7	11	18	6	42
		-	16,7%	26,2%	42,9%	14,3%	100,0%
2007	1	-	1	2	-	-	3
		-	33,3%	66,7%	-	-	100,0%
	2	-	-	5	3	-	8
		-	-	62,5%	37,5%	-	100,0%
	3	-	-	1	1	1	3
		-	-	33,3%	33,3%	33,3%	100,0%
	4	-	4	3	1	-	8
		-	50,0%	37,5%	12,5%	-	100,0%
	5	-	-	5	2	-	7
		-	-	71,4%	28,6%	-	100,0%
	6	-	-	1	-	1	2
		-	-	50,0%	-	50,0%	100,0%
	7	-	-	4	1	-	5
		-	-	80,0%	20,0%	-	100,0%
	8	-	-	4	1	-	5
		-	-	80,0%	20,0%	-	100,0%
	Committees	-	-	-	-	-	-
		-	-	-	-	-	-
	Total	-	5	25	9	2	41
		-	12,2%	61,0%	22,0%	4,9%	100,0%
2008	1	-	1	1	4	-	6
		-	16,7%	16,7%	66,7%	-	100,0%
	2	-	-	-	1	-	1
		-	-	-	100,0%	-	100,0%
	3	-	-	1	2	-	3
		-	-	33,3%	66,7%	-	100,0%
	4	-	3	5	5	-	13
		-	23,1%	38,5%	38,5%	-	100,0%
	5	-	1	1	3	-	5
		-	20,0%	20,0%	60,0%	-	100,0%
	6	-	1	-	1	-	2
		-	50,0%	-	50,0%	-	100,0%
	7	-	1	3	4	-	8
		-	12,5%	37,5%	50,0%	-	100,0%
	8	-	-	1	2	1	4
		-	-	25,0%	50,0%	25,0%	100,0%
	Committees	-	1	9	7	3	20
		-	5,0%	45,0%	35,0%	15,0%	100,0%
	Total	-	8	21	29	4	62
		-	12,9%	33,9%	46,8%	6,5%	100,0%

No reply: 3 in 2006, 1 in 2008

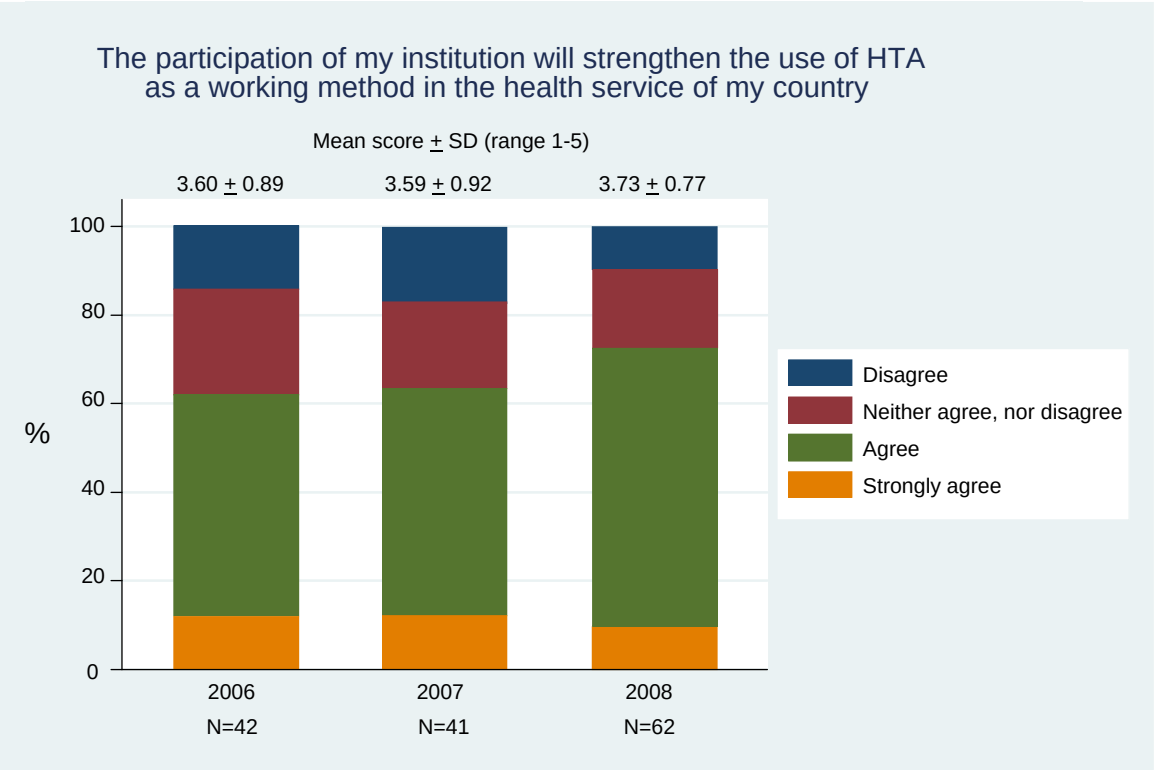


In response to the statement, “The network will improve the implementation of the HTA-reports in the health service of my country,” the proportion of participants who responded “Disagree” remained stable among the survey years (16.7% in 2006, 12.2% in 2007, and 12.9% in 2008). The proportion of participants who responded “Neither agree nor disagree” varied substantially among the survey years (26.2% in 2006, 61.0% in 2007, and 33.9% in 2008). The proportion of participants who responded “Agree” varied substantially between survey years as well (42.9% in 2006, 22.0% in 2007, and 46.8% in 2008). The proportion of participants who responded “Strongly agree” decreased between 2006 (14.3%) and 2007 (4.9%), and remained stable between 2007 (4.9%) and 2008 (6.5%). No participant responded “Strongly disagree” in any survey year. In accordance with the above trends, the mean score varied among the survey years (3.55 in 2006, 3.20 in 2007, and 3.47 in 2008). The standard deviation decreased substantially between 2006 (0.94) and 2007 (0.71) and increased between 2007 (0.71) and 2008 (0.80).

The participation of my institution will strengthen the use of HTA as a working method in the health service of my country

Group		Strongly disagree	Disagree	Neither agree, nor disagree	Agree	Strongly agree	Total
2006	1	-	-	-	1	-	1
		-	-	-	100,0%	-	100,0%
	2	-	-	3	5	2	10
		-	-	30,0%	50,0%	20,0%	100,0%
	3	-	-	-	1	-	1
		-	-	-	100,0%	-	100,0%
	4	-	2	1	1	1	5
		-	40,0%	20,0%	20,0%	20,0%	100,0%
	5	-	-	1	5	-	6
		-	-	16,7%	83,3%	-	100,0%
	6	-	1	-	3	-	4
		-	25,0%	-	75,0%	-	100,0%
	7	-	1	2	1	1	5
		-	20,0%	40,0%	20,0%	20,0%	100,0%
	8	-	1	3	4	-	8
		-	12,5%	37,5%	50,0%	-	100,0%
	Committees	-	1	-	-	1	2
		-	50,0%	-	-	50,0%	100,0%
	Total	-	6	10	21	5	42
		-	14,3%	23,8%	50,0%	11,9%	100,0%
2007	1	-	2	1	-	-	3
		-	66,7%	33,3%	-	-	100,0%
	2	-	1	2	2	3	8
		-	12,5%	25,0%	25,0%	37,5%	100,0%
	3	-	-	1	2	-	3
		-	-	33,3%	66,7%	-	100,0%
	4	-	1	1	6	-	8
		-	12,5%	12,5%	75,0%	-	100,0%
	5	-	1	1	5	-	7
		-	14,3%	14,3%	71,4%	-	100,0%
	6	-	-	-	2	-	2
		-	-	-	100,0%	-	100,0%
	7	-	1	2	1	1	5
		-	20,0%	40,0%	20,0%	20,0%	100,0%
	8	-	1	-	3	1	5
		-	20,0%	-	60,0%	20,0%	100,0%
	Committees	-	-	-	-	-	-
		-	-	-	-	-	-
	Total	-	7	8	21	5	41
		-	17,1%	19,5%	51,2%	12,2%	100,0%
2008	1	-	1	-	5	-	6
		-	16,7%	-	83,3%	-	100,0%
	2	-	-	-	1	-	1
		-	-	-	100,0%	-	100,0%
	3	-	-	1	2	-	3
		-	-	33,3%	66,7%	-	100,0%
	4	-	3	2	8	-	13
		-	23,1%	15,4%	61,5%	-	100,0%
	5	-	1	1	3	-	5
		-	20,0%	20,0%	60,0%	-	100,0%
	6	-	-	-	2	-	2
		-	-	-	100,0%	-	100,0%
	7	-	1	1	6	-	8
		-	12,5%	12,5%	75,0%	-	100,0%
	8	-	-	2	1	1	4
		-	-	50,0%	25,0%	25,0%	100,0%
	Committees	-	-	4	11	5	20
		-	-	20,0%	55,0%	25,0%	100,0%
	Total	-	6	11	39	6	62
		-	9,7%	17,7%	62,9%	9,7%	100,0%

No reply: 3 in 2006, 1 in 2008

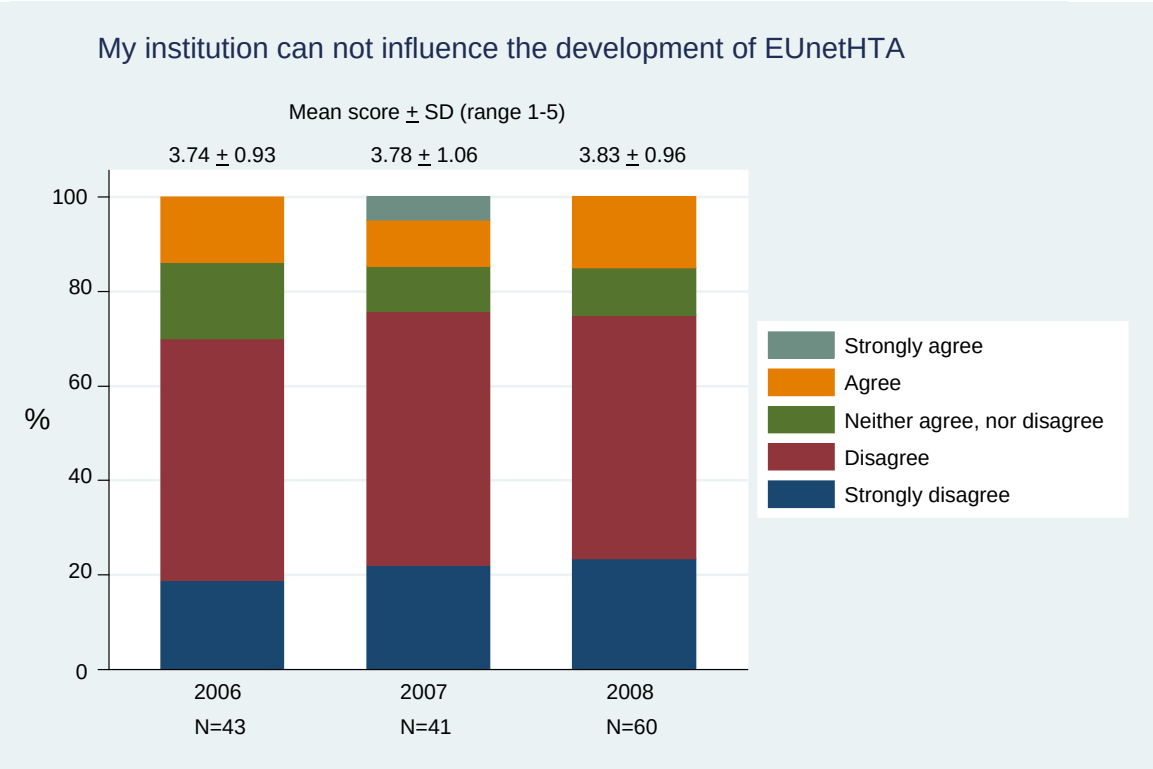


In response to the statement, “The participation of my institution will strengthen the use of HTA as a working method in the health service of my country,” the proportion of participants who responded “Strongly agree” remained stable among survey years (11.9% in 2006, 12.2% in 2007, 9.7% in 2008). The proportion of participants who responded “Agree” was stable between 2006 (50.0%) and 2007 (51.2%), then increased between 2007 (51.2%) and 2008 (62.9%). The proportion of participants who responded “Neither agree nor disagree” decreased each year (23.8% in 2006, 19.5% in 2007, 17.7% in 2008). The proportion of those responding “Disagree” varied among survey years (14.3% in 2006, 17.1% in 2007, 9.7% in 2008). No participant responded “Strongly disagree” in any survey year. The mean score remained stable between survey years 2006 (3.60) and 2007 (3.59), then increased between 2007 (3.59) and 2008 (3.73). The standard deviation remained stable between 2006 (0.89) and 2007 (0.92), decreasing between 2007 (0.89) and 2008 (0.77).

My institution can not influence the development of EUnetHTA

Group		Strongly disagree	Disagree	Neither agree, nor disagree	Agree	Strongly agree	Total
2006	1	1	-	-	-	-	1
		100,0%	-	-	-	-	100,0%
	2	1	5	1	3	-	10
		10,0%	50,0%	10,0%	30,0%	-	100,0%
	3	-	-	-	1	-	1
		-	-	-	100,0%	-	100,0%
	4	-	3	2	-	-	5
		-	60,0%	40,0%	-	-	100,0%
	5	2	5	-	-	-	7
		28,6%	71,4%	-	-	-	100,0%
	6	1	3	-	-	-	4
		25,0%	75,0%	-	-	-	100,0%
	7	1	2	-	2	-	5
		20,0%	40,0%	-	40,0%	-	100,0%
	8	1	4	3	-	-	8
		12,5%	50,0%	37,5%	-	-	100,0%
	Committees	1	-	1	-	-	2
		50,0%	-	50,0%	-	-	100,0%
	Total	8	22	7	6	-	43
		18,6%	51,2%	16,3%	14,0%	-	100,0%
2007	1	1	1	-	1	-	3
		33,3%	33,3%	-	33,3%	-	100,0%
	2	1	4	1	1	1	8
		12,5%	50,0%	12,5%	12,5%	12,5%	100,0%
	3	-	1	2	-	-	3
		-	33,3%	66,7%	-	-	100,0%
	4	2	5	1	-	-	8
		25,0%	62,5%	12,5%	-	-	100,0%
	5	3	4	-	-	-	7
		42,9%	57,1%	-	-	-	100,0%
	6	-	1	-	1	-	2
		-	50,0%	-	50,0%	-	100,0%
	7	2	2	-	-	1	5
		40,0%	40,0%	-	-	20,0%	100,0%
	8	-	4	-	1	-	5
		-	80,0%	-	20,0%	-	100,0%
	Committees	-	-	-	-	-	-
		-	-	-	-	-	-
	Total	9	22	4	4	2	41
		22,0%	53,7%	9,8%	9,8%	4,9%	100,0%
2008	1	5	1	-	-	-	6
		83,3%	16,7%	-	-	-	100,0%
	2	1	-	-	-	-	1
		100,0%	-	-	-	-	100,0%
	3	1	1	-	1	-	3
		33,3%	33,3%	-	33,3%	-	100,0%
	4	2	6	4	1	-	13
		15,4%	46,2%	30,8%	7,7%	-	100,0%
	5	-	4	-	1	-	5
		-	80,0%	-	20,0%	-	100,0%
	6	-	2	-	-	-	2
		-	100,0%	-	-	-	100,0%
	7	-	7	-	-	-	7
		-	100,0%	-	-	-	100,0%
	8	-	2	-	1	-	3
		-	66,7%	-	33,3%	-	100,0%
	Committees	5	8	2	5	-	20
		25,0%	40,0%	10,0%	25,0%	-	100,0%
	Total	14	31	6	9	-	60
		23,3%	51,7%	10,0%	15,0%	-	100,0%

No reply: 2 in 2006, 3 in 2008

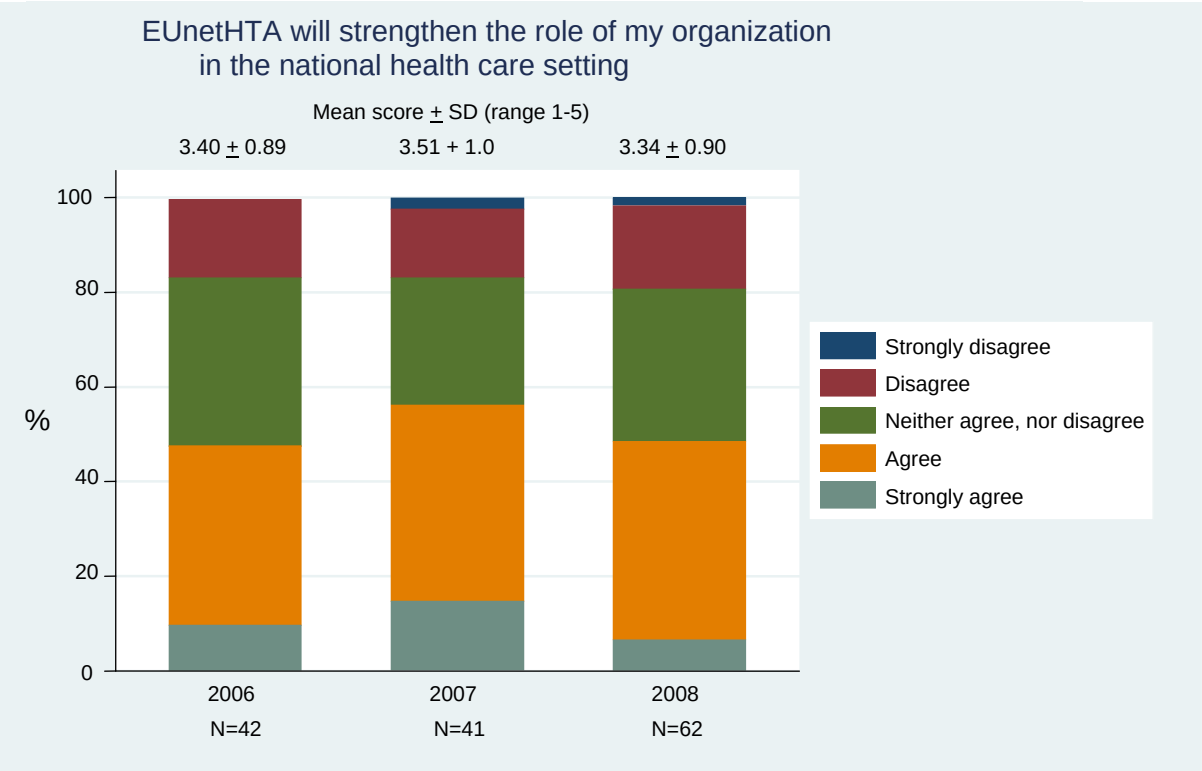


In response to the statement, “My institution cannot influence the development of EUnetHTA,” the proportion of participants who responded “Strongly disagree” increased each year (18.6% in 2006 to 22.0% in 2007 to 23.3% in 2008). The proportion of participants who responded “Disagree” remained stable among the survey years (51.2% in 2006, 53.7% in 2007, 51.7% in 2008). The proportion of participants who responded “Neither agree nor disagree” decreased between 2006 (16.3%) and 2007 (9.8%) and remained stable between 2007 (9.8%) and 2008 (10.0%). The combined proportion of those responding “Strongly agree” or “Agree” remained stable among the survey years (14.0% in 2006, 14.6% in 2007, 15.0% in 2008). The only year in which participants responded “Strongly agree” was 2007 (2 individuals, 4.9%). The mean score increased with each survey year (3.74 in 2006 to 3.78 in 2007 to 3.83 in 2008). The standard deviation increased between 2006 (0.93) and 2007 (1.06) and decreased between 2007 (1.06) and 2008 (0.96).

EUnetHTA will strengthen the role of my organization in the national health care setting

Group		Strongly disagree	Disagree	Neither agree, nor disagree	Agree	Strongly agree	Total
2006	1	-	-	1	-	-	1
		-	-	100,0%	-	-	100,0%
	2	-	1	4	4	1	10
		-	10,0%	40,0%	40,0%	10,0%	100,0%
	3	-	-	-	-	1	1
		-	-	-	-	100,0%	100,0%
	4	-	1	1	3	-	5
		-	20,0%	20,0%	60,0%	-	100,0%
	5	-	-	3	3	-	6
		-	-	50,0%	50,0%	-	100,0%
	6	-	1	2	1	-	4
		-	25,0%	50,0%	25,0%	-	100,0%
	7	-	2	-	3	-	5
		-	40,0%	-	60,0%	-	100,0%
	8	-	2	3	2	1	8
		-	25,0%	37,5%	25,0%	12,5%	100,0%
	Committees	-	-	1	-	1	2
		-	-	50,0%	-	50,0%	100,0%
	Total	-	7	15	16	4	42
		-	16,7%	35,7%	38,1%	9,5%	100,0%
2007	1	-	1	1	-	1	3
		-	33,3%	33,3%	-	33,3%	100,0%
	2	-	1	3	2	2	8
		-	12,5%	37,5%	25,0%	25,0%	100,0%
	3	-	1	2	-	-	3
		-	33,3%	66,7%	-	-	100,0%
	4	1	1	1	4	1	8
		12,5%	12,5%	12,5%	50,0%	12,5%	100,0%
	5	-	-	1	6	-	7
		-	-	14,3%	85,7%	-	100,0%
	6	-	-	1	1	-	2
		-	-	50,0%	50,0%	-	100,0%
	7	-	1	2	1	1	5
		-	20,0%	40,0%	20,0%	20,0%	100,0%
	8	-	1	-	3	1	5
		-	20,0%	-	60,0%	20,0%	100,0%
	Committees	-	-	-	-	-	-
		-	-	-	-	-	-
	Total	1	6	11	17	6	41
		2,4%	14,6%	26,8%	41,5%	14,6%	100,0%
2008	1	-	1	1	4	-	6
		-	16,7%	16,7%	66,7%	-	100,0%
	2	-	-	1	-	-	1
		-	-	100,0%	-	-	100,0%
	3	-	-	2	1	-	3
		-	-	66,7%	33,3%	-	100,0%
	4	-	4	4	5	-	13
		-	30,8%	30,8%	38,5%	-	100,0%
	5	-	1	2	2	-	5
		-	20,0%	40,0%	40,0%	-	100,0%
	6	-	1	-	1	-	2
		-	50,0%	-	50,0%	-	100,0%
	7	-	2	3	3	-	8
		-	25,0%	37,5%	37,5%	-	100,0%
	8	-	-	4	-	-	4
		-	-	100,0%	-	-	100,0%
	Committees	1	2	3	10	4	20
		5,0%	10,0%	15,0%	50,0%	20,0%	100,0%
	Total	1	11	20	26	4	62
		1,6%	17,7%	32,3%	41,9%	6,5%	100,0%

No reply: 3 in 2006, 1 in 2008

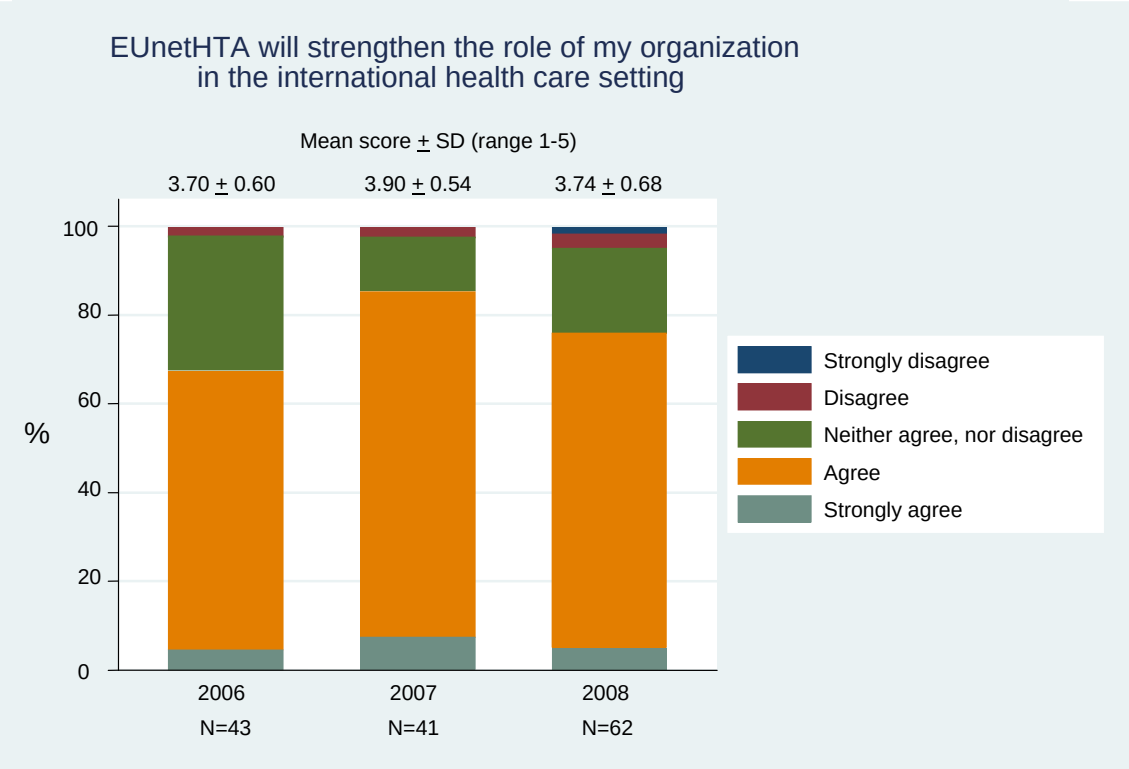


In response to the statement, “EUnetHTA will strengthen the role of my organization in the national healthcare setting,” the proportion of participants who responded “Strongly agree” varied among the survey years (9.5% in 2006, 14.6% in 2007, 6.5% in 2008). The proportion of participants who responded “Agree” was stable among the survey years (38.1% in 2006, 41.5% in 2007, 41.9% in 2008). The proportion of participants who responded “Neither agree nor disagree” varied among the survey years (35.7% in 2006, 26.8% in 2007, 32.3% in 2008). The combined proportion of those responding “Strongly disagree” or “Disagree” increased over the survey years (15.6% in 2006 to 17.1% in 2007 to 19.4% in 2008). Participants responded “Strongly disagree” only in 2007 (2.4%) and 2008 (1.6%). The mean score varied among the survey years (3.40 in 2006, 3.51 in 2007, 3.34 in 2008). The standard deviation increased between 2006 (0.89) and 2007 (1.00) and decreased between 2007 (1.00) and 2008 (0.90).

EUnetHTA will strengthen the role of my organization in the international health care setting

Group		Strongly disagree	Disagree	Neither agree, nor disagree	Agree	Strongly agree	Total
2006	1	-	-	-	1	-	1
		-	-	-	100,0%	-	100,0%
	2	-	-	3	7	-	10
		-	-	30,0%	70,0%	-	100,0%
	3	-	-	-	1	-	1
		-	-	-	100,0%	-	100,0%
	4	-	-	-	5	-	5
		-	-	-	100,0%	-	100,0%
	5	-	1	3	2	1	7
		-	14,3%	42,9%	28,6%	14,3%	100,0%
	6	-	-	1	3	-	4
		-	-	25,0%	75,0%	-	100,0%
	7	-	-	3	1	1	5
		-	-	60,0%	20,0%	20,0%	100,0%
	8	-	-	2	6	-	8
		-	-	25,0%	75,0%	-	100,0%
	Committees	-	-	1	1	-	2
		-	-	50,0%	50,0%	-	100,0%
	Total	-	1	13	27	2	43
		-	2,3%	30,2%	62,8%	4,7%	100,0%
2007	1	-	-	-	2	1	3
		-	-	-	66,7%	33,3%	100,0%
	2	-	-	1	7	-	8
		-	-	12,5%	87,5%	-	100,0%
	3	-	1	1	1	-	3
		-	33,3%	33,3%	33,3%	-	100,0%
	4	-	-	1	6	1	8
		-	-	12,5%	75,0%	12,5%	100,0%
	5	-	-	-	7	-	7
		-	-	-	100,0%	-	100,0%
	6	-	-	1	1	-	2
		-	-	50,0%	50,0%	-	100,0%
	7	-	-	-	4	1	5
		-	-	-	80,0%	20,0%	100,0%
	8	-	-	1	4	-	5
		-	-	20,0%	80,0%	-	100,0%
	Committees	-	-	-	-	-	-
		-	-	-	-	-	-
	Total	-	1	5	32	3	41
		-	2,4%	12,2%	78,0%	7,3%	100,0%
2008	1	-	-	1	5	-	6
		-	-	16,7%	83,3%	-	100,0%
	2	-	-	-	1	-	1
		-	-	-	100,0%	-	100,0%
	3	-	-	-	2	1	3
		-	-	-	66,7%	33,3%	100,0%
	4	-	2	3	8	-	13
		-	15,4%	23,1%	61,5%	-	100,0%
	5	-	-	1	4	-	5
		-	-	20,0%	80,0%	-	100,0%
	6	-	-	-	2	-	2
		-	-	-	100,0%	-	100,0%
	7	-	-	-	8	-	8
		-	-	-	100,0%	-	100,0%
	8	-	-	2	2	-	4
		-	-	50,0%	50,0%	-	100,0%
	Committees	1	-	5	12	2	20
		5,0%	-	25,0%	60,0%	10,0%	100,0%
	Total	1	2	12	44	3	62
		1,6%	3,2%	19,4%	71,0%	4,8%	100,0%

No reply: 2 in 2006, 1 in 2008

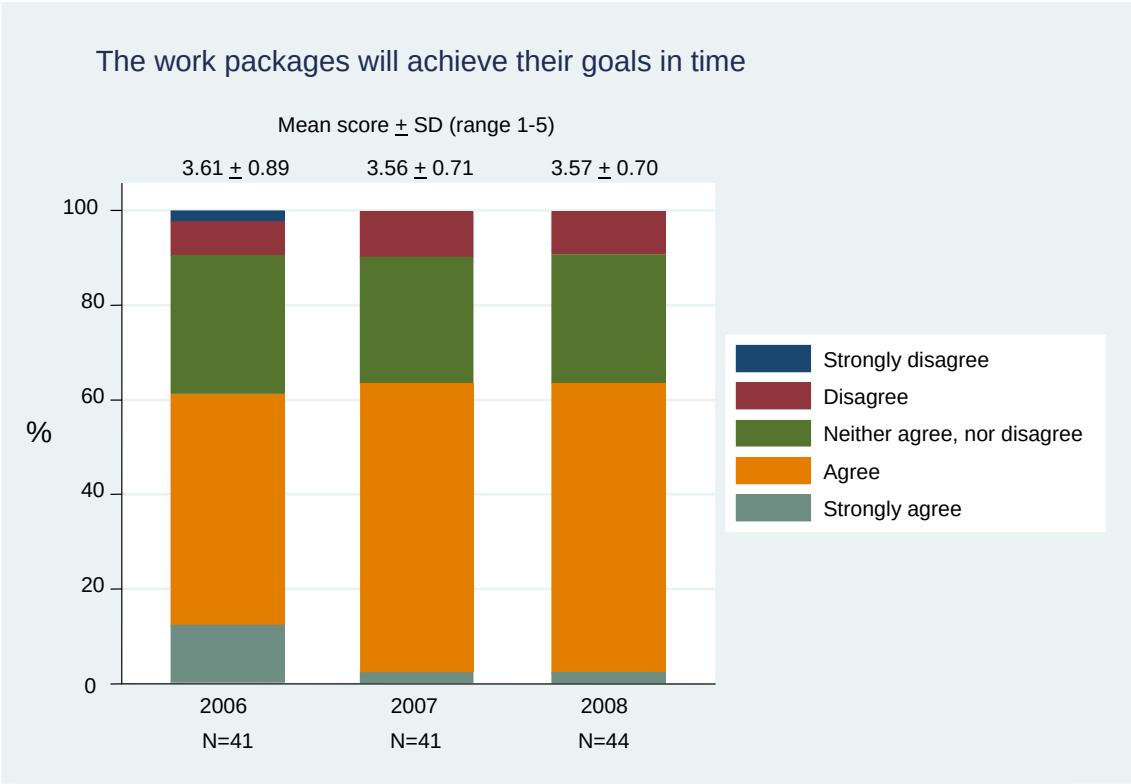


In response to the statement, “EUnetHTA will strengthen the role of my organization in the international health care setting,” the proportion of participants who responded “Strongly agree” increased between 2006 (4.7%) and 2007 (7.3%), then decreased in 2008 (4.8%). The proportion of participants who responded “Agree” increased substantially between 2006 (62.8%) and 2007 (78.0%) and decreased between 2007 (78.0%) and 2008 (71.0%). The proportion of participants who responded “Neither agree nor disagree” decreased substantially between 2006 (30.2%) and 2007 (12.2%) and increased between 2007 (12.2%) and 2008 (19.4%). The combined proportion of those responding “Strongly disagree” or “Disagree” remained stable between 2006 (2.3%) and 2007 (2.4%), increasing between 2007 (2.4%) and 2008 (4.8%). The only year in which participants responded “Strongly disagree” was 2008 (1 individual, 1.6%). The mean score increased between 2006 (3.70) and 2007 (3.90), then decreased in 2008 (3.74). The standard deviation decreased between 2006 (0.60) and 2007 (0.54) and increased between 2007 (0.54) and 2008 (0.68).

The work packages will achieve their goals in time

Group		Strongly disagree	Disagree	Neither agree, nor disagree	Agree	Strongly agree	Total
2006	1	-	-	1	-	-	1
		-	-	100,0%	-	-	100,0%
	2	-	-	5	4	1	10
		-	-	50,0%	40,0%	10,0%	100,0%
	3	-	-	-	1	-	1
		-	-	-	100,0%	-	100,0%
	4	-	-	1	4	-	5
		-	-	20,0%	80,0%	-	100,0%
	5	-	1	1	3	1	6
		-	16,7%	16,7%	50,0%	16,7%	100,0%
	6	-	1	1	1	1	4
		-	25,0%	25,0%	25,0%	25,0%	100,0%
	7	-	-	1	2	2	5
		-	-	20,0%	40,0%	40,0%	100,0%
	8	1	1	1	5	-	8
		12,5%	12,5%	12,5%	62,5%	-	100,0%
	Committees	-	-	1	-	-	1
		-	-	100,0%	-	-	100,0%
	Total	1	3	12	20	5	41
		2,4%	7,3%	29,3%	48,8%	12,2%	100,0%
2007	1	-	-	-	3	-	3
		-	-	-	100,0%	-	100,0%
	2	-	-	5	3	-	8
		-	-	62,5%	37,5%	-	100,0%
	3	-	-	-	3	-	3
		-	-	-	100,0%	-	100,0%
	4	-	3	-	5	-	8
		-	37,5%	-	62,5%	-	100,0%
	5	-	1	1	5	-	7
		-	14,3%	14,3%	71,4%	-	100,0%
	6	-	-	2	-	-	2
		-	-	100,0%	-	-	100,0%
	7	-	-	2	2	1	5
		-	-	40,0%	40,0%	20,0%	100,0%
	8	-	-	1	4	-	5
		-	-	20,0%	80,0%	-	100,0%
	Committees	-	-	-	-	-	-
		-	-	-	-	-	-
	Total	-	4	11	25	1	41
		-	9,8%	26,8%	61,0%	2,4%	100,0%
2008	1	-	-	4	2	-	6
		-	-	66,7%	33,3%	-	100,0%
	2	-	-	-	1	-	1
		-	-	-	100,0%	-	100,0%
	3	-	-	-	3	-	3
		-	-	-	100,0%	-	100,0%
	4	-	3	3	7	-	13
		-	23,1%	23,1%	53,8%	-	100,0%
	5	-	-	1	4	-	5
		-	-	20,0%	80,0%	-	100,0%
	6	-	1	1	-	-	2
		-	50,0%	50,0%	-	-	100,0%
	7	-	-	3	5	-	8
		-	-	37,5%	62,5%	-	100,0%
	8	-	-	-	3	1	4
		-	-	-	75,0%	25,0%	100,0%
	Committees	-	-	-	2	-	2
		-	-	-	100,0%	-	100,0%
	Total	-	4	12	27	1	44
		-	9,1%	27,3%	61,4%	2,3%	100,0%

No reply: 4 in 2006, 19 in 2008



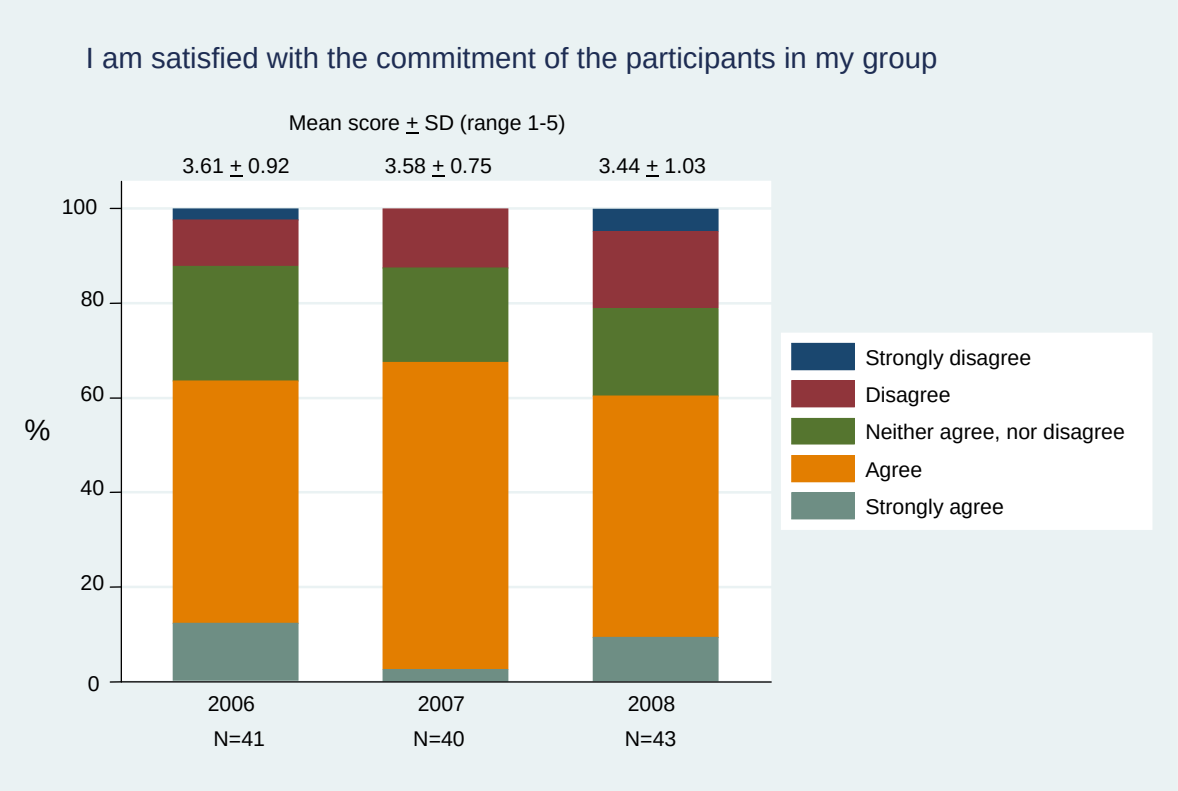
Note: The 2008 survey was different for Committees. They received a different questionnaire that did not include this question, which is why the number of participants in 2008 for this question is smaller than for other questions.

In response to the statement, "The work packages will achieve their goals in time," the proportions of participant responses were almost identical between 2007 and 2008. The combined proportion of participants who responded "Strongly disagree" or "Disagree" remained stable among the survey years (9.8% in 2006, 9.8% in 2007, 9.1% in 2008). The only year in which participants responded "Strongly disagree" was 2006 (1 individual, 2.4%). The proportion of participants who responded "Agree" increased between 2006 (48.8%) and 2007 (61.0%). The proportion of participants who responded "Strongly agree" decreased between 2006 (12.2%) and 2007 (2.4%). Due to the complementary inverse relationship noted, the combined proportion of participants who responded "Agree" or "Strongly agree" remained stable among the survey years (61.0% in 2006, 63.4% in 2007, 63.6% in 2008). The proportion of participants responding "Neither agree nor disagree" remained stable (29.3% in 2006, 26.8% in 2007, 27.3% in 2008). The mean score remained stable among the survey years (3.61 in 2006, 3.56 in 2007, 3.57 in 2008). The standard deviation decreased between 2006 (0.89) and 2007 (0.71) and remained stable between 2007 (0.71) and 2008 (0.70).

I am satisfied with the commitment of the participants in my group

Group		Strongly disagree	Disagree	Neither agree, nor disagree	Agree	Strongly agree	Total
2006	1	-	-	-	-	-	-
		-	-	-	-	-	-
	2	-	1	1	6	2	10
		-	10,0%	10,0%	60,0%	20,0%	100,0%
	3	-	-	-	-	1	1
		-	-	-	-	100,0%	100,0%
	4	-	-	2	3	-	5
		-	-	40,0%	60,0%	-	100,0%
	5	1	1	1	4	-	7
		14,3%	14,3%	14,3%	57,1%	-	100,0%
	6	-	-	2	2	-	4
		-	-	50,0%	50,0%	-	100,0%
	7	-	2	1	1	1	5
		-	40,0%	20,0%	20,0%	20,0%	100,0%
	8	-	-	3	4	1	8
		-	-	37,5%	50,0%	12,5%	100,0%
	Committees	-	-	-	1	-	1
		-	-	-	100,0%	-	100,0%
	Total	1	4	10	21	5	41
		2,4%	9,8%	24,4%	51,2%	12,2%	100,0%
2007	1	-	-	1	2	-	3
		-	-	33,3%	66,7%	-	100,0%
	2	-	1	2	5	-	8
		-	12,5%	25,0%	62,5%	-	100,0%
	3	-	-	-	2	1	3
		-	-	-	66,7%	33,3%	100,0%
	4	-	1	2	5	-	8
		-	12,5%	25,0%	62,5%	-	100,0%
	5	-	1	1	5	-	7
		-	14,3%	14,3%	71,4%	-	100,0%
	6	-	-	1	1	-	2
		-	-	50,0%	50,0%	-	100,0%
	7	-	2	-	2	-	4
		-	50,0%	-	50,0%	-	100,0%
	8	-	-	1	4	-	5
		-	-	20,0%	80,0%	-	100,0%
	Committees	-	-	-	-	-	-
		-	-	-	-	-	-
	Total	-	5	8	26	1	40
		-	12,5%	20,0%	65,0%	2,5%	100,0%
2008	1	-	1	-	5	-	6
		-	16,7%	-	83,3%	-	100,0%
	2	-	-	-	1	-	1
		-	-	-	100,0%	-	100,0%
	3	-	-	-	3	-	3
		-	-	-	100,0%	-	100,0%
	4	2	2	3	4	2	13
		15,4%	15,4%	23,1%	30,8%	15,4%	100,0%
	5	-	1	1	3	-	5
		-	20,0%	20,0%	60,0%	-	100,0%
	6	-	2	-	-	-	2
		-	100,0%	-	-	-	100,0%
	7	-	-	3	4	-	7
		-	-	42,9%	57,1%	-	100,0%
	8	-	1	1	1	1	4
		-	25,0%	25,0%	25,0%	25,0%	100,0%
	Committees	-	-	-	1	1	2
		-	-	-	50,0%	50,0%	100,0%
	Total	2	7	8	22	4	43
		4,7%	16,3%	18,6%	51,2%	9,3%	100,0%

No reply: 4 in 2006, 1 in 2007, 20 in 2008



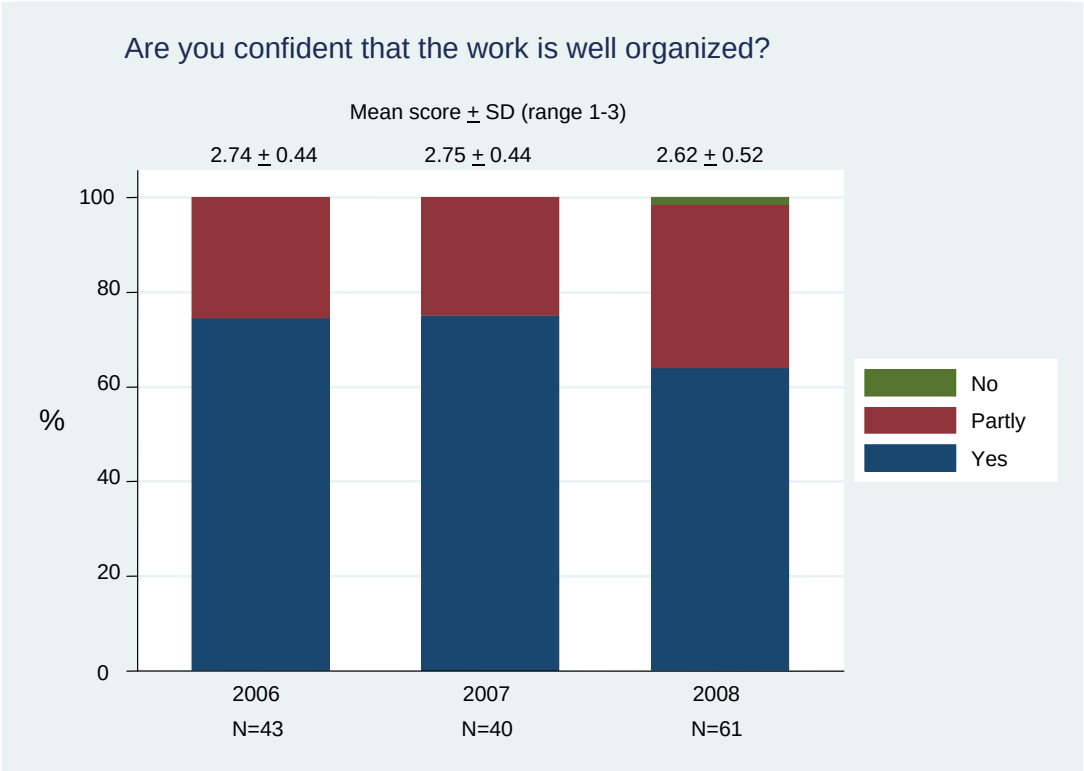
Note: The 2008 survey was different for Committees. They received a different questionnaire that did not include this question, which is why the number of participants in 2008 for this question is smaller than for other questions.

In response to the statement, "I am satisfied with the commitment of the participants in my group," the combined proportion of participants who responded "Strongly disagree" or "Disagree" remained stable between 2006 (12.2%) and 2007 (12.5%), with an increase between 2007 (12.5%) and 2008 (20.9%). The only years in which participants responded "Strongly disagree" were 2006 (1 individual, 2.4%) and 2008 (2 individuals, 4.7%). The proportion of participants responding "Neither agree nor disagree" decreased each survey year (24.4% in 2006 to 20.0% in 2007 to 18.6% in 2008). The proportion of participants who responded "Agree" increased between 2006 (51.2%) and 2007 (65.0%) and decreased between 2007 (65.0%) and 2008 (51.2%). The proportion of participants who responded "Strongly agree" decreased between 2006 (12.2%) and 2007 (2.5%) and increased between 2007 (2.5%) and 2008 (9.3%). The combined proportion of participants who responded "Agree" or "Strongly agree" varied among the survey years (63.4% in 2006, 67.5% in 2007, 60.5% in 2008). The mean score decreased with each survey year (3.61 in 2006 to 3.58 in 2007 to 3.44 in 2008). The standard deviation decreased between 2006 (0.92) and 2007 (0.75) and increased substantially between 2007 (0.75) and 2008 (1.03).

Are you confident that the work is well organized?

Group		Yes	Partly	No	Total
2006	1	-	1	-	1
		-	100,0%	-	100,0%
	2	7	3	-	10
		70,0%	30,0%	-	100,0%
	3	1	-	-	1
		100,0%	-	-	100,0%
	4	5	-	-	5
		100,0%	-	-	100,0%
	5	6	1	-	7
		85,7%	14,3%	-	100,0%
	6	1	3	-	4
		25,0%	75,0%	-	100,0%
	7	4	1	-	5
		80,0%	20,0%	-	100,0%
	8	7	1	-	8
		87,5%	12,5%	-	100,0%
	Committees	1	1	-	2
		50,0%	50,0%	-	100,0%
	Total	32	11	-	43
		74,4%	25,6%	-	100,0%
2007	1	2	1	-	3
		66,7%	33,3%	-	100,0%
	2	7	1	-	8
		87,5%	12,5%	-	100,0%
	3	2	1	-	3
		66,7%	33,3%	-	100,0%
	4	4	4	-	8
		50,0%	50,0%	-	100,0%
	5	6	1	-	7
		85,7%	14,3%	-	100,0%
	6	-	2	-	2
		-	100,0%	-	100,0%
	7	4	-	-	4
		100,0%	-	-	100,0%
	8	5	-	-	5
		100,0%	-	-	100,0%
	Committees	-	-	-	-
		-	-	-	-
	Total	30	10	-	40
		75,0%	25,0%	-	100,0%
2008	1	6	-	-	6
		100,0%	-	-	100,0%
	2	1	-	-	1
		100,0%	-	-	100,0%
	3	1	2	-	3
		33,3%	66,7%	-	100,0%
	4	7	6	-	13
		53,8%	46,2%	-	100,0%
	5	3	2	-	5
		60,0%	40,0%	-	100,0%
	6	1	1	-	2
		50,0%	50,0%	-	100,0%
	7	5	2	-	7
		71,4%	28,6%	-	100,0%
	8	4	-	-	4
		100,0%	-	-	100,0%
	Committees	11	8	1	20
		55,0%	40,0%	5,0%	100,0%
	Total	39	21	1	61
		63,9%	34,4%	1,6%	100,0%

No reply: 2 in 2006, 1 in 2007, 2 in 2008



In response to the question, “Are you confident that the work is well-organized?” the proportion of participants who responded “Yes” remained stable between 2006 (74.4%) and 2007 (75.0%), then decreased in 2008 (63.9%). The proportion of participants who responded “Partly” remained stable between 2006 (25.6%) and 2007 (25.0%), then increased in 2008 (34.4%) due to the drop in “Yes” responses. The only year in which participants responded “No” was 2008 (1 individual, 1.6%). The mean score correlated with the above trends, remaining stable between 2006 (2.74) and 2007 (2.75), then decreasing between 2007 (2.75) and 2008 (2.62). The standard deviation was the same for 2006 and 2007 (0.44) and increased in 2008 (0.52).

Are there organizational problems?

Group		Yes	Partly	No	Total
2006	1	- -	1 100,0%	- -	1 100,0%
	2	1 10,0%	5 50,0%	4 40,0%	10 100,0%
	3	- -	- -	1 100,0%	1 100,0%
	4	- -	1 20,0%	4 80,0%	5 100,0%
	5	- -	4 57,1%	3 42,9%	7 100,0%
	6	1 33,3%	1 33,3%	1 33,3%	3 100,0%
	7	2 40,0%	2 40,0%	1 20,0%	5 100,0%
	8	- -	1 12,5%	7 87,5%	8 100,0%
	Committees	- -	2 100,0%	- -	2 100,0%
	Total	4 9,5%	17 40,5%	21 50,0%	42 100,0%
2007	1	1 33,3%	1 33,3%	1 33,3%	3 100,0%
	2	- -	4 50,0%	4 50,0%	8 100,0%
	3	- -	1 33,3%	2 66,7%	3 100,0%
	4	1 12,5%	5 62,5%	2 25,0%	8 100,0%
	5	- -	3 42,9%	4 57,1%	7 100,0%
	6	- -	1 50,0%	1 50,0%	2 100,0%
	7	- -	- -	4 100,0%	4 100,0%
	8	- -	3 60,0%	2 40,0%	5 100,0%
	Committees	- -	- -	- -	- -
	Total	2 5,0%	18 45,0%	20 50,0%	40 100,0%
2008	1	- -	4 66,7%	2 33,3%	6 100,0%
	2	1 100,0%	- -	- -	1 100,0%
	3	- -	2 66,7%	1 33,3%	3 100,0%
	4	2 15,4%	5 38,5%	6 46,2%	13 100,0%
	5	1 20,0%	1 20,0%	3 60,0%	5 100,0%
	6	- -	2 100,0%	- -	2 100,0%
	7	- -	1 14,3%	6 85,7%	7 100,0%
	8	- -	- -	3 100,0%	3 100,0%
	Committees	4 20,0%	8 40,0%	8 40,0%	20 100,0%
	Total	8 13,3%	23 38,3%	29 48,3%	60 100,0%

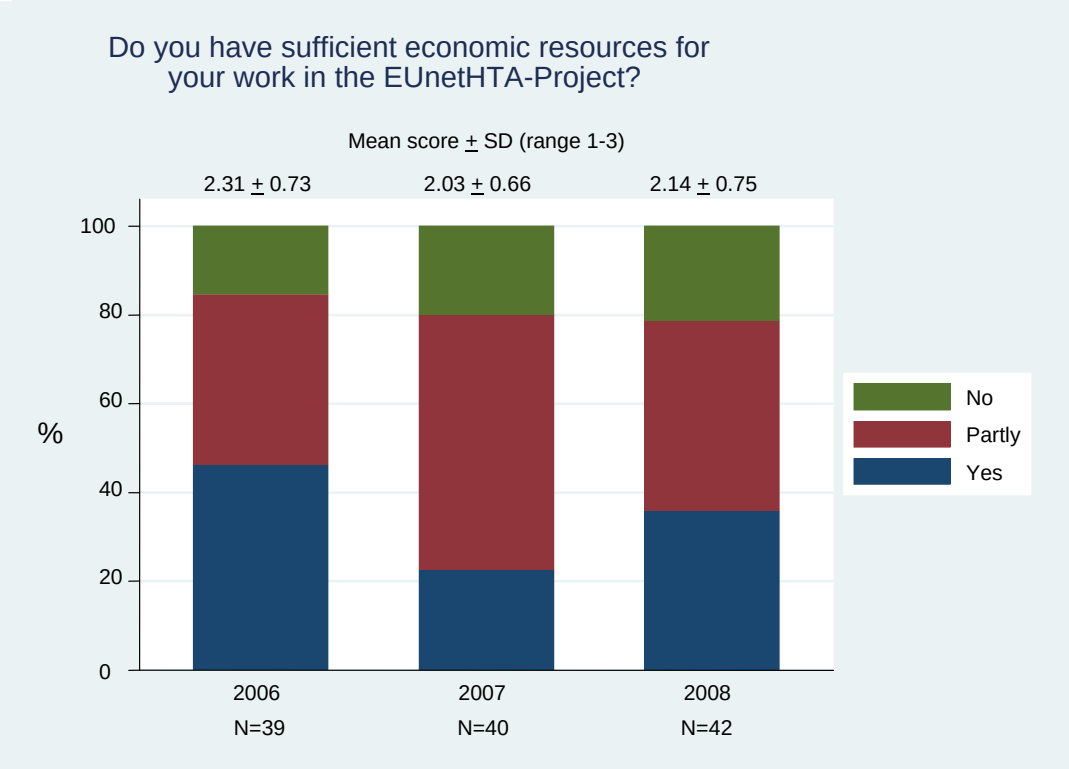
No reply: 3 in 2006, 1 in 2007, 3 in 2008

In response to the question, “Are there organizational problems?” the proportion of participants who responded “No” remained stable among the survey years (50.0% in 2006, 50.0% in 2007, 48.3% in 2008). Due to this trend, the combined proportion of participants responding “Yes” or “Partly” also remained stable. The proportion of participants responding “Partly” varied among the survey years (40.5% in 2006, 45.0% in 2007, 38.3% in 2008). The proportion of those responding “Yes” also varied (9.5% in 2006, 5.0% in 2007, 13.3% in 2008). The mean score varied as well, in accordance with the above trends (2.40 in 2006 to 2.45 in 2007 to 2.35 in 2008). The standard deviation also varied among the survey years (0.66 in 2006, 0.60 in 2007, 0.71 in 2008).

Do you have sufficient economic resources for your work in the EUnetHTA-project?

Group		Yes	Partly	No	Total
2006	1	1 100,0%	- -	- -	1 100,0%
	2	5 50,0%	2 20,0%	3 30,0%	10 100,0%
	3	1 100,0%	- -	- -	1 100,0%
	4	3 60,0%	1 20,0%	1 20,0%	5 100,0%
	5	3 42,9%	3 42,9%	1 14,3%	7 100,0%
	6	1 50,0%	1 50,0%	- -	2 100,0%
	7	1 20,0%	3 60,0%	1 20,0%	5 100,0%
	8	2 28,6%	5 71,4%	- -	7 100,0%
	Committees	1 100,0%	- -	- -	1 100,0%
	Total	18 46,2%	15 38,5%	6 15,4%	39 100,0%
2007	1	- -	3 100,0%	- -	3 100,0%
	2	1 12,5%	4 50,0%	3 37,5%	8 100,0%
	3	- -	3 100,0%	- -	3 100,0%
	4	2 28,6%	3 42,9%	2 28,6%	7 100,0%
	5	2 28,6%	3 42,9%	2 28,6%	7 100,0%
	6	1 50,0%	- -	1 50,0%	2 100,0%
	7	2 40,0%	3 60,0%	- -	5 100,0%
	8	1 20,0%	4 80,0%	- -	5 100,0%
	Committees	- -	- -	- -	- -
	Total	9 22,5%	23 57,5%	8 20,0%	40 100,0%
2008	1	1 16,7%	5 83,3%	- -	6 100,0%
	2	- -	1 100,0%	- -	1 100,0%
	3	- -	3 100,0%	- -	3 100,0%
	4	7 53,8%	2 15,4%	4 30,8%	13 100,0%
	5	1 20,0%	3 60,0%	1 20,0%	5 100,0%
	6	- -	1 50,0%	1 50,0%	2 100,0%
	7	5 62,5%	3 37,5%	- -	8 100,0%
	8	1 25,0%	- -	3 75,0%	4 100,0%
	Committees	- -	- -	- -	- -
	Total	15 35,7%	18 42,9%	9 21,4%	42 100,0%

No reply: 6 in 2006, 1 in 2007, 21 in 2008

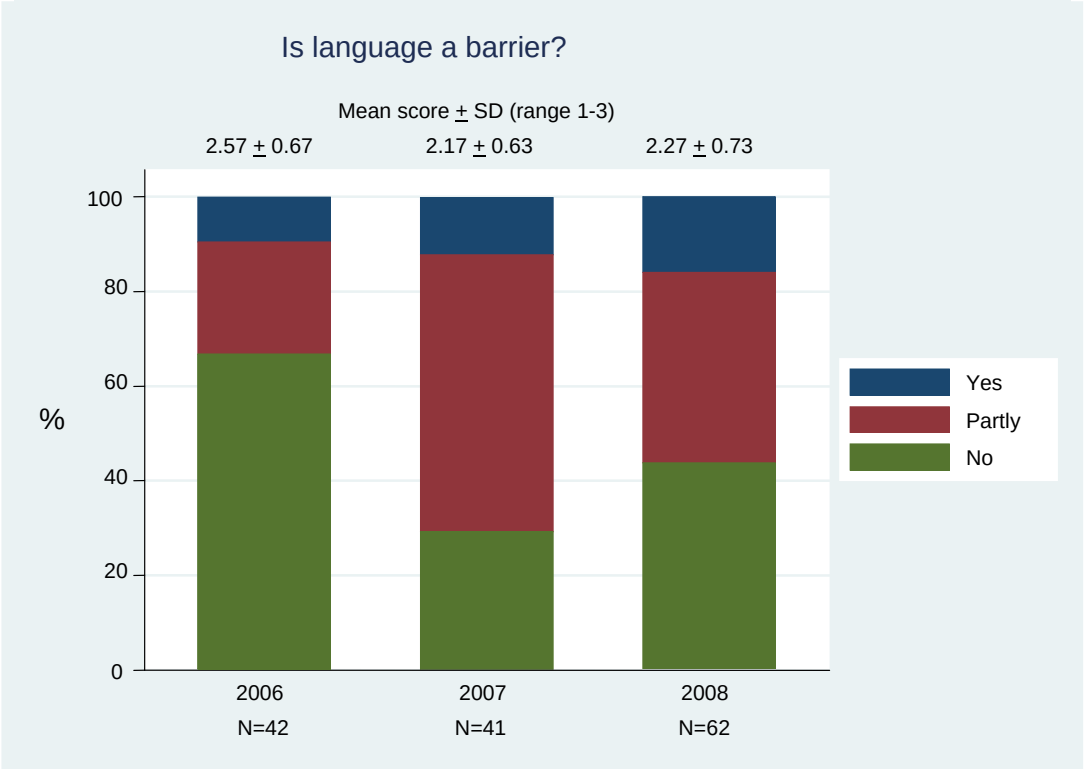


In response to the question, “Do you have sufficient economic resources for your work in the EUnetHTA-Project?” the proportion of participants who responded “No” increased with each survey year (15.4% in 2006 to 20.0% in 2007 to 21.4% in 2008). There was a substantial increase in the proportion of participants who responded “Partly” between 2006 (38.5%) and 2007 (57.5%), followed by a decrease in 2008 (42.9%). There was a substantial decrease in the proportion of participants who responded “Yes” between 2006 (46.2%) and 2007 (22.5%), followed by an increase in 2008 (35.7%). The mean score decreased substantially between 2006 (2.31) and 2007 (2.03), then increased in 2008 (2.14). The standard deviation varied among the survey years (0.73 in 2006, 0.66 in 2007, 0.75 in 2008).

Is language a barrier?

Group		Yes	Partly	No	Total
2006	1	-	-	1	1
		-	-	100,0%	100,0%
	2	2	1	7	10
		20,0%	10,0%	70,0%	100,0%
	3	-	1	-	1
		-	100,0%	-	100,0%
	4	1	1	3	5
		20,0%	20,0%	60,0%	100,0%
	5	-	2	5	7
		-	28,6%	71,4%	100,0%
	6	-	-	4	4
		-	-	100,0%	100,0%
	7	1	1	2	4
		25,0%	25,0%	50,0%	100,0%
	8	-	3	5	8
		-	37,5%	62,5%	100,0%
	Committees	-	1	1	2
		-	50,0%	50,0%	100,0%
	Total	4	10	28	42
		9,5%	23,8%	66,7%	100,0%
2007	1	1	1	1	3
		33,3%	33,3%	33,3%	100,0%
	2	-	6	2	8
		-	75,0%	25,0%	100,0%
	3	1	1	1	3
		33,3%	33,3%	33,3%	100,0%
	4	1	4	3	8
		12,5%	50,0%	37,5%	100,0%
	5	1	5	1	7
		14,3%	71,4%	14,3%	100,0%
	6	-	-	2	2
		-	-	100,0%	100,0%
	7	1	3	1	5
		20,0%	60,0%	20,0%	100,0%
	8	-	4	1	5
		-	80,0%	20,0%	100,0%
	Committees	-	-	-	-
		-	-	-	-
	Total	5	24	12	41
		12,2%	58,5%	29,3%	100,0%
2008	1	-	4	2	6
		-	66,7%	33,3%	100,0%
	2	-	-	1	1
		-	-	100,0%	100,0%
	3	1	1	1	3
		33,3%	33,3%	33,3%	100,0%
	4	2	6	5	13
		15,4%	46,2%	38,5%	100,0%
	5	2	1	2	5
		40,0%	20,0%	40,0%	100,0%
	6	-	2	-	2
		-	100,0%	-	100,0%
	7	3	2	3	8
		37,5%	25,0%	37,5%	100,0%
	8	-	-	4	4
		-	-	100,0%	100,0%
	Committees	2	9	9	20
		10,0%	45,0%	45,0%	100,0%
	Total	10	25	27	62
		16,1%	40,3%	43,5%	100,0%

No reply: 3 in 2006, 1 in 2008



In response to the question, “Is language a barrier?” the proportion of participants who responded “Yes” increased with each survey year (9.5% in 2006 to 12.2% in 2007 to 16.1% in 2008). There was a substantial increase in the proportion of participants who responded “Partly” between 2006 (23.8%) and 2007 (58.5%), followed by a substantial decrease in 2008 (40.3%). There was a substantial decrease in the proportion of participants who responded “No” between 2006 (66.7%) and 2007 (29.3%), followed by an increase in 2008 (43.5%). The mean score decreased substantially between 2006 (2.57) and 2007 (2.17), then increased in 2008 (2.27). The standard deviation varied among the survey years (0.67 in 2006, 0.63 in 2007, 0.73 in 2008).

2) QUESTIONS CONCERNING GROUP WORK ONLY. COMPARISON BETWEEN ANNUAL SURVEYS

This part of the questionnaire includes five quantitative questions about the development of the work in the eight Work Packages. The number of response categories was three (range of scores between 1 and 3). These five questions obtained the following results:

1. “Do you have a clear picture of your WP-objective for this year?”
   Range of means: 2.50 to 2.74

2. “Do you have a clear view of your tasks in the project for the next year?”
   Range of means: 2.24 to 2.55

3. “Do you have the necessary resources to perform your tasks for the next year?”
   Range of means: 2.09 to 2.36

4. “Are you able to integrate your WP-tasks into your daily work?”
   Range of means: 2.27 to 2.28

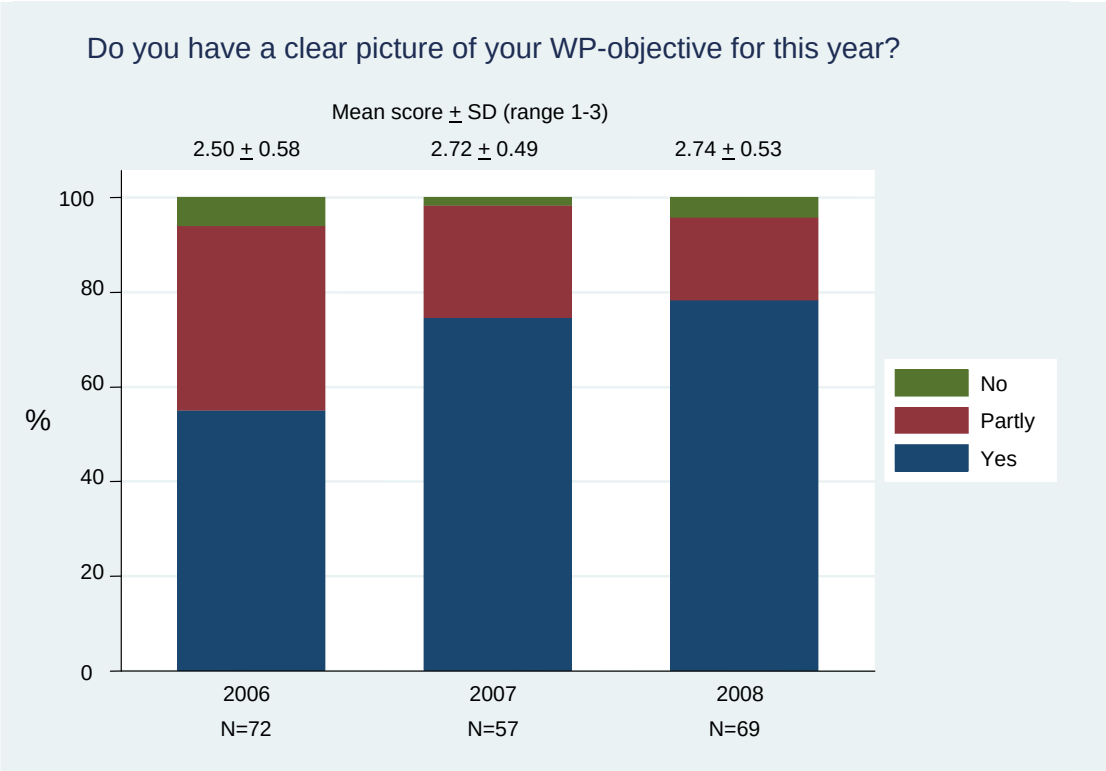
5. “Do you see any problems ahead?”
   Range of means: 1.97 to 2.12

Question 5, which asked about foreseeable problems, produced the lowest results. Question 1, which asked about clarity of the objectives for the current year, produced the most positive responses. Questions 2 and 3, which asked about tasks and resources for the following year, both produced slightly less positive results. Question 4, which asked about integration into daily work, produced the smallest range of means.

Do you have a clear picture of your WP-objective for this year?

Group		Yes	Partly	No	Total
2006	1	4 100,0%	- -	- -	4 100,0%
	2	7 50,0%	7 50,0%	- -	14 100,0%
	3	4 100,0%	- -	- -	4 100,0%
	4	4 50,0%	3 37,5%	1 12,5%	8 100,0%
	5	8 66,7%	4 33,3%	- -	12 100,0%
	6	1 12,5%	6 75,0%	1 12,5%	8 100,0%
	7	4 44,4%	5 55,6%	- -	9 100,0%
	8	7 53,8%	5 38,5%	1 7,7%	13 100,0%
	Total	39 54,2%	30 41,7%	3 4,2%	72 100,0%
2007	1	4 57,1%	3 42,9%	- -	7 100,0%
	2	4 50,0%	4 50,0%	- -	8 100,0%
	3	3 100,0%	- -	- -	3 100,0%
	4	8 88,9%	1 11,1%	- -	9 100,0%
	5	8 80,0%	2 20,0%	- -	10 100,0%
	6	4 66,7%	1 16,7%	1 16,7%	6 100,0%
	7	5 71,4%	2 28,6%	- -	7 100,0%
	8	6 85,7%	1 14,3%	- -	7 100,0%
	Total	42 73,7%	14 24,6%	1 1,8%	57 100,0%
2008	1	8 100,0%	- -	- -	8 100,0%
	2	4 66,7%	1 16,7%	1 16,7%	6 100,0%
	3	4 100,0%	- -	- -	4 100,0%
	4	14 93,3%	1 6,7%	- -	15 100,0%
	5	6 54,5%	5 45,5%	- -	11 100,0%
	6	4 50,0%	2 25,0%	2 25,0%	8 100,0%
	7	9 81,8%	2 18,2%	- -	11 100,0%
	8	5 83,3%	1 16,7%	- -	6 100,0%
	Total	54 78,3%	12 17,4%	3 4,3%	69 100,0%

No reply: 0

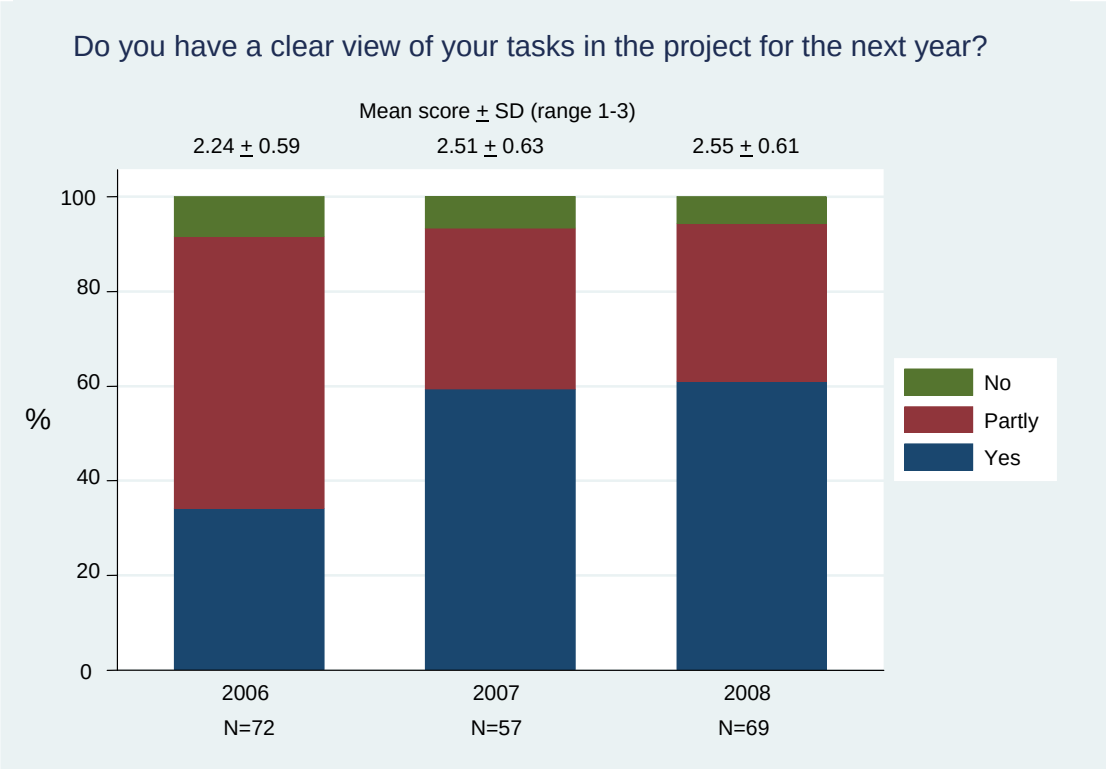


In response to the question, “Do you have a clear picture of your WP-objective for this year?” the proportion of participants who responded “Yes” increased substantially between 2006 (54.2%) and 2007 (73.7%), with a continued increase between 2007 (73.7%) and 2008 (78.3%). The proportion of participants who responded “Partly” decreased substantially between 2006 (41.7%) and 2007 (24.6%), with a continued decrease between 2007 (24.6%) and 2008 (17.4%). The proportion of participants who responded “No” remained stable among the survey years (4.2% in 2006, 1.8% in 2007, 4.3% in 2008). The mean score increased substantially between 2006 (2.50) and 2007 (2.72), and remained stable between 2007 (2.72) and 2008 (2.74). The standard deviation varied among the survey years (0.58 in 2006, 0.49 in 2007, 0.53 in 2008).

Do you have a clear view of your tasks in the project for then next year?

Group		Yes	Partly	No	Total
2006	1	4	-	-	4
		100,0%	-	-	100,0%
	2	4	9	1	14
		28,6%	64,3%	7,1%	100,0%
	3	-	3	1	4
		-	75,0%	25,0%	100,0%
	4	3	5	-	8
		37,5%	62,5%	-	100,0%
	5	2	10	-	12
		16,7%	83,3%	-	100,0%
	6	2	5	1	8
		25,0%	62,5%	12,5%	100,0%
	7	1	7	1	9
		11,1%	77,8%	11,1%	100,0%
	8	7	4	2	13
		53,8%	30,8%	15,4%	100,0%
	Total	23	43	6	72
		31,9%	59,7%	8,3%	100,0%
2007	1	4	3	-	7
		57,1%	42,9%	-	100,0%
	2	2	4	2	8
		25,0%	50,0%	25,0%	100,0%
	3	2	1	-	3
		66,7%	33,3%	-	100,0%
	4	3	6	-	9
		33,3%	66,7%	-	100,0%
	5	6	3	1	10
		60,0%	30,0%	10,0%	100,0%
	6	4	1	1	6
		66,7%	16,7%	16,7%	100,0%
	7	6	1	-	7
		85,7%	14,3%	-	100,0%
	8	6	1	-	7
		85,7%	14,3%	-	100,0%
	Total	33	20	4	57
		57,9%	35,1%	7,0%	100,0%
2008	1	8	-	-	8
		100,0%	-	-	100,0%
	2	4	1	1	6
		66,7%	16,7%	16,7%	100,0%
	3	3	1	-	4
		75,0%	25,0%	-	100,0%
	4	9	6	-	15
		60,0%	40,0%	-	100,0%
	5	3	8	-	11
		27,3%	72,7%	-	100,0%
	6	3	2	3	8
		37,5%	25,0%	37,5%	100,0%
	7	8	3	-	11
		72,7%	27,3%	-	100,0%
	8	4	2	-	6
		66,7%	33,3%	-	100,0%
	Total	42	23	4	69
		60,9%	33,3%	5,8%	100,0%

No reply: 0



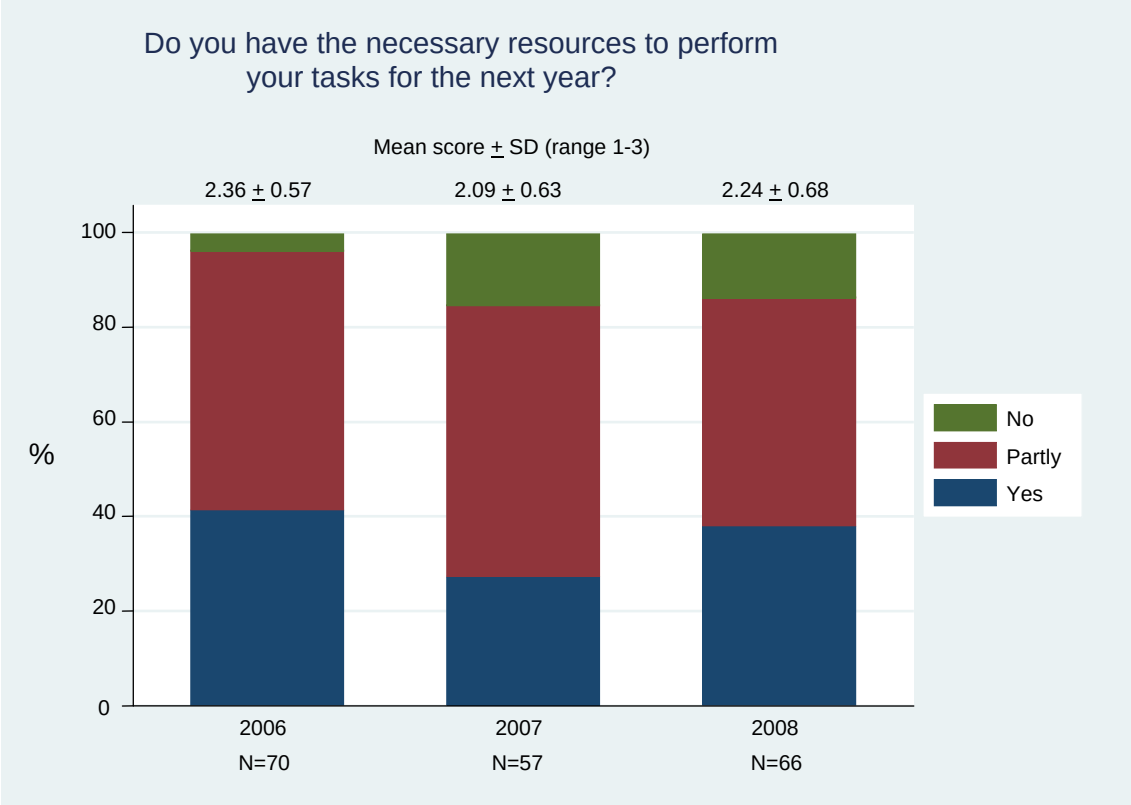
Note: the 2008 survey inquired about the resources for that year, not for 2009.

In response to the question, "Do you have a clear view of your tasks in the project for the next year?" the proportion of participants who responded "No" decreased with each survey year (8.3% in 2006 to 7.0% in 2007 to 5.8% in 2008). The proportion of participants who responded "Partly" decreased substantially between 2006 (59.7%) and 2007 (35.1%) and remained stable between 2007 (35.1%) and 2008 (33.3%). The proportion of participants who responded "Yes" increased substantially between 2006 (31.9%) and 2007 (57.9%) and increased between survey years 2007 (57.9%) and 2008 (60.9%). The mean score correlated with the above trends, increasing substantially between 2006 (2.24) and 2007 (2.51), and then remained stable between 2007 (2.51) and 2008 (2.55). The standard deviation remained stable among the survey years (0.59 in 2006, 0.63 in 2007, 0.61 in 2008).

Do you have the necessary resources to perform your tasks for the next year?

Group		Yes	Partly	No	Total
2006	1	1	2	1	4
		25,0%	50,0%	25,0%	100,0%
	2	6	8	-	14
		42,9%	57,1%	-	100,0%
	3	1	2	1	4
		25,0%	50,0%	25,0%	100,0%
	4	5	3	-	8
		62,5%	37,5%	-	100,0%
	5	6	5	1	12
		50,0%	41,7%	8,3%	100,0%
	6	4	3	-	7
		57,1%	42,9%	-	100,0%
	7	1	8	-	9
		11,1%	88,9%	-	100,0%
	8	4	8	-	12
		33,3%	66,7%	-	100,0%
	Total	28	39	3	70
		40,0%	55,7%	4,3%	100,0%
2007	1	2	5	-	7
		28,6%	71,4%	-	100,0%
	2	2	3	3	8
		25,0%	37,5%	37,5%	100,0%
	3	-	3	-	3
		-	100,0%	-	100,0%
	4	4	3	2	9
		44,4%	33,3%	22,2%	100,0%
	5	2	7	1	10
		20,0%	70,0%	10,0%	100,0%
	6	1	4	1	6
		16,7%	66,7%	16,7%	100,0%
	7	2	4	1	7
		28,6%	57,1%	14,3%	100,0%
	8	1	5	1	7
		14,3%	71,4%	14,3%	100,0%
	Total	14	34	9	57
		24,6%	59,6%	15,8%	100,0%
2008	1	5	3	-	8
		62,5%	37,5%	-	100,0%
	2	3	3	-	6
		50,0%	50,0%	-	100,0%
	3	2	1	1	4
		50,0%	25,0%	25,0%	100,0%
	4	5	8	2	15
		33,3%	53,3%	13,3%	100,0%
	5	3	8	-	11
		27,3%	72,7%	-	100,0%
	6	1	3	2	6
		16,7%	50,0%	33,3%	100,0%
	7	4	4	3	11
		36,4%	36,4%	27,3%	100,0%
	8	2	2	1	5
		40,0%	40,0%	20,0%	100,0%
	Total	25	32	9	66
		37,9%	48,5%	13,6%	100,0%

No reply: 2 in 2006, 3 in 2008



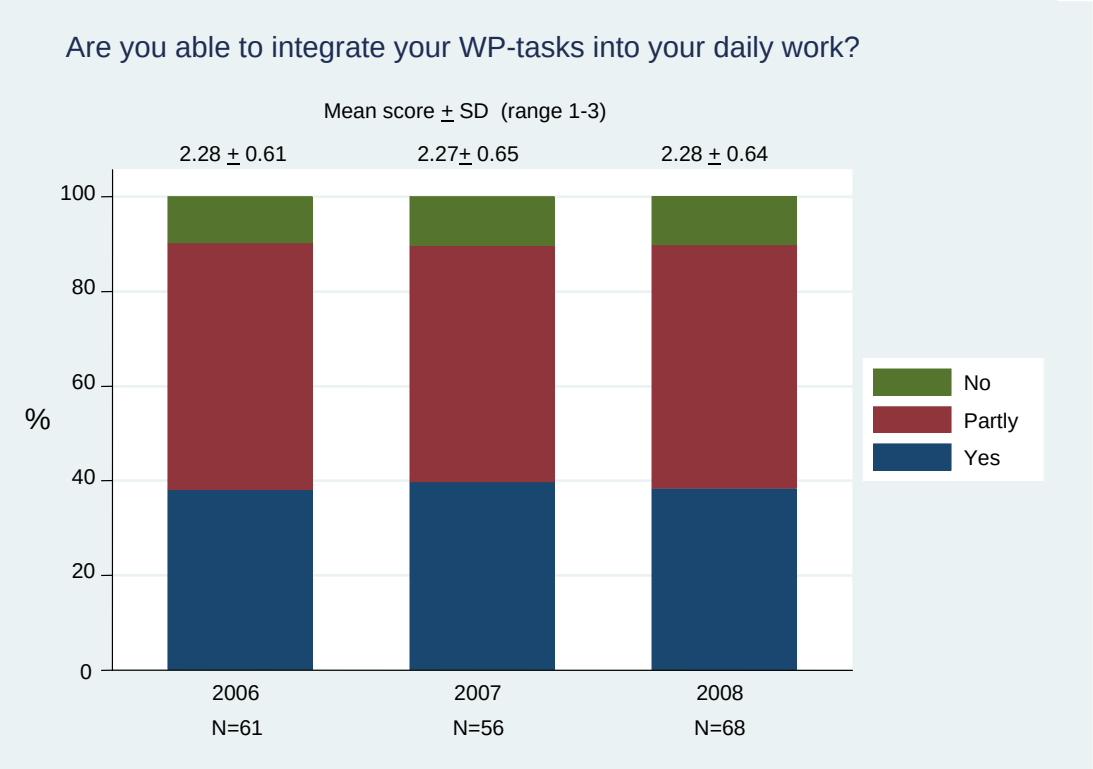
Note: the 2008 survey inquired about the resources for that year, not for 2009.

In response to the question, “Do you have the necessary resources to perform your tasks for the next year?” the proportion of participants who responded “Yes” decreased between 2006 (40.0%) and 2007 (24.6%), then increased between 2007 (24.6%) and 2008 (37.9%). The proportion of participants responding “Partly” increased between 2006 (55.7%) and 2007 (59.6%), then decreased between 2007 (59.6%) and 2008 (48.5%). The proportion of participants who responded “No” increased between 2006 (4.3%) and 2007 (15.8%), then decreased between 2007 (15.8%) and 2008 (13.6%). The mean score decreased substantially between 2006 (2.36) and 2007 (2.09), then increased between 2007 (2.09) and 2008 (2.24). The standard deviation increased each survey year (0.57 in 2006 to 0.63 in 2007 to 0.68 in 2008).

Are you able to integrate your WP-tasks into your daily work?

Group		Yes	Partly	No	Total
2006	1	2 50,0%	2 50,0%	- -	4 100,0%
	2	5 41,7%	7 58,3%	- -	12 100,0%
	3	2 100,0%	- -	- -	2 100,0%
	4	3 37,5%	5 62,5%	- -	8 100,0%
	5	4 40,0%	5 50,0%	1 10,0%	10 100,0%
	6	- -	5 83,3%	1 16,7%	6 100,0%
	7	2 28,6%	3 42,9%	2 28,6%	7 100,0%
	8	4 33,3%	7 58,3%	1 8,3%	12 100,0%
	Total	22 36,1%	34 55,7%	5 8,2%	61 100,0%
2007	1	3 42,9%	3 42,9%	1 14,3%	7 100,0%
	2	6 85,7%	- -	1 14,3%	7 100,0%
	3	1 33,3%	2 66,7%	- -	3 100,0%
	4	2 22,2%	5 55,6%	2 22,2%	9 100,0%
	5	3 30,0%	7 70,0%	- -	10 100,0%
	6	- -	4 66,7%	2 33,3%	6 100,0%
	7	4 57,1%	3 42,9%	- -	7 100,0%
	8	2 28,6%	5 71,4%	- -	7 100,0%
	Total	21 37,5%	29 51,8%	6 10,7%	56 100,0%
2008	1	4 50,0%	3 37,5%	1 12,5%	8 100,0%
	2	3 50,0%	2 33,3%	1 16,7%	6 100,0%
	3	1 25,0%	2 50,0%	1 25,0%	4 100,0%
	4	5 33,3%	10 66,7%	- -	15 100,0%
	5	3 27,3%	8 72,7%	- -	11 100,0%
	6	2 28,6%	3 42,9%	2 28,6%	7 100,0%
	7	7 63,6%	2 18,2%	2 18,2%	11 100,0%
	8	1 16,7%	5 83,3%	- -	6 100,0%
	Total	26 38,2%	35 51,5%	7 10,3%	68 100,0%

No reply: 11 in 2006, 1 in 2007, 1 in 2008

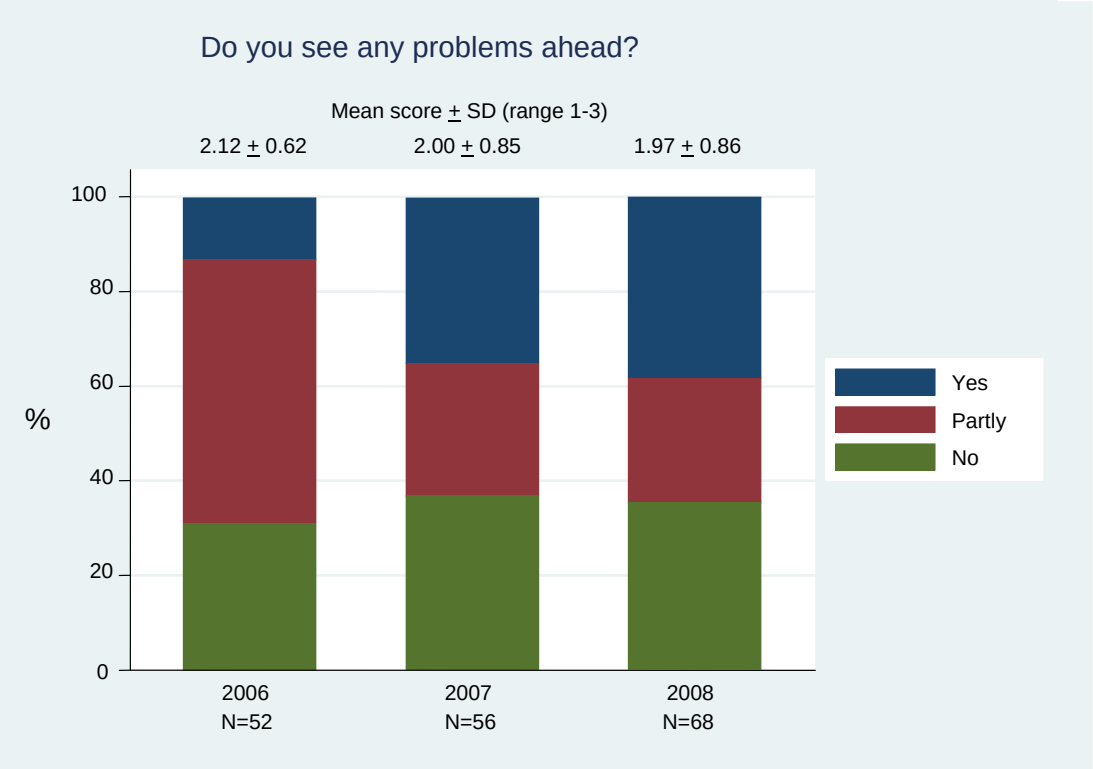


In response to the question, “Are you able to integrate your WP-tasks into your daily work?” the proportions of participant responses were almost identical among the survey years. The proportion of participants who responded “Yes” remained stable among the survey years (36.1% in 2006, 37.5% in 2007, 38.2% in 2008). The proportion of participants responding “Partly” decreased between 2006 (55.7%) and 2007 (51.8%) and remained stable between 2007 (51.8%) and 2008 (51.5%). The proportion of participants who responded “No” varied remained stable among the survey years (8.2% in 2006, 10.7% in 2007, 10.3% in 2008). The mean score remained virtually constant among the survey years (2.28 in 2006, 2.27 in 2007, 2.28 in 2008). The standard deviation remained stable among the survey years (0.61 in 2006, 0.65 in 2007, 0.64 in 2008).

Do you see any problems ahead?

Group		Yes	Partly	No	Total
2006	1	1 33,3%	2 66,7%	- -	3 100,0%
	2	2 22,2%	5 55,6%	2 22,2%	9 100,0%
	3	1 100,0%	- -	- -	1 100,0%
	4	- -	5 62,5%	3 37,5%	8 100,0%
	5	- -	7 77,8%	2 22,2%	9 100,0%
	6	1 14,3%	4 57,1%	2 28,6%	7 100,0%
	7	1 20,0%	3 60,0%	1 20,0%	5 100,0%
	8	1 10,0%	6 60,0%	3 30,0%	10 100,0%
	Total	7 13,5%	32 61,5%	13 25,0%	52 100,0%
2007	1	1 16,7%	3 50,0%	2 33,3%	6 100,0%
	2	4 50,0%	1 12,5%	3 37,5%	8 100,0%
	3	1 33,3%	1 33,3%	1 33,3%	3 100,0%
	4	4 44,4%	3 33,3%	2 22,2%	9 100,0%
	5	2 20,0%	2 20,0%	6 60,0%	10 100,0%
	6	3 50,0%	3 50,0%	- -	6 100,0%
	7	3 42,9%	1 14,3%	3 42,9%	7 100,0%
	8	2 28,6%	2 28,6%	3 42,9%	7 100,0%
	Total	20 35,7%	16 28,6%	20 35,7%	56 100,0%
2008	1	5 62,5%	2 25,0%	1 12,5%	8 100,0%
	2	4 66,7%	1 16,7%	1 16,7%	6 100,0%
	3	2 50,0%	- -	2 50,0%	4 100,0%
	4	7 46,7%	3 20,0%	5 33,3%	15 100,0%
	5	1 9,1%	3 27,3%	7 63,6%	11 100,0%
	6	1 14,3%	3 42,9%	3 42,9%	7 100,0%
	7	4 36,4%	4 36,4%	3 27,3%	11 100,0%
	8	2 33,3%	2 33,3%	2 33,3%	6 100,0%
	Total	26 38,2%	18 26,5%	24 35,3%	68 100,0%

No reply: 20 in 2006, 1 in 2007, 1 in 2008



In response to the question, “Do you see any problems ahead?” the proportion of participants who responded “Yes” increased substantially between 2006 (13.5%) and 2007 (35.7%), with a continued increase between 2007 (35.7%) and 2008 (38.2%). The proportion of participants responding “Partly” decreased substantially between 2006 (61.5%) and 2007 (28.6%), and decreased between 2007 (28.6%) and 2008 (26.5%). The proportion of participants who responded “No” increased between 2006 (25.0%) and 2007 (35.7%), then remained stable in 2008 (35.3%). The mean score decreased each survey year (2.12 in 2006 to 2.00 in 2007 to 1.97 in 2008). The standard deviation increased substantially between 2006 (0.62) and 2007 (0.85) and remained stable in 2008 (0.86).

3) LOOKING BACK ON THE OVERALL PROJECT; QUESTIONS ONLY FROM 2008 SURVEY

First, four questions that evaluate the internal work of the overall project were analysed, which are the following:

1. How do you rate the collaboration in your WP?
2. How do you rate the leader in your WP?
3. How do you rate the collaboration between the WP's?
4. How do you rate the central leadership of the project?

For Questions 1, 2, and 4, participants who responded "Good" or "Very good" comprised the majority proportion (Q1: 74.4%, Q2: 85.7%, Q4: 87.5%). The proportions of participants who responded "Good" were variable (Q1: 59.0%, Q2: 48.6%, Q4: 65.0%), as were the proportions for the response "Very good" (Q1: 15.4%, Q2: 37.1%, Q4: 22.5%). For these same questions, the proportions of participants responding "Poor" or "Very poor" were small (Q1: 10.3%, Q2: 2.9%, Q4: 0.0%), with the lone response of "Very poor" being produced by Question 1 (2.6%). Likewise, the proportions of participants who responded "Neither good, nor bad" were small (Q1: 15.4%, Q2: 11.4%, Q4: 12.5%).

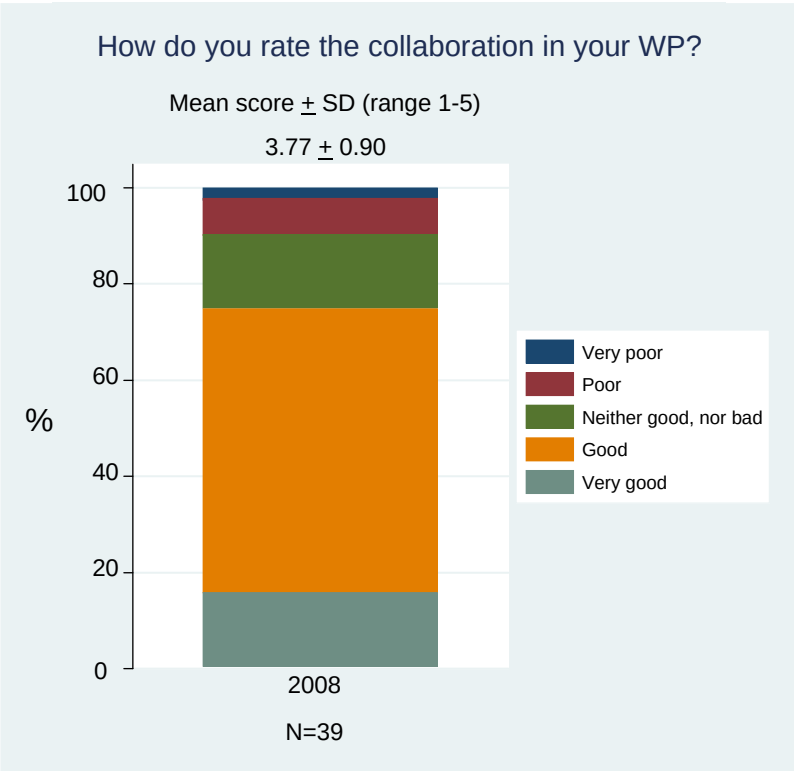
For Question 3, there was no clear majority of responses; the proportions of participant responses were: 28.6% for "Poor" or "Very poor" (14.3% for each), 33.3% for "Good," and 38.1% for "Neither good, nor bad." No participant responded "Very good."

Mean scores for the four questions were best among Questions 1 (3.77), 2 (4.20), and 4 (4.10); Question 3 produced the worst mean score (2.90). The smallest standard deviation was produced by Question 4 (0.59), and the largest was produced by Question 3 (1.03). Questions 1 (0.90) and 2 (0.76) produced intermediate standard deviations.

How do you rate the collaboration in your WP?

Group	Very poor	Poor	Neither good, nor bad	Good	Very good	Total
1	-	-	1	2	1	4
	-	-	25,0%	50,0%	25,0%	100,0%
2	-	-	-	1	-	1
	-	-	-	100,0%	-	100,0%
3	-	-	1	2	-	3
	-	-	33,3%	66,7%	-	100,0%
4	1	1	-	8	3	13
	7,7%	7,7%	-	61,5%	23,1%	100,0%
5	-	1	-	3	1	5
	-	20,0%	-	60,0%	20,0%	100,0%
6	-	1	-	-	-	1
	-	100,0%	-	-	-	100,0%
7	-	-	2	6	-	8
	-	-	25,0%	75,0%	-	100,0%
8	-	-	2	1	1	4
	-	-	50,0%	25,0%	25,0%	100,0%
Total	1	3	6	23	6	39
	2,6%	7,7%	15,4%	59,0%	15,4%	100,0%

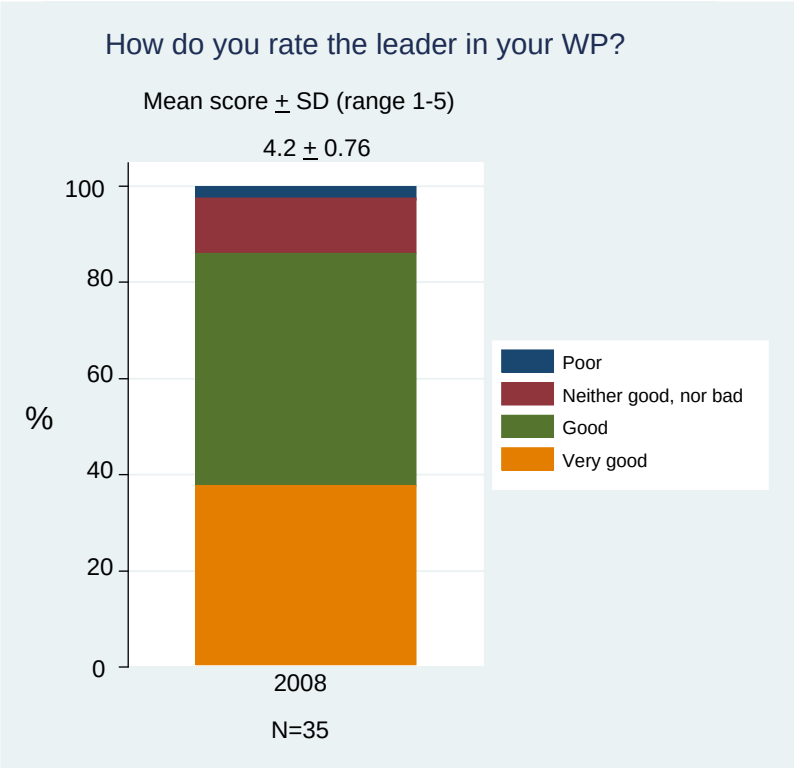
No reply= 4



How do you rate the leader in your WP?

Group	Very poor	Poor	Neither good, nor bad	Good	Very good	Total
1	-	-	1	1	1	3
	-	-	33,3%	33,3%	33,3%	100,0%
2	-	-	-	-	1	1
	-	-	-	-	100,0%	100,0%
3	-	-	-	2	1	3
	-	-	-	66,7%	33,3%	100,0%
4	-	-	2	6	4	12
	-	-	16,7%	50,0%	33,3%	100,0%
5	-	1	-	2	2	5
	-	20,0%	-	40,0%	40,0%	100,0%
6	-	-	-	1	-	1
	-	-	-	100,0%	-	100,0%
7	-	-	1	4	2	7
	-	-	14,3%	57,1%	28,6%	100,0%
8	-	-	-	1	2	3
	-	-	-	33,3%	66,7%	100,0%
Total	-	1	4	17	13	35
	-	2,9%	11,4%	48,6%	37,1%	100,0%

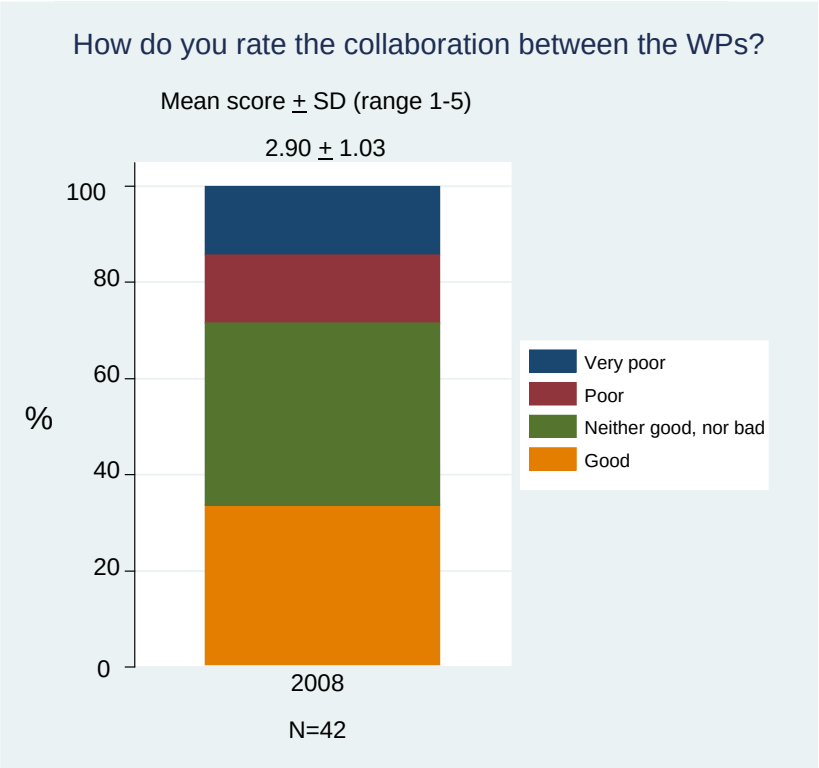
No reply= 8



How do you rate the collaboration between the WPs?

Group	Very poor	Poor	Neither good, nor bad	Good	Very good	Total
1	-	-	1	6	-	7
	-	-	14,3%	85,7%	-	100,0%
2	-	-	-	1	-	1
	-	-	-	100,0%	-	100,0%
3	-	2	1	-	-	3
	-	66,7%	33,3%	-	-	100,0%
4	4	2	3	4	-	13
	30,8%	15,4%	23,1%	30,8%	-	100,0%
5	1	1	2	1	-	5
	20,0%	20,0%	40,0%	20,0%	-	100,0%
6	-	-	1	-	-	1
	-	-	100,0%	-	-	100,0%
7	1	1	4	2	-	8
	12,5%	12,5%	50,0%	25,0%	-	100,0%
8	-	-	4	-	-	4
	-	-	100,0%	-	-	100,0%
Total	6	6	16	14	-	42
	14,3%	14,3%	38,1%	33,3%	-	100,0%

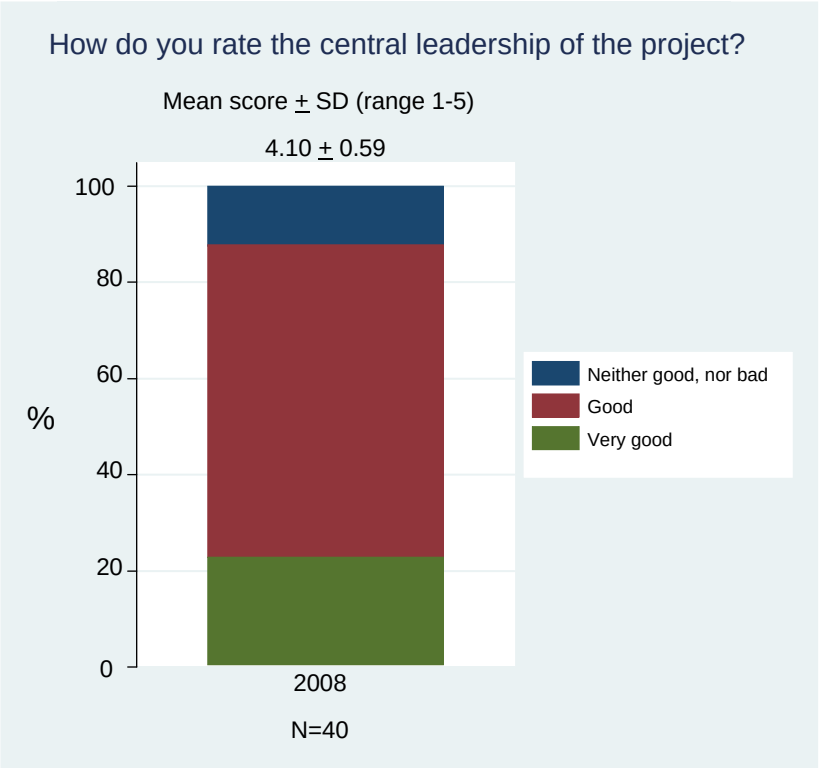
No reply= 1



How do you rate the central leadership of the project?

Group	Very poor	Poor	Neither good, nor bad	Good	Very good	Total
1	-	-	-	5	-	5
	-	-	-	100,0%	-	100,0%
2	-	-	-	-	1	1
	-	-	-	-	100,0%	100,0%
3	-	-	-	3	-	3
	-	-	-	100,0%	-	100,0%
4	-	-	2	7	4	13
	-	-	15,4%	53,8%	30,8%	100,0%
5	-	-	-	3	2	5
	-	-	-	60,0%	40,0%	100,0%
6	-	-	-	1	-	1
	-	-	-	100,0%	-	100,0%
7	-	-	2	4	2	8
	-	-	25,0%	50,0%	25,0%	100,0%
8	-	-	1	3	-	4
	-	-	25,0%	75,0%	-	100,0%
Total	-	-	5	26	9	40
	-	-	12,5%	65,0%	22,5%	100,0%

No reply= 3



The following five questions assessed the information access, mainly the use of web site:

1. Did you use the website for information? If yes, how many times?
2. Did you find the information you needed?
3. Was the information easily accessible?
4. Did you receive information on EUnetHTA in any other way?
5. How easy was the access in the Members only pages?

For Question 1, the majority of participants responded that they used the website more than five times (85.9%), with almost two-thirds overall (65.6%) responding that they used the website more than ten times. The mean score for this question was 2.55 with a standard deviation of 0.73.

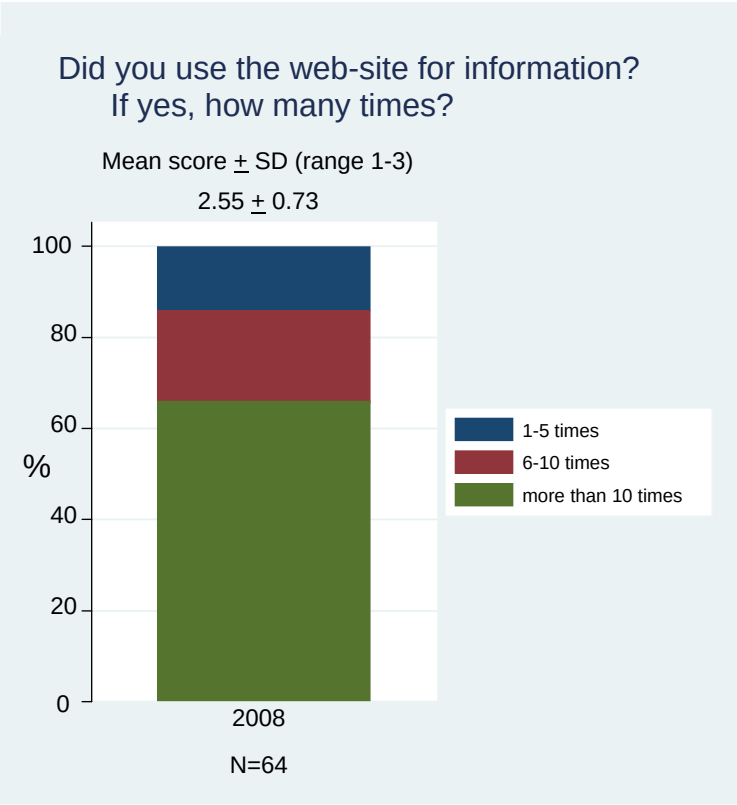
For Questions 2, 3, and 4, participants who responded “Yes” or “Partly” comprised the majority proportion (Q2: 96.9%, Q3: 96.9%, Q4: 83.1%). The proportions of participants who responded “Yes” were variable (Q2: 38.5%, Q3: 63.1%, Q4: 81.5%), as were the proportions for the response “Partly” (Q2: 58.5%, Q3: 33.8%, Q4: 1.5%). The proportions of participants responding “No” were minimal for Questions 2 and 3 (Q2: 3.1%, Q2: 3.1%) and more substantial for Question 4 (16.9%). Question 2 produced the worst mean score (2.35) based on the significant number of “Partly” responses, while mean scores were similar for Questions 3 and 4 (Q3: 2.60, Q4: 2.65). The standard deviations were similar for Questions 2 and 3 (Q2: 0.54, Q3: 0.55), while Question 4 produced a larger standard deviation (0.76).

Question 5 was scored on a Likert scale of 1-5. Participants who responded “Good” or “Very good” comprised the majority proportion (81.0%; 54.8% “Good” and 26.2% “Very good”). The proportion of participants responding “Poor” was small (4.8%), and no participant responded “Very poor.” The mean score for this question was 4.02 with a standard deviation of 0.78.

Did you use the web-site for information? If yes, how many times?

Group	1-5 times	6-10 times	More than 10 times	Total
1	- -	1 14,3%	6 85,7%	7 100,0%
2	- -	- -	1 100,0%	1 100,0%
3	2 66,7%	1 33,3%	- -	3 100,0%
4	2 15,4%	3 23,1%	8 61,5%	13 100,0%
5	2 40,0%	- -	3 60,0%	5 100,0%
6	- -	- -	2 100,0%	2 100,0%
7	1 12,5%	4 50,0%	3 37,5%	8 100,0%
8	- -	- -	4 100,0%	4 100,0%
Committees	- -	4 23,5%	13 76,5%	17 100,0%
Stakeholders	2 50,0%	- -	2 50,0%	4 100,0%
Total	9 14,1%	13 20,3%	42 65,6%	64 100,0%

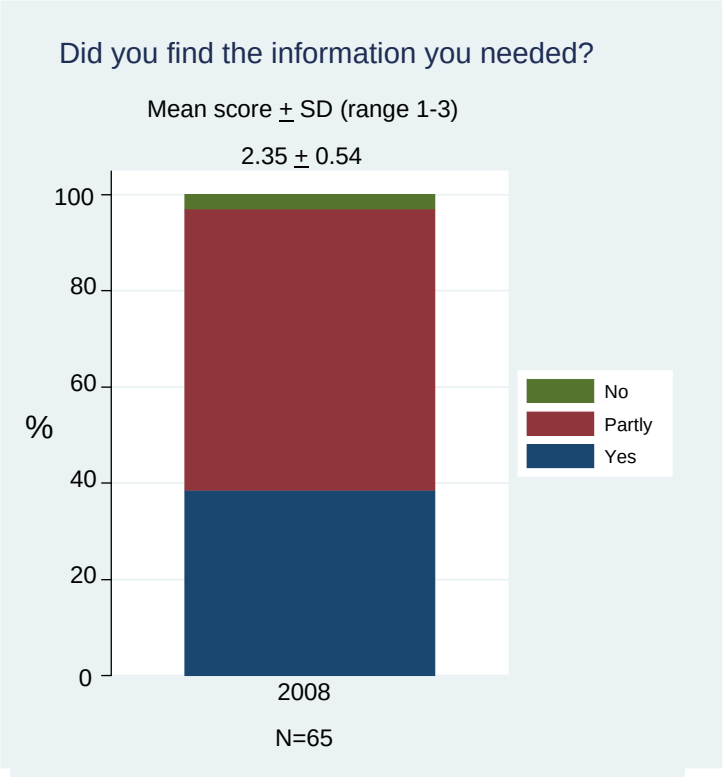
No reply= 1



Did you find the information you needed'

Group	Yes	Partly	No	Total
1	3 42,9%	4 57,1%	- -	7 100,0%
2	- -	1 100,0%	- -	1 100,0%
3	- -	2 66,7%	1 33,3%	3 100,0%
4	5 38,5%	8 61,5%	- -	13 100,0%
5	3 60,0%	2 40,0%	- -	5 100,0%
6	- -	2 100,0%	- -	2 100,0%
7	2 25,0%	6 75,0%	- -	8 100,0%
8	2 50,0%	2 50,0%	- -	4 100,0%
Committees	9 50,0%	9 50,0%	- -	18 100,0%
Stakeholders	1 25,0%	2 50,0%	1 25,0%	4 100,0%
Total	25 38,5%	38 58,5%	2 3,1%	65 100,0%

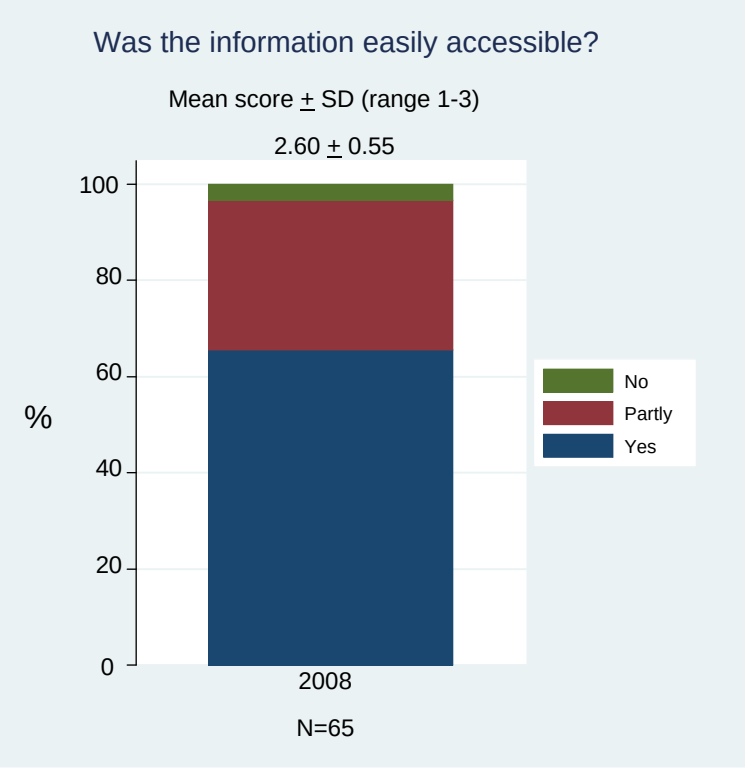
No reply= 0



Was the information easily accessible?

Group	Yes	Partly	No	Total
1	5 71,4%	2 28,6%	- -	7 100,0%
2	1 100,0%	- -	- -	1 100,0%
3	2 66,7%	1 33,3%	- -	3 100,0%
4	7 53,8%	5 38,5%	1 7,7%	13 100,0%
5	4 80,0%	1 20,0%	- -	5 100,0%
6	1 50,0%	1 50,0%	- -	2 100,0%
7	6 75,0%	1 12,5%	1 12,5%	8 100,0%
8	2 50,0%	2 50,0%	- -	4 100,0%
Committees	12 66,7%	6 33,3%	- -	18 100,0%
Stakeholders	1 25,0%	3 75,0%	- -	4 100,0%
Total	41 63,1%	22 33,8%	2 3,1%	65 100,0%

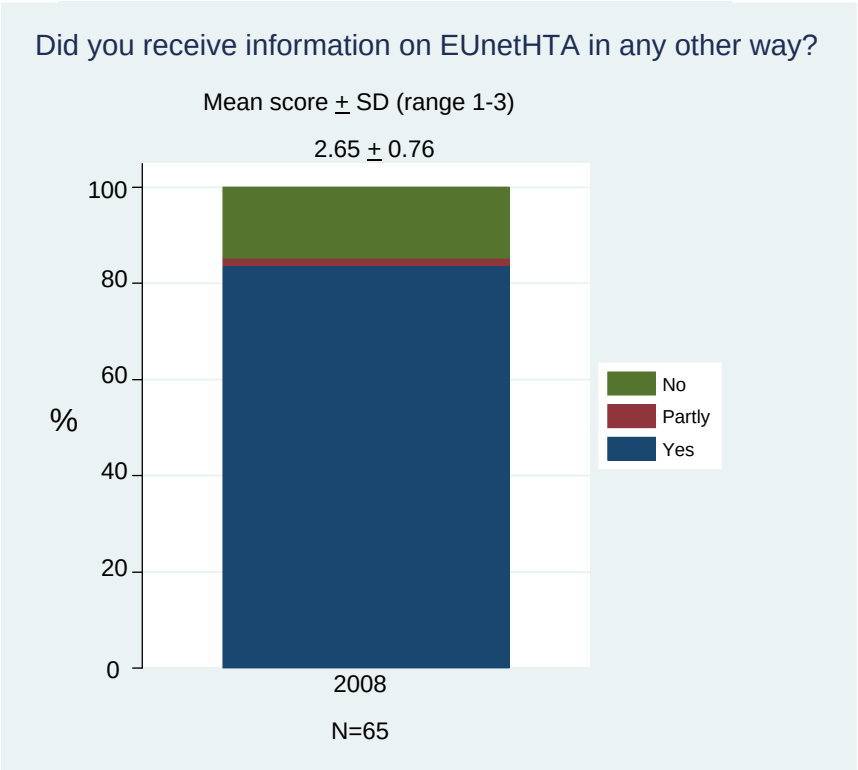
No reply= 0



Did you receive information on EUnetHTA in any other way?

Group	Yes	Partly	No	Total
1	7 100,0%	- -	- -	7 100,0%
2	1 100,0%	- -	- -	1 100,0%
3	3 100,0%	- -	- -	3 100,0%
4	11 84,6%	1 7,7%	1 7,7%	13 100,0%
5	4 80,0%	- -	1 20,0%	5 100,0%
6	2 100,0%	- -	- -	2 100,0%
7	6 75,0%	- -	2 25,0%	8 100,0%
8	3 75,0%	- -	1 25,0%	4 100,0%
Committees	14 77,8%	- -	4 22,2%	18 100,0%
Stakeholders	2 50,0%	- -	2 50,0%	4 100,0%
Total	53 81,5%	1 1,5%	11 16,9%	65 100,0%

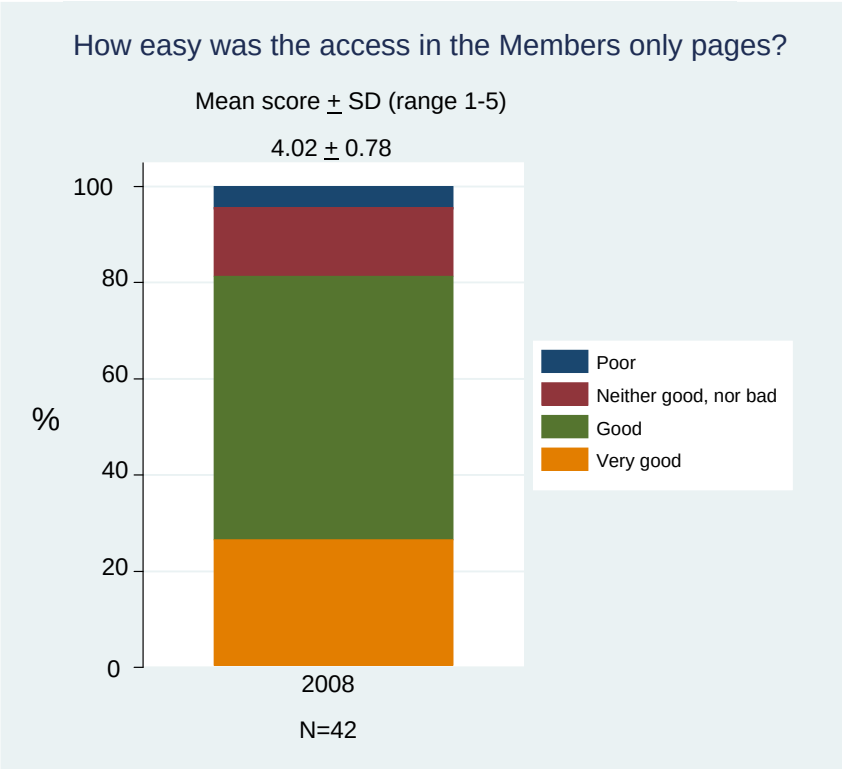
No reply= 0



How easy was the access in the Members only pages?

Group	Very poor	Poor	Neither good, nor bad	Good	Very good	Total
1	-	-	1	4	1	6
	-	-	16,7%	66,7%	16,7%	100,0%
2	-	-	-	1	-	1
	-	-	-	100,0%	-	100,0%
3	-	1	-	2	-	3
	-	33,3%	-	66,7%	-	100,0%
4	-	-	1	7	5	13
	-	-	7,7%	53,8%	38,5%	100,0%
5	-	1	-	2	2	5
	-	20,0%	-	40,0%	40,0%	100,0%
6	-	-	2	-	-	2
	-	-	100,0%	-	-	100,0%
7	-	-	1	5	2	8
	-	-	12,5%	62,5%	25,0%	100,0%
8	-	-	1	2	1	4
	-	-	25,0%	50,0%	25,0%	100,0%
Total	-	2	6	23	11	42
	-	4,8%	14,3%	54,8%	26,2%	100,0%

No reply= 1



Four other questions assessed the annual self-evaluation reports, which are the following:

1. Were you aware of the previous two participant survey reports before this survey?
2. Were you aware of the WP-leader interview reports before this survey?
3. How useful was the information in the participation survey reports?
4. How useful was the information in the WP-leader interview reports?

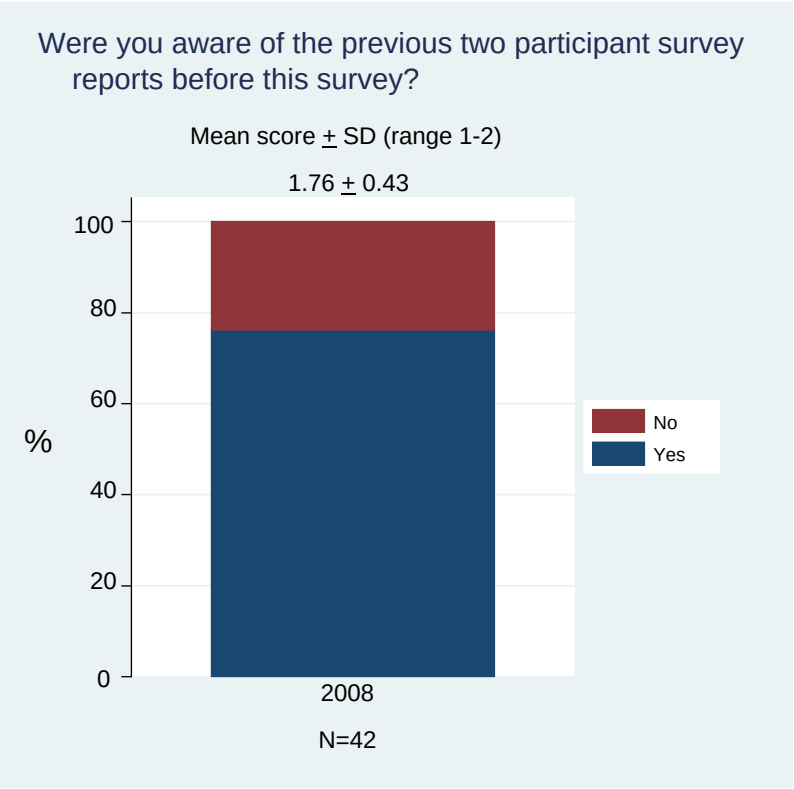
Questions 1 and 2 were scored on a Likert scale of 1-2. For Question 1, the majority of participants responded “Yes” (76.2%). For Question 2, the majority of participants responded “No” (54.8%). The mean scores were disparate (Q1: 1.76, Q2: 1.45), but the standard deviations were similar (Q1: 0.43, Q2: 0.50).

For Questions 3 and 4, which were scored on a Likert scale of 1-5, “Good” responses comprised the largest proportion of participant responses and were similar (Q3: 50.0%, Q4: 48.5%). One participant (2.5%) responded “Very good,” to Question 3. The proportion of participants responding “Neither good, nor bad” was also similar between the questions (Q3: 35.0%, Q4: 42.4%). The proportions of participants who responded “Poor” or “Very poor” were low for both questions (Q3: 12.5%, Q4: 9.1%). One participant (3.0%) responded “Very poor,” to Question 4. Mean scores for the two questions were similar (Q3: 3.43, Q4: 3.36), as were the standard deviations (Q3: 0.75, Q4: 0.74).

Were you aware of the previous two participant survey reports before this survey?

Group	Yes	No	Total
1	6 85,7%	1 14,3%	7 100,0%
2	1 100,0%	- -	1 100,0%
3	3 100,0%	- -	3 100,0%
4	9 69,2%	4 30,8%	13 100,0%
5	4 80,0%	1 20,0%	5 100,0%
6	1 50,0%	1 50,0%	2 100,0%
7	5 71,4%	2 28,6%	7 100,0%
8	3 75,0%	1 25,0%	4 100,0%
Total	32 76,2%	10 23,8%	42 100,0%

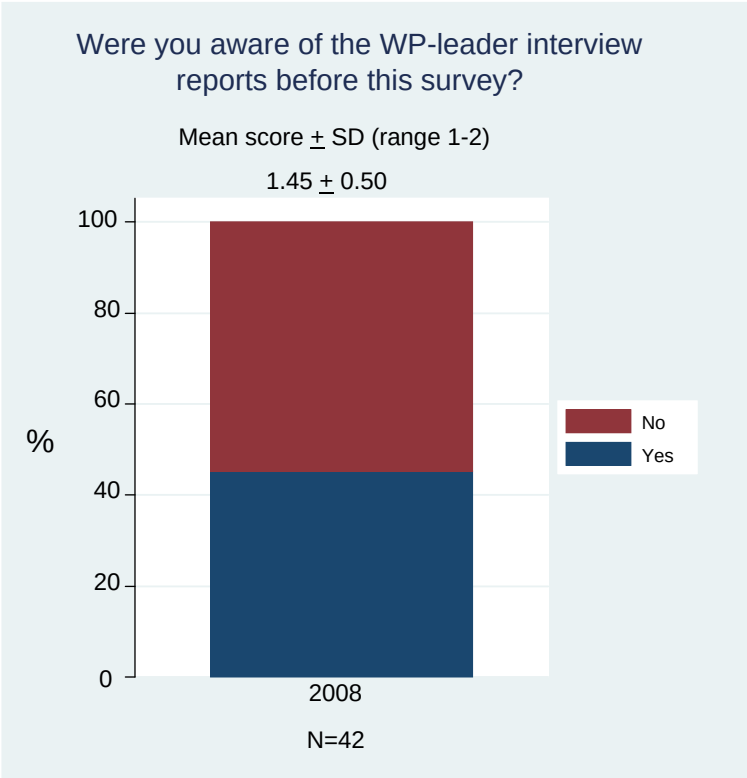
No reply= 1



Were you aware of the WP-leader interview reports before this survey?

Group	Yes	No	Total
1	6 85,7%	1 14,3%	7 100,0%
2	- -	1 100,0%	1 100,0%
3	3 100,0%	- -	3 100,0%
4	4 33,3%	8 66,7%	12 100,0%
5	2 40,0%	3 60,0%	5 100,0%
6	1 50,0%	1 50,0%	2 100,0%
7	1 12,5%	7 87,5%	8 100,0%
8	2 50,0%	2 50,0%	4 100,0%
Total	19 45,2%	23 54,8%	42 100,0%

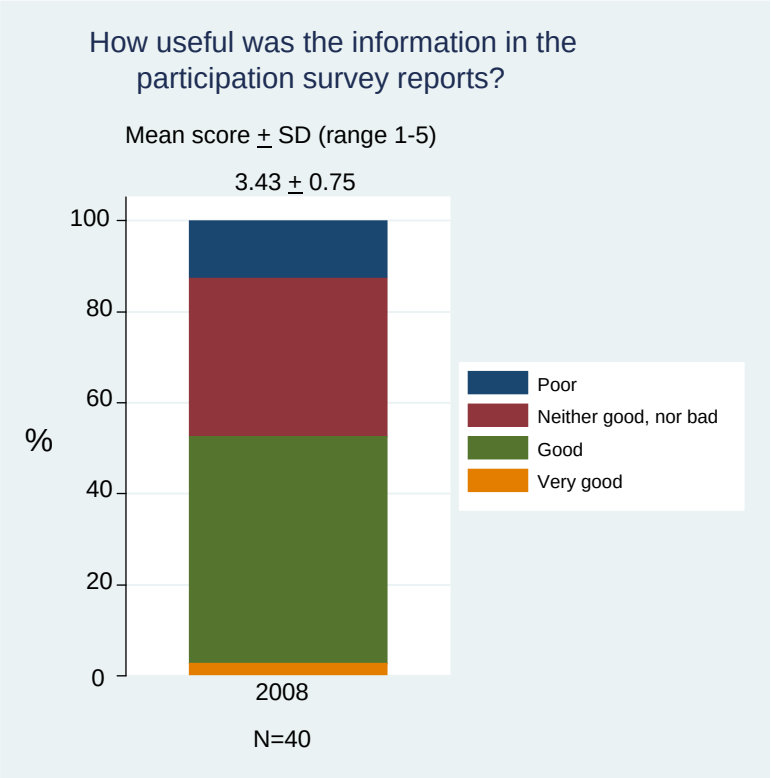
No reply= 1



How useful was the information in the participation survey reports?

Group	Very poor	Poor	Neither good, nor bad	Good	Very good	Total
1	-	-	1	5	-	6
	-	-	16,7%	83,3%	-	100,0%
2	-	-	-	1	-	1
	-	-	-	100,0%	-	100,0%
3	-	1	-	2	-	3
	-	33,3%	-	66,7%	-	100,0%
4	-	2	4	5	1	12
	-	16,7%	33,3%	41,7%	8,3%	100,0%
5	-	1	3	-	-	4
	-	25,0%	75,0%	-	-	100,0%
6	-	-	2	-	-	2
	-	-	100,0%	-	-	100,0%
7	-	1	2	4	-	7
	-	14,3%	28,6%	57,1%	-	100,0%
8	-	-	2	1	-	3
	-	-	66,7%	33,3%	-	100,0%
Secretariat	-	-	-	2	-	2
	-	-	-	100,0%	-	100,0%
Total	-	5	14	20	1	40
	-	12,5%	35,0%	50,0%	2,5%	100,0%

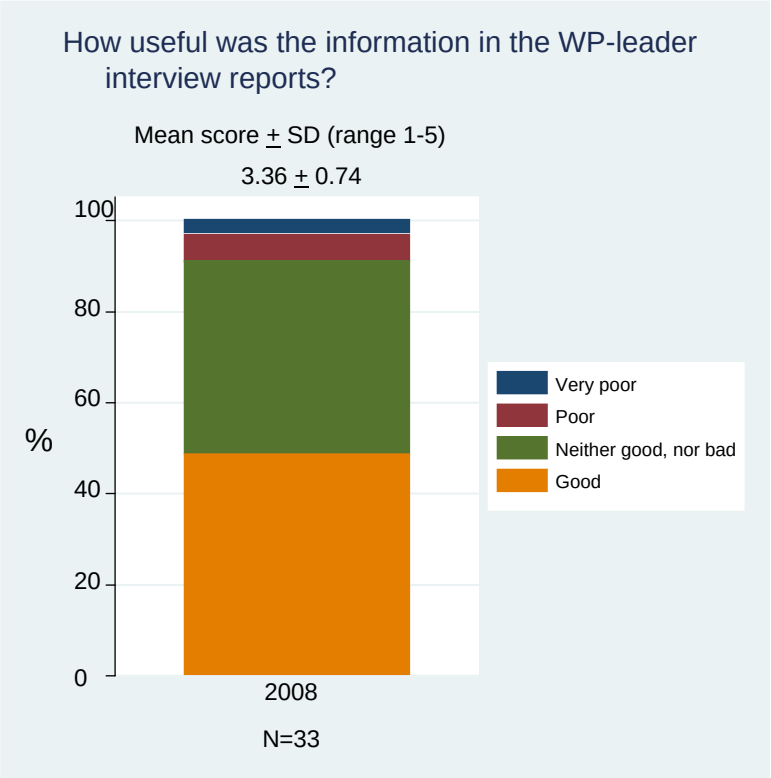
No reply= 5



How useful was the information in the WP-leader interview reports?

Group	Very poor	Poor	Neither good, nor bad	Good	Very good	Total
1	-	-	1	5	-	6
	-	-	16,7%	83,3%	-	100,0%
2	-	-	1	-	-	1
	-	-	100,0%	-	-	100,0%
3	1	-	1	1	-	3
	33,3%	-	33,3%	33,3%	-	100,0%
4	-	2	2	5	-	9
	-	22,2%	22,2%	55,6%	-	100,0%
5	-	-	2	1	-	3
	-	-	66,7%	33,3%	-	100,0%
6	-	-	2	-	-	2
	-	-	100,0%	-	-	100,0%
7	-	-	3	1	-	4
	-	-	75,0%	25,0%	-	100,0%
8	-	-	2	1	-	3
	-	-	66,7%	33,3%	-	100,0%
Secretariat	-	-	-	2	-	2
	-	-	-	100,0%	-	100,0%
Total	1	2	14	16	-	33
	3,0%	6,1%	42,4%	48,5%	-	100,0%

No reply= 12



The next three questions asked about the objectives that the project should have achieved by the end of 2008, to ensure the future sustainability of EUnetHTA. Participants stated in their own words in order of priority the three most important objectives along with their degree of potential achievement.

Here we analyzed the quantitative responses of the questions, which are the following:

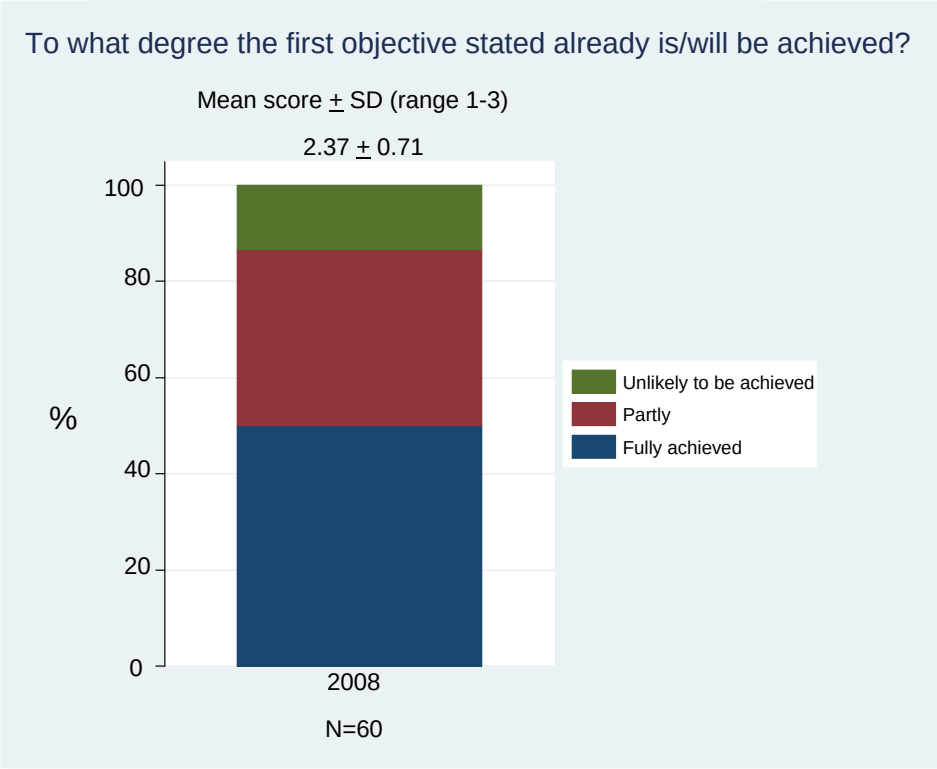
1. To what degree the first objective stated already is/will be achieved?
2. To what degree the second objective stated already is/will be achieved?
3. To what degree the third objective stated already is/will be achieved?

For Questions 1, 2, and 3, responses were varied among the three. The proportion of participants who responded “Fully achieved” was highest for Question 1 (Q1: 50.0%, Q2: 31.0%, Q3: 25.9%). The proportion of participants who responded “Partly” was highest for Question 2 (Q1: 36.7%, Q2: 56.9%, Q3: 50.0%). The proportion of participants who responded “Unlikely to be achieved” was highest for Question 3 (Q1: 13.3%, Q2: 12.1%, Q3: 24.1%). Mean scores for the questions had a wide range (Q1: 2.37, Q2: 2.19, Q3: 2.02). The standard deviations were similar among the three questions (Q1: 0.71, Q2: 0.63, Q3: 0.71).

To what degree the first objective stated already is/will be achieved?

Group	Fully achieved	Partly	Unlikely to be achieved	Total
1	4 66,7%	1 16,7%	1 16,7%	6 100,0%
2	1 100,0%	- -	- -	1 100,0%
3	3 100,0%	- -	- -	3 100,0%
4	5 41,7%	4 33,3%	3 25,0%	12 100,0%
5	2 50,0%	1 25,0%	1 25,0%	4 100,0%
6	- -	2 100,0%	- -	2 100,0%
7	4 57,1%	2 28,6%	1 14,3%	7 100,0%
8	4 100,0%	- -	- -	4 100,0%
Committees	5 31,2%	10 62,5%	1 6,2%	16 100,0%
Secretariat	2 100,0%	- -	- -	2 100,0%
Stakeholders	- -	2 66,7%	1 33,3%	3 100,0%
Total	30 50,0%	22 36,7%	8 13,3%	60 100,0%

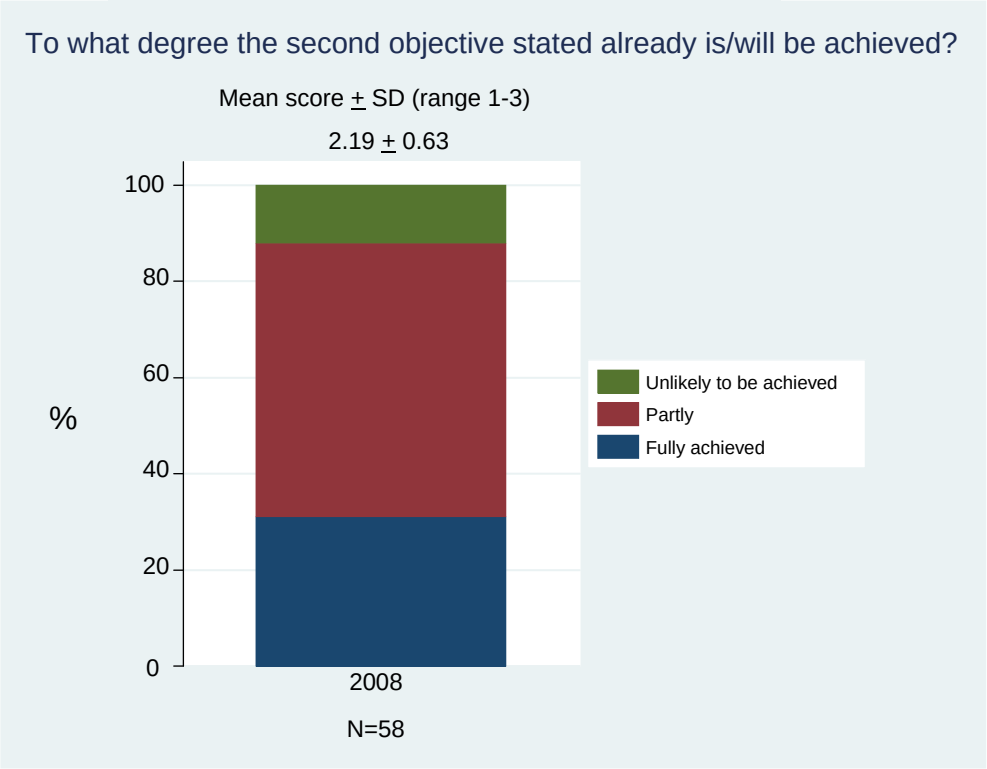
No reply= 7



To what degree the second objective stated already is/will be achieved?

Group	Fully achieved	Partly	Unlikely to be achieved	Total
1	-	5	1	6
	-	83,3%	16,7%	100,0%
2	1	-	-	1
	100,0%	-	-	100,0%
3	-	1	2	3
	-	33,3%	66,7%	100,0%
4	3	7	2	12
	25,0%	58,3%	16,7%	100,0%
5	2	2	-	4
	50,0%	50,0%	-	100,0%
6	-	2	-	2
	-	100,0%	-	100,0%
7	2	5	-	7
	28,6%	71,4%	-	100,0%
8	1	3	-	4
	25,0%	75,0%	-	100,0%
Committees	7	7	1	15
	46,7%	46,7%	6,7%	100,0%
Secretariat	2	-	-	2
	100,0%	-	-	100,0%
Stakeholders	-	1	1	2
	-	50,0%	50,0%	100,0%
Total	18	33	7	58
	31,0%	56,9%	12,1%	100,0%

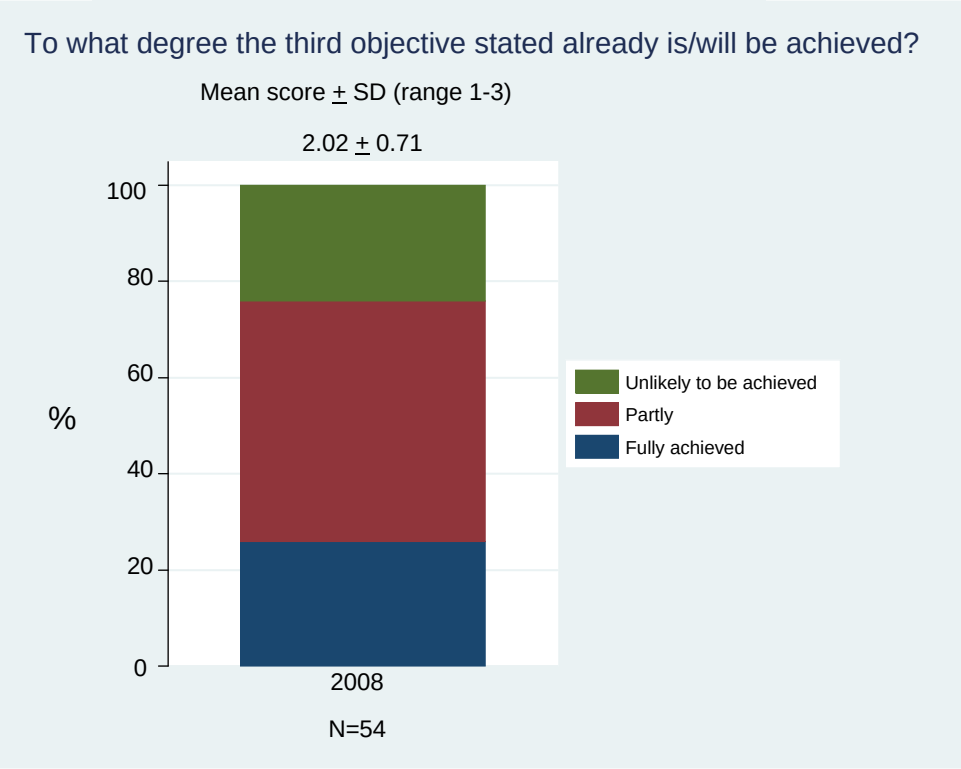
No reply= 9



To what degree the third objective stated already is/will be achieved?

Group	Fully achieved	Partly	Unlikely to be achieved	Total
1	-	2	4	6
	-	33,3%	66,7%	100,0%
2	1	-	-	1
	100,0%	-	-	100,0%
3	1	2	-	3
	33,3%	66,7%	-	100,0%
4	2	5	4	11
	18,2%	45,5%	36,4%	100,0%
5	1	1	1	3
	33,3%	33,3%	33,3%	100,0%
6	-	1	-	1
	-	100,0%	-	100,0%
7	1	5	-	6
	16,7%	83,3%	-	100,0%
8	1	2	1	4
	25,0%	50,0%	25,0%	100,0%
Committees	5	7	3	15
	33,3%	46,7%	20,0%	100,0%
Secretariat	2	-	-	2
	100,0%	-	-	100,0%
Stakeholders	-	2	-	2
	-	100,0%	-	100,0%
Total	14	27	13	54
	25,9%	50,0%	24,1%	100,0%

No reply= 13



The last question was only asked to the Secretariat. It was related to the flow of information between the Secretariat and the rest of the network. Two participants provided the same answer, which was “Good.”

How was the flow of information between the Secretariat and the rest of the organisation?						
Group	Very poor	Poor	Neither good, nor bad	Good	Very good	Total
Secretariat	-	-	-	2	-	2
	-	-	-	100,0%	-	100,0%
Total	-	-	-	2	-	2
	-	-	-	100,0%	-	100,0%
No reply= 0						