

## 8.17 INTEROPERABILITY ACADEMY (2019.01)

### 8.17.1 IDENTIFICATION OF THE ACTION

Service in charge	DIGIT D2.
Associated Services	Publications Office of the EU, DG GROW, DG CNECT, DG DEVCO

### 8.17.2 EXECUTIVE SUMMARY

Nowadays the majority of the jobs are or will be requiring some level of digital skills and the Digital Single Market could contribute €415 billion per year to the EU Economy<sup>151</sup>. To address this challenge the European Commission has brought Member States and education, employment and industry stakeholders together in a **Digital Skills and Job Coalition**<sup>152</sup>. The objective is to develop a large digital talent pool and ensure that individuals and the labour force in Europe are equipped with adequate digital skills.

Civil servants also need to have nowadays a basic level of ICT skills to carry their daily tasks. In addition, some of them need more advanced skills for data analytics and data mining to support policy, service delivery and impact evaluation.

A number of initiatives from the Commission are supporting it, such as the competence framework<sup>153</sup> applied to sectors such as customs officers and towards consumers, offering the basis for curricula to train people. Furthermore the ERASMUS+ programme provides funding for sector skills alliances<sup>154</sup> and the European Investment Funds supports provides support through the thematic objective 11: “Enhancing institutional capacity of public authorities and stakeholders and efficient public administration”<sup>155</sup>.

More recently the Connect Europe Facility Telecom work programme of 2019, proposed the development of an **European Platform for Digital Skills and Jobs**<sup>156</sup> aiming at supporting

<sup>151</sup> <http://ec.europa.eu/social/BlobServlet?docId=15617&langId=en>

<sup>152</sup> <https://ec.europa.eu/digital-single-market/en/digital-skills-jobs-coalition>

<sup>153</sup> <https://ec.europa.eu/jrc/en/publication/eur-scientific-and-technical-research-reports/digcomp-20-digital-competence-framework-citizens-update-phase-1-conceptual-reference-model>

<sup>154</sup> [http://eacea.ec.europa.eu/erasmus-plus/actions/key-action-2-cooperation-for-innovation-and-exchange-good-practices/sector-skills-alliances\\_en](http://eacea.ec.europa.eu/erasmus-plus/actions/key-action-2-cooperation-for-innovation-and-exchange-good-practices/sector-skills-alliances_en)

<sup>155</sup> [http://ec.europa.eu/regional\\_policy/en/policy/themes/better-public-administration/](http://ec.europa.eu/regional_policy/en/policy/themes/better-public-administration/)

<sup>156</sup> <https://ec.europa.eu/inea/en/connecting-europe-facility/cef-telecom/apply-funding/2019-digital-skills-jobs>

digital skills for ICT professionals. The initiative will bring around a Core Service Platform and call for grants for providing generic services.

A successful implementation of the EIF in Europe, including the reuse of solutions developed within ISA/ISA<sup>2</sup> rely on people having the rights skills and competences to understand and implement them. For this reason, education is essential, and a lot of education and workshops and user engagement activities have been produced supporting it, within individual actions or via the programme communication and as part of the ISA<sup>2</sup> legal obligation. These activities mainly took place in the form of videos, webinars, workshops, leaflets. To make all of these activities sustainable, this proposal intends to organise an educational activity with pedagogical approaches around interoperability and the ISA<sup>2</sup> programme and its possible successor. As an example, the NIFO action is developing the concept of EIF ambassadors to empower officials from the MS to raise awareness and support national and regional/ local administrations in their endeavours towards implementing and monitoring the EIF. Training modules and other supporting material are being created to that end. Also a toolbox of reusable solutions to support the implementation of the EIF. The EIF training material can be customised to reach a broader audience and to be updated in future releases.

The Interoperability Academy will start by reusing whatever material has been produced as a resource from which a training curriculum will be developed under specific training targets and educational activities.

This material will then be assessed and transposed to an eLearning platform and propose a distance educational platform, to deliver the courses online. The form of e-Learning will be blended learning as it will further include educational face-to-face activities in forms of seminars, workshops or/and 2-3 days training in the form of summer/winter schools to ensure practical learning. A certificate of attendance/or participation can be included to qualify attract more professionals.

In 2019, the action has created a first catalogue of educational resources produced by ISA/ISA<sup>2</sup> that have been properly categorised and assessed. Also a first proof of concept using an ad-hoc instance of Moodle will deploy first on-line eLearning on the EIF. The action has also started engage with stakeholders involved in educational activities targeting the public sector in order to reuse some possible material but also to use competent professionals to gather requirements. This activity takes place on Joinup. In addition, in collaboration with the Public Governance Institute of University KU Leuven, the Erasmus Mundus MsC PIONEER (Public Sector Innovation and eGovernance) a first Interoperability Academy Winter School took place on the 11-13 December 2019 in Leuven with about 150 participants.

In 2020 and 2021, the core activities will consist in the deployment of the eLearning platform and courses. The recipient platform will either be the EU Academy or the CEF DSI Digital Skills platform. In order to support the transformation of existing courses into eLearning or

creation of new ones, a support service will be set-up in order to transform existing courses into eLearning courses.

The Winter School experience will be repeated either with the same or with other partners.

The Interoperability Academy should also be used for any educational activity planned in ISA<sup>2</sup> and possible interactions with CEF Building Blocks could be envisaged.

User engagements activities will continue in order to ensure the Academy is fit to the needs of the EU public administrations but also to foster collaborative activities such as courses exchanges, translations, etc.

With the ISA<sup>2</sup> programme coming to an end, it is foreseen to continue these activities with the proposed [Digital Europe](#)<sup>157</sup> programme and support training activities related to the Digital Transformation Platform<sup>158</sup> supporting the transformation of Public Services and in collaboration with the Digital Skills CEF platform.

As of 2020 the action will also support Open PM<sup>2</sup> related activities which were initially in the Sharing & Reuse action (2016.31) and are based on the European Institutions project Management Methodology PM<sup>2</sup> and making it available to Public Administrations of Member States, Contractors, EU Citizens, etc.

However implementing a methodology requires more than making available the methodology guides, artefacts, etc. When using any project management methodology, support is needed to implement and adapt the methodology, translate it, train and certify personnel, etc.

The PM<sup>2</sup> team will focus during at least the next two years - on public authorities, especially on Member States administrations following some interest from some Member States (e.g. Italy who requested support to train 3000 public officials). Among the activities supporting Member States administrations the following activities are foreseen: translation of PM<sup>2</sup> documentation, improve the online resources available to the PM<sup>2</sup> community, improving access to the PM<sup>2</sup> certification and set up a scalable support structure for Member States adopting PM<sup>2</sup>.

### 8.17.3 OBJECTIVES

The present action proposes to

- Increase the awareness on interoperability (EIF) and ISA<sup>2</sup> solutions focusing on educational approaches

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<sup>157</sup> See <https://ec.europa.eu/digital-single-market/en/news/digital-europe-programme-proposed-eu92-billion-funding-2021-2027>

<sup>158</sup> As proposed in the [Draft Strategic Orientation](#) for the first 2 years of the programme

- Bring learning opportunities to all groups since users are able to access content from anywhere and at any time thus increase users awareness .
- Support regional and local governments in the implementation of interoperability and more specifically on getting alignment with the EIF
- Develop digital skills in the area of interoperability
- Propose a comprehensive cursus and different learning paths according to the user status (include a broad range of professions and backgrounds e.g. IT background, legal, policy)
- Propose a platform to be used also as a Massive Open Online Courses (MOOC) MOOC.
- To include and LMS (learning Management System) that is SCORM- compliant or any other open standard so that users can track their courses and progress and review material upon their need (24/7).
- Present in a coherent way, the material which is already available and that will be produced.
- Ensure the transition in the Digital Europe by including the extending to CEF DSIs solutions and any other solutions that might be relevant.
- Organise regular courses online or classrooms, exchange on best practices, explore novel ways of teaching.
- Organise on a yearly basis a school (Summer or Winter School).

And specifically on Open PM<sup>2</sup>:

- **Making the methodology more accessible** by making the PM<sup>2</sup> documentation available in all EU languages, improving the online web presence for PM<sup>2</sup>.
- **Improving access to quality training and certification** for people outside the EU institutions – including potentially e-learning trainings and conversion trainings (from other project management methodologies).
- **Support Member States with the adoption of PM<sup>2</sup>**. Initially we will focus on 2 Member States so we can apply the lessons-learned to other Member States in a subsequent phase. A ‘train-the-trainer’ programme is envisaged to assure the sustainability of the initiative.

#### 8.17.4 SCOPE

This proposal intends to develop eLearning resources around Interoperability and more specifically the EIF as well as training on any action/solutions proposed by the ISA<sup>2</sup> programme and CEF.

The project will provide:

- A catalogue of educational resources
- E-learning courses with a variety of techniques, including audio and video recordings, presentations, videos, documents, webinars, quizzes, surveys, games, discussion groups etc.), like the one produced by NIFO for the monitoring and implementation of the EIF
- A Learning Management System platform based on Open Source and based on open standards.
- Organisation of schools, seminars, training sessions.
- A certificate of attendance to the successful participants.

Basic computer literacy training is out of scope of this action.

The project does not intend either to institute an actual academy with formal recognised certification, except for European Interoperability Framework or a specific ISA<sup>2</sup> Solution if relevant.

#### 8.17.5 ACTION PRIORITY

This section is used to assess the priority of the proposal to become a programme's action according to Art. 7 of the ISA<sup>2</sup> decision<sup>159</sup>.

##### 8.17.5.1 Contribution to the interoperability landscape

*The contribution of the action to the interoperability landscape, measured by the importance and necessity of the action to complete the interoperability landscape across the Union*

Question	Answer
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<sup>159</sup> DECISION (EU) 2015/2240 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL

Question	Answer
<p><i>How does the proposal contribute to improving interoperability among public administrations and with their citizens and businesses across borders or policy sectors in Europe?</i></p> <p><i>In particular, how does it contribute to the implementation of:</i></p> <ul style="list-style-type: none"> <li>• <i>the new European Interoperability Framework (EIF),</i></li> <li>• <i>the Interoperability Action Plan and/or</i></li> <li>• <i>the Connecting European Facility (CEF) Telecom guidelines</i></li> <li>• <i>any other EU policy/initiative having interoperability requirements?</i></li> </ul>	<p>The action will directly contribute to the EIF Implementation not only by raising awareness but by enhancing the skills in the area of Interoperability and should cover some gaps not currently covered.</p> <p>By having the focus on Interoperability it will contribute to the subject of interoperability and help to the implementation of the Interoperability Action Plan.</p> <p>Open PM<sup>2</sup> contributes to the Interoperability Action Plan by:</p> <ul style="list-style-type: none"> <li>• Helping saving users and operational cost, being a free, easy-to-adopt and reusable project management instrument;</li> <li>• Implementing a standardised and transparent approach to project management and information/lessons learned exchanges;</li> <li>• Setting a common language and way of working overcoming countries and sectors boundaries, as well as removing operational barriers;</li> <li>• Offering a certification with grant same rights and reputation wherever in EU.</li> </ul>
<p><i>Does the proposal fulfil an interoperability need for which no other alternative action/solution is available?</i></p>	<p>Currently, the training, educational material offered is somewhat fragmented and not organised under specific pedagogic methods to ensure learning. This proposal will provide a source for training and improving skills at EU level.</p>

### 8.17.5.2 Cross-sector

*The scope of the action, measured by its horizontal impact, once completed, across the policy sectors concerned.*

Question	Answer
<p><i>Will the proposal, <b>once completed</b> be useful, from the interoperability point of view and utilised in two (2) or more EU policy sectors? Detail your answer for each of the concerned sectors.</i></p>	<p>The academy will not be focusing on a specific sector. The training offer will have a focus on the generic solutions and addressing Interoperability at large scale.</p> <p>The tools proposed by the action will also be able to cover particular sector. Some material will in particular focus on the cross-sector perspective.</p> <p>PM<sup>2</sup> currently represents the only open source and free project management methodology on the market, and the Open PM<sup>2</sup> initiative helped in releasing to the public a version of the methodology which is suitable to be used cross-sector to manage any kind of projects (from policy, to IT, to communication, etc.). The ability to receive a PM<sup>2</sup> certification, to have access to fully localized (i.e. translated) material and to have a single communication channel for the entire PM<sup>2</sup> community will contribute to the efficiency of project management within the MS administrations, the public and private organisations of the EU, including SMEs.</p>

Question	Answer
<p><i>For proposals completely or largely <b>already in operational phase</b>, indicate whether and how they have been utilised in two (2) or more EU policy sectors.</i></p>	<p>PM<sup>2</sup> is currently adopted by all European Institutions (European Commission and Executive Agencies, decentralised /agencies, the European Council, EIB, ECB, CoR, EEAS, SRB, etc.) They all use PM<sup>2</sup> in a variety of projects and business sectors (Communication, Taxation &amp; Customs, management of Grants Programmes, IT development, real estate management, etc).</p>



### 8.17.5.3 Cross-border

*The geographical reach of the action, measured by the number of Member States and of European public administrations involved.*

Question	Answer
<p><i>Will the proposal, <b>once completed</b>, be useful from the interoperability point of view and used by public administrations of three (3) or more EU Members States? Detail your answer for each of the concerned Member State.</i></p>	<p>The proposal does not have a particular national perspective and is pan-European by essence.</p> <p>By establishing a close collaboration with international, national or regional initiatives, the action intends to help MS to integrate in their programme the importance of Interoperability.</p> <p>The PM<sup>2</sup> Guide is already accessible to all MS, business and EU Citizens. New releases and new publications under the PM<sup>2</sup> family will be released progressively to the public. An overview of the methodology (a summary of the PM<sup>2</sup> Guide) is available in all 24 EU official languages to facilitate the geographical reach of the initiative.</p>
<p><i>For proposals completely or largely <b>already in operational phase</b>, indicate whether and how they have been utilised by public administrations of three (3) or more EU Members States.</i></p>	<p>Contacts with several MS administrations have been established after the Open PM<sup>2</sup> Conference in 2018. Italy, through its public digital agency (Agid) has requested support from DIGIT to train 3000 project managers to support the public administration digitization in Italy. In the same manner, Germany expressed its interest to use PM<sup>2</sup> for all federal IT projects related to public</p>

Question	Answer
	administration. This also makes the case for post-ISA <sup>2</sup> topic and the <b>Digital Europe Programme.</b>

#### 8.17.5.4 Urgency

*The urgency of the action, measured by its potential impact, taking into account the lack of other funding sources*

Question	Answer
<i>Is your action urgent? Is its implementation foreseen in an EU policy as priority, or in EU legislation?</i>	The digital skills gaps are seen in many areas and at many levels, in user level for adopting digital solutions but also at the level of the public administration, delaying the adoption of electronic solutions. This was pointed out by the Digital Market Strategy and is an essential part of the Grand coalition for jobs and skills.
<i>How does the ISA<sup>2</sup> scope and financial capacity better fit for the implementation of the proposal as opposed to other identified and currently available sources?</i>	The focus of this proposal is on interoperability and solutions proposed in the scope of the ISA/ISA <sup>2</sup> programme. Although, the action might link to a number of similar initiatives in the area of Digital Skills on eGovernment.

#### 8.17.5.5 Reusability of action's outputs

*The re-usability of the action, measured by the extent to which its results can be re-used.*

Can the results of the action (following this proposal) be re-used by a critical part of their target user base, as identified by the proposal maker? For proposals or their parts already in operational phase: have they been re-used by a critical part of their target user base?

Name of reusable solution to be produced (for new proposals) or produced (for existing actions)	eLearning platform
Description	An eLearning platform that will support the action but also any action of the ISA <sup>2</sup> programme eager to propose material and/or wanting to propose some cursus.
Reference	
Target release date / Status	2020
Critical part of target user base	Public Servant in Member States, EU Institutions, citizens and businesses.
For solutions already in operational phase - actual reuse level (as compared to the defined critical part)	

Name of reusable solution to be produced (for new proposals) or produced (for existing actions)	A catalogue of Learning Resources and reusable solutions for Interoperability
Description	The proposal will gather, organise and create if necessary eLearning resources in the area.
Reference	
Target release date / Status	First catalogue in Q4/2019
Critical part of target user base	Any public servant.
For solutions already in operational phase - actual reuse level (as compared to the defined critical part)	

Name of reusable solution to be produced (for new proposals) or produced (for existing actions)	Comprehensive cursus on Interoperability and the EIF according to the user learning profile.
Description	Different cursus, or training paths will be propose. These could lead to a later certification.
Reference	
Target release date / Status	Q1/2020
Critical part of target user base	Any Public Administration personnel
For solutions already in operational phase - actual reuse level (as compared to the defined critical part)	

Name of reusable solution to be produced (for new proposals) or produced (for existing actions)	Open PM <sup>2</sup> - Open Project Management Methodology
Description	PM <sup>2</sup> is a Project Management Methodology developed and sponsored by the EU Commission. PM <sup>2</sup> is a light, easy to implement methodology suitable for any type of project. It incorporates elements from a wide range of globally accepted best practices as well as operational experience from various EU Institutions.
Reference	
Target release date / Status	<ul style="list-style-type: none"> <li>• Ongoing: Publication (release to the public via EU Bookshop) of other existing PM<sup>2</sup> publications: Agile PM<sup>2</sup>, PM<sup>2</sup> Tools &amp; Techniques, PM<sup>2</sup> Portfolio Guidelines)</li> <li>• Planned: Community building via new PM<sup>2</sup> web presence open to Member States and other EU institutions.</li> </ul>

	<ul style="list-style-type: none"> <li>• Planned: Setting up scalable support structure to assist Member States in adopting PM<sup>2</sup></li> <li>• Ongoing: Opening PM<sup>2</sup> trainings and Certifications to Member States and other external stakeholders</li> <li>• Ongoing: Coordinating the Open PM<sup>2</sup> Work Groups (collaborative evolution of the PM<sup>2</sup> Methodology engaging with the Open PM<sup>2</sup> Community.</li> <li>• Ongoing: Meetings and PM<sup>2</sup> awareness presentations with Member States' representatives directly (e.g. contact made with Ministries from Greece, Romanian, Finland, Ireland), and via 3rd party Organisations (e.g. EU-SRSS, EU Representations).</li> </ul>
Critical part of target user base	<ul style="list-style-type: none"> <li>• Public Administrations of Member States</li> <li>• Contractors and</li> <li>• EU Citizens</li> </ul>
For solutions already in operational phase - actual reuse level (as compared to the defined critical part)	<p>The project is progressing well, with several major milestones already achieved while many of the strategic ongoing actions are on track. A governance body for PM<sup>2</sup> is being created and will be attached to CII and inter-institutional body, marking the real EU-wide scope of PM<sup>2</sup>.</p> <ul style="list-style-type: none"> <li>• Since its publication on the EU Bookshop in November 2017, PM<sup>2</sup> Guide has been in the TOP10 most downloaded publications shortlist for several months.</li> <li>• The Open PM<sup>2</sup> conference, held in February 2018 has been a huge success with nearly 800 participants (onsite and online), creating great demands and expectations from all stakeholders.</li> <li>• The latest release of PM<sup>2</sup> (v3 – December 2018) marked the merge of the open and internal versions so that EU servants and citizen alike share the same methods.</li> </ul>

### 8.17.5.6 Level of reuse of existing solutions

*The re-use by the action (following this proposal) of existing common frameworks and interoperability solutions.*

Question	Answer
<p><i>Does the proposal intend to make use of any ISA<sup>2</sup>, ISA or other relevant interoperability solution(s)? Which ones?</i></p>	<p>The proposal will reuse material already produced by existing actions (videos, eLearning, presentations, webinars, toolbox of reusable solutions...) and present them in an organised and logical manner. In addition, the eLearning platform will be linked with Joinup where individual solutions could refer to it.</p> <p>In particular for the EIF, the action will reuse the content of the e-Learning section created in Joinup by the NIFO collection. If needed, the latter will be migrated to the eLearning platform that will be created by the present action.</p> <p>Currently other identified actions are: EIRA, CAMSS, SEMIC.</p>
<p><i>For proposals completely or largely <b>already in operational phase</b>: has the action reused existing interoperability solutions? If yes, which ones and how?</i></p>	

### 8.17.5.7 Interlinked

*The extent to which the action (following this proposal) contributes to Union’s initiatives such as the DSM.*

Question	Answer
<p><i>Does the proposal directly contribute to at least one of the Union’s high political priorities such as the DSM? If yes, which ones? What is the level of contribution?</i></p>	<p>Improvement of Digital Skills is essential for the completion of the Digital Single Market. The mid-term review of the Digital Single Market strategy<sup>160</sup>, published in May 2017, focuses on digital skills oriented actions, aiming to manage digital transformation of our society and economy. The proposal will complement the initiatives by focusing on Interoperability and Public Administrations.</p>

### 8.17.6 PROBLEM STATEMENT

The problem of	The lack of training offer on Interoperability and Interoperability solutions
affects	the adoption of interoperable solutions
the impact of which is	poor adoption of ISA <sup>2</sup> solutions and limited EIF Implementation in EU
a successful solution would be	offering structural educational activities and resources

<sup>160</sup> <https://ec.europa.eu/digital-single-market/en/news/digital-single-market-commission-calls-swift-adoption-key-proposals-and-maps-out-challenges>

## 8.17.7 IMPACT OF THE ACTION

### 8.17.7.1 Main impact list

Impact	Why will this impact occur?	By when?	Beneficiaries
(+) Savings in money	By providing Learning resources for free, it will limit the need for investments in constructing resources.	By 2020 once the platform is ready	Any EU Public Administration.
(+) Savings in money	PM <sup>2</sup> is the only open source and free and ready-to-use PM Methodology.	Already available	European Institutions, Public Administrations of Member States, Contractors involved in projects with the Public Sector or EU Institutions, EU Citizens
(+) Savings in time	The provision of Learning Resources, will limit the time necessary to develop them.		
(+) Better interoperability and quality of digital public service	By offering training on Interoperability we will increase the necessary digital skills for the people provisioning public services.	By 2019	Anybody but EU Public Servants in particular.
(-) Integration or usage cost	The eLearning platform will be Open Source and will be open to other topics on the same subject.		



### 8.17.7.2 User-centricity

One of the conditions for maximizing the impact of the ISA<sup>2</sup> actions is by ensuring that they meet users' needs. For this to happen, users' engagement and involvement is needed before and during solutions' implementation, and users' feedback is sought after solutions are in operation.

The action will identify a number of profiles using personas and will propose cursus according to their need. To do so, feedback from already existing platforms at international, national and regional level will be sought.

The PM<sup>2</sup> methodology is by design a user-centric methodology, with the Project Managers and project teams being the users of the methodology (while the organisations adopting the methodology being the client of the methodology). It was developed by the European Commission, incorporating elements from a wide range of globally accepted best practices as well as operational experience from various EU Institutions, presented in a way (the PM<sup>2</sup> Guide) that accommodates the user's perspective.

PM<sup>2</sup> is a light and easy to implement methodology suitable for any type of project. PM<sup>2</sup> has grown and expanded its offering during the years because of the feedback and active participation of the EU Institutions PM's community. The PM<sup>2</sup> Methodology is free and provides both PM guidelines and ready-to-use project templates in the most common digital format. PM<sup>2</sup> explicitly encourages tailoring and customisation of its processes and templates, so to ensure that the Methodology serves the project's user needs the best way.

### 8.17.8 EXPECTED MAJOR OUTPUTS

Output name	Set of curricula around Interoperability
Description	The proposal will develop a set of curricula according to the learner objective, profile, difficulty.
Reference	
Target release date / Status	End 2019.

Output name	1 <sup>st</sup> Interoperability Academy Winter School
Description	A Winter School that will gather students, academics and practitioners around Interoperability, ISA <sup>2</sup> and the long-term of the Digital Transformation of Public Administration .
Reference	
Target release date / Status	December 2019.

Output name	<b>PM<sup>2</sup> Web presence</b>
Description	New, single entry point for all stakeholders for PM <sup>2</sup> information with three key stakeholders in focus: EU citizens, Member States administrations, businesses and EU Institutions. This new website will be easily reachable at the url <a href="http://europa.eu/pm2">europa.eu/pm2</a> . It will allow the dissemination of information related to PM <sup>2</sup> , the download of all PM <sup>2</sup> publications, community management tools like forums and collaboration platforms etc. It will allow key stakeholders and MS to have their own PM <sup>2</sup> presence on the web.
Target release date / Status	February 2020.

Output name	<b>PM<sup>2</sup> Community management</b>
Description	<ul style="list-style-type: none"> <li>• Coordinate the PM<sup>2</sup> (contribution to PM<sup>2</sup> development, translations, FAQs, moderation...)</li> <li>• Communicate and measure qualitative impact of PM<sup>2</sup> on the community</li> <li>• Organisation of events, meetings, lectures and 2<sup>nd</sup> Open PM<sup>2</sup> Conference in late 2020.</li> </ul>

	<ul style="list-style-type: none"> <li>• Surveys</li> </ul>
Target release date / Status	December 2020

Output name	<b>All PM<sup>2</sup> Publications translated</b>
Description	<p>Translation and sharing of publication on the EU bookshop of all PM<sup>2</sup> publications</p> <ul style="list-style-type: none"> <li>• Agile for PM<sup>2</sup></li> <li>• PM<sup>2</sup> Portfolio Management</li> <li>• PM<sup>2</sup> Tools &amp; Techniques</li> </ul>
Target release date / Status	Q3-2020;

Output name	<b>PM<sup>2</sup> Certification – available outside the EU Institutions</b>
Description	<ul style="list-style-type: none"> <li>• Make the PM<sup>2</sup> Certification available outside the EU institutions to Member States officials as well as to citizens.</li> <li>• Ensure a level of quality equivalent to the internal certification scheme.</li> <li>• Prevent the dilution of PM<sup>2</sup> certification quality in uncontrolled market offering for certification.</li> </ul>
Target release date / Status	Q1 2020;

## 8.17.9 ORGANISATIONAL APPROACH

### 8.17.9.1 Expected stakeholders and their representatives

Stakeholders	Representatives	Involvement in the action
European Commission	ISA <sup>2</sup> Action owners	Proposals of courses, course creation, participation in the definition of the cursus.
European Commission	DG CONNECT/DG EAC, DG EMPL	for synergies with other digital skills

Stakeholders	Representatives	Involvement in the action
		initiatives
European Commission	Training services	Integration of the learning offer into the EU-Learn Catalogue.
Member States	ISA <sup>2</sup> Committee/Designated representatives in skills.	For synergies with national/regional actions and evaluation of the needs at Member State level.
United Nation University	UNU-eGOV	Ensure synergies and possible collaborations for certain aspects.

### 8.17.9.2 Identified user groups

Like many MOOCs, the eLearning platform can be accessible to anyone, some specific resources will target eGovernment professionals, in particular webinars and courses that will be organised with presence. These professionals can work at different levels of the organisations and intervening at different layers of the Interoperability Model.

In summary:

- Policy developers
- Legal services
- Officials from regional and local governments working on interoperability and public administration modernisation
- Solutions Architects
- Technical staff responsible involved in the development
- etc.

### 8.17.9.3 Communication and dissemination plan

One of the main channel used for dissemination and communication will be Joinup, through a collection “Digital Skills in the Public Sector” aiming at engaging with similar initiatives at national or international level in order to identify synergies and also gather requirements for the Academy. The collection will host the “Interoperability Academy solution” which will be used to host the catalogue of educational resources and later the link. It will also be used to promote any training activity (webinars, workshops,..) organised by actions from the ISA<sup>2</sup> programme.

The Academy will ultimately be supported on an eLearning platform, in addition it will rely on existing actions already proposing training activities which will ultimately be hosted on the academy eLearning platform.

Communication will rely on the usual ISA<sup>2</sup> communication channels (website and social media) as well as through targeted channels involved in the eGovernment educational domain, inside the European Commission.

The creation of specific channels will be evaluated after a year in order to increase the enrolment.

### 8.17.9.4 Key Performance indicators

Description of the KPI	Target to achieve	Expected time for target
Number of resources/ training material proposed	20	2020
Number of courses proposed in the catalogue	4	2020
Number of courses provided	20	2020
Number of enrolled “students”	100	2020

### 8.17.9.5 Governance approach

The governance of the project will be under the responsibility of the Interoperability Unit or the Director of DIGIT Digital Services.

A committee composed of major actions owners (e.g. Legal Interoperability, NIFO, SEMIC, Communication, Sharing & Reuse, EIRA) will be responsible of finalising the contents of the course and act as steering board and defining the curricula.

External advice will be sought from international organisations (OECD, UN), national representatives and other EC services involved in digital skills development in the area of Government. ISA<sup>2</sup> committee members will have the possibility to designate representatives to participate to the governance. To that purpose an Advisory board might be put in place. A support service will be put in place allowing for proposal of new courses, in addition to a change management process coupled with an annual review.

#### **8.17.10 TECHNICAL APPROACH AND CURRENT STATUS**

The action has started by developing a basic learning strategy and identified existing educational resources that have been developed along the years in the ISA/ISA<sup>2</sup> programmes and identify possible gaps in the offer. This will be ready by Q4/2019.

From this cursus, the action will build a roadmap, and a programme for the last 2 years of the ISA<sup>2</sup> programme and ensuring the transition for the Digital Europe Programme. In order to ensure a smooth transition, inclusion of eLearning on CEF DSIs will be foreseen.

A first Winter School is organised in collaboration with KU Leuven early December 2019, if successful, the exercise will be repeated with a similar or other configuration.

#### **Grants**

The action might experiment grants for developing new courses or for translations. The grants should be selected following a call for proposal and the topic will be defined following the assessment of the catalogue.

Grants will be of 10 to 20 K€ per course and will be selected by evaluating proposals sent by the proposers. The areas to be covered will follow the analysis performed in the first phase of the project.

The eligibility for the proposals are:

- Related to one of the domain contained in the call for proposals
- Easily integrated into an eLearning platform.
- Submitted by a maximum of 2 proposers
- Proposers must be any legal entity established in a country member of the ISA<sup>2</sup> programme.

The evaluation will be performed by independent experts in the area of eGovernment and eLearning and will consist of three evaluation criteria as defined below:

Each criterion will have a score from 1 to 5.

- Quality of the proposal: Addressing the subject, Operational Capacity: capacity of the proposer(s) to perform the work proposed
- Pedagogical assessment.

The template for proposals will be made available at the date of the publication of the call.

It will contain:

- The outline of the course
- The questions allowing the assessment of the acquired knowledge.
- A Project Management section
- A section demonstrating the capacity of the proposer(s) to carry-out the work, including the CVs of the people involved.

## 8.17.11 COSTS AND MILESTONES

### 8.17.11.1 Breakdown of anticipated costs and related milestones

Phase: Initiation Planning Execution Closing/Final evaluation	Description of milestones reached or to be reached	Anticipated Allocations (KEUR)	Budget line ISA/ others (specify)	Start date (QX/YYYY)	End date (QX/YYYY)
Initiation	Comprehensive list of all existing material and e-learning strategy and extension to CEF	100	ISA <sup>2</sup>	Q2/2019	Q4/2021
Initiation	Architecture and design of the eLearning Platform	50	ISA <sup>2</sup>	Q4/2019	Q3/2020
Execution	Cursus development	100	ISA <sup>2</sup>	Q2/2019	Q4/2021
Execution	Organisation of ISA <sup>2</sup>	100	ISA <sup>2</sup>	Q3/2019	Q4/2021

Phase: Initiation Planning Execution Closing/Final evaluation	Description of milestones reached or to be reached	Anticipated Allocations (KEUR)	Budget line ISA/ others (specify)	Start date (QX/YYYY)	End date (QX/YYYY)
	Winter/Summer Schools and support to organisation of webinars, seminars.				
Execution	Grants for the production eLearning courses.	50	ISA <sup>2</sup>	Q4/2019	Q2/2020
Execution	Development and maintenance of the MOOC platform and eLearning support	600	ISA <sup>2</sup>	Q4/2019	Q4/2021
	<b>Total</b>	<b>1500</b>			

#### 8.17.11.2 Breakdown of ISA<sup>2</sup> funding per budget year

Budget Year	Phase	Anticipated allocations (in KEUR)	Executed budget (in KEUR)
2019	Initiation Interoperability Academy	400	150
2019	Execution Open PM <sup>2</sup>	250	
2020	Execution	500	
2020	Execution Open PM <sup>2</sup>	500	

#### 8.17.11.3 Planning for the tendering procedures to be launched for the action



Call for tenders foreseen Global amount in KEUR	Call for Tenders Duration in years	Indicative planning of publication (QX/YYYY)
Open Certification	5	Q1/2020

### 8.17.12 ANNEX AND REFERENCES

Description	Reference link	Attached document
Digital Skills in Public Sector	<a href="https://joinup.ec.europa.eu/collection/digital-skills-public-sector">https://joinup.ec.europa.eu/collection/digital-skills-public-sector</a>	
Interoperability Academy	<a href="https://joinup.ec.europa.eu/solution/interoperability-academy">https://joinup.ec.europa.eu/solution/interoperability-academy</a>	
Open PM <sup>2</sup> wiki	<a href="https://webgate.ec.europa.eu/fpfis/wikis/display/PM2">https://webgate.ec.europa.eu/fpfis/wikis/display/PM2</a>	
OpenPM <sup>2</sup> in JoinUp	<a href="https://joinup.ec.europa.eu/community/opm2/description">https://joinup.ec.europa.eu/community/opm2/description</a>	
Open PM <sup>2</sup> Guide in EU Bookshop	<a href="https://publications.europa.eu/en/publication-detail/-/publication/0e3b4e84-b6cc-11e6-9e3c-01aa75ed71a1">https://publications.europa.eu/en/publication-detail/-/publication/0e3b4e84-b6cc-11e6-9e3c-01aa75ed71a1</a>	

## 9 ACCOMPANYING MEASURES