



ISA² Programme

Communication strategy and stakeholders engagement plan

DIGIT

Directorate-General for Informatics

ISA² Programme

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ISA²

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EXECUTIVE SUMMARY

<i>Short Abstract</i>	<p>The ISA² programme is an initiative by the European Commission aiming at simplifying bureaucracy all along the European Union. With a strong focus on citizens, our final beneficiaries, this document aims at informing ISA² stakeholders of the communication actions to be taken to achieve the goals of the programme. Since the ISA² programme has the power to have a real impact on Europe's public administrations, small and large businesses and citizens by reducing their administrative burden and opening up new opportunities, there is a need to put into place effective communication actions – directly or indirectly- that ensure stakeholder's engagement. It also provides guidance for all staff working under the ISA² programme, so that the programme, its actions and solutions are communicated in a coherent way. This is why it is important to communicate about ISA² – and to communicate well.</p>
<i>Objectives</i>	<p>The objective of communicating ISA² is: 1) To promote interoperability among the 28 Member States; 2) To communicate the outcomes of ISA² actions and to actively promote their use by the programme's beneficiaries. The first part of this objective, "to communicate the outcomes of ISA² actions", is about raising awareness. 3) To "promote their use", is about turning that awareness into action.</p>
<i>Method</i>	<p>The method follows four principles:</p> <p><u>A targeted approach:</u> For a better functioning/ higher efficiency of the communications actions taken under the ISA² Programme, this communication strategy has been built up by taking into consideration the comments and suggestions made by all the stakeholders.</p> <p><u>Emphasising tangible & personal benefits:</u> To increase take up of ISA² instruments, the Interoperability Unit must put itself in the audiences' shoes and demonstrate what's in it for them when planning communication actions.</p> <p><u>Focused and consistent messaging:</u> Messaging should be focused. Avoid trying to say everything about ISA² all at once and instead attract potential users by zoning in on the benefits particular to them.</p> <p><u>Building on successes and incorporating lessons learnt:</u> Within the first ISA programme there were several successful initiatives that will be carried through ISA² and further developed.</p>
<i>Capabilities</i>	<p>By putting into place the communication strategy and plan presented in this document, the Interoperability Unit will ensure that interoperability activities are well coordinated at EU level.</p>

AUDIENCE

The main audience for this document is every European public administration at European, national, regional or local level, standardisation bodies working in interoperability, professionals in the IT sector, and every organisation focusing on a better functioning of interoperability (IOP) in Europe.



Policy makers



National public administrations



IT managers



IT practitioners



Policy implementers



Private IT suppliers



**Businesses federations/
organisations**



Chambers of Commerce



NGOs



Members of the EP



Standardisation Bodies



Regional and local governments



**Public affairs consultancies/
Non-profit organisations**



General public

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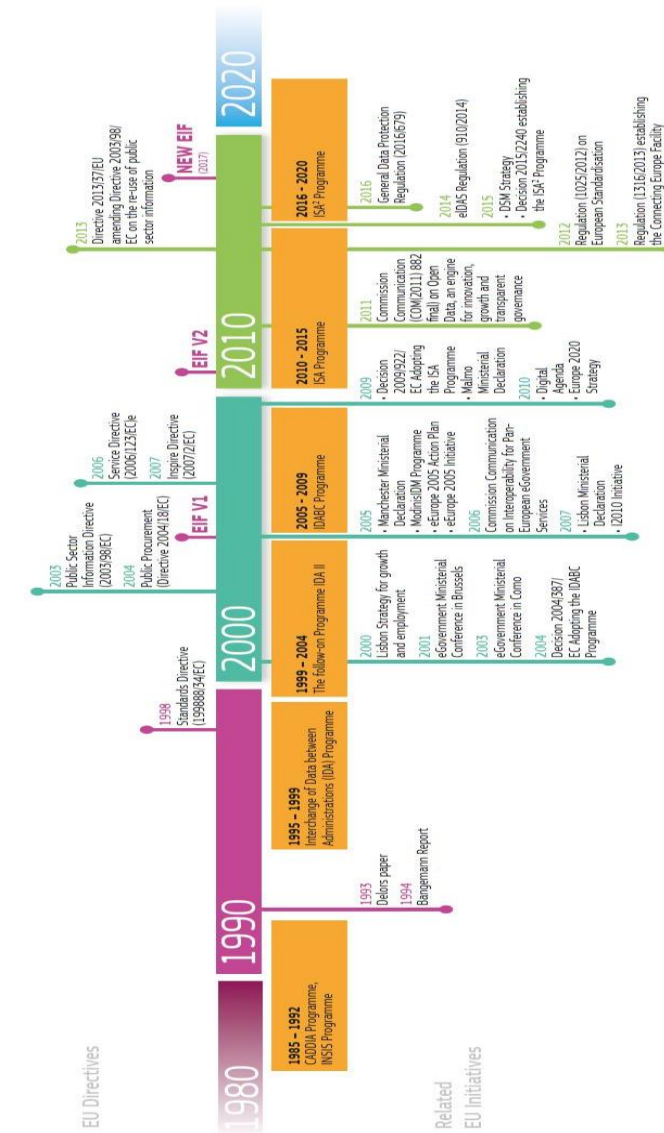


Introduction

1. INTRODUCTION

1.1. The History of the ISA² Programme

ISA² is the latest in a series of programmes that started in the mid-90s to promote interoperability between administrations across Europe. At the same time, quality- and scope-wise, each programme has been relatively different from the previous one. The ISA² programme supports the development of digital solutions that enable public administrations, businesses and citizens in Europe to benefit from **interoperable cross-border and cross-sector public services**.



European Interoperability Timeline

ISA² is running from **1 January 2016** until **31 December 2020**. The programme was [adopted](#) in November 2015 by the European Parliament and the Council of European Union. The conference was officially launched through the, [conference 'From ISA to ISA²'](#), held on 3 March 2016 in the presence of Commission Vice-President Ansip and Commissioner Oettinger.

The ISA² programme has a budget of **EUR 131 million**, distributed over the 5-year duration of the programme. The programme is managed by the European Commission. The European Commission services in charge of the various actions implement them in accordance with the European public procurement rules. Funds are not allocated to entities outside the European Commission.

The programme is managed by the **Interoperability unit of DG Informatics of the European Commission, DIGIT.D2**.

The Member States play an active role through their participation in:

- the **ISA² Committee**, the high level governmental body of the programme;
- the **ISA² Coordination group**, a technical body mandated to ensure horizontal coherence between the programme's actions.

The programme is implemented through annual rolling **work programmes**. This means that there will be five of them for the period 2016-2020.

Each annual work programme undergoes the following phases:

- **Submission:** A call for proposals is addressed to:
 - the Member States and other countries participating in ISA²
 - the Commission services
- **Evaluation:**
 - the ISA unit presents a list of proposals that qualify to be included in the work programme, on the basis of the selection and prioritisation criteria defined by the ISA² decision
 - the ISA² Committee gives an opinion on the proposed action list
- **Adoption:** The work programme is adopted by the Commission and the budget is released.
- **Implementation:** The work programme actions are implemented by the European Commission services in charge of the specific actions.

The monitoring and evaluation of ISA² are carried out through various streams under **the monitoring and evaluation action**, in particular:

- **monthly monitoring** of the implemented actions and publication of results on the [ISA² dashboard](#)
- **annual reporting** to the ISA² Committee
- an **interim evaluation** of the ISA² programme by 30 September 2019
- a **final evaluation** of the ISA² programme by 31 December 2021

With ISA², the below major changes took place that need to be studied and carefully taken into account in order to devise a new communication strategy and plan.

1.2. From ISA to ISA² Programme – Major changes

ISA² is the follow-up programme to [ISA](#), which ran from 2010-2015. The new programme will:

- ensure that interoperability activities are well coordinated at EU level;
- develop and operate solutions for the public administrations on the basis of businesses' and citizens' needs;
- put in place the necessary instruments to boost interoperability at EU and national level, such as:
 - a revised European Interoperability **Framework** (EIF);
 - a revised European Interoperability **Strategy** (EIS);
 - an **Architecture**, the European Interoperability Reference Architecture (EIRA);
 - a **Cartography** of solutions, the European Interoperability Cartography (EIC).

1.2.1. ISA decision- subject matter

In this comparative table of both the scope (the subject matter) and the objectives of each programme in the respective ISA¹ and ISA² decisions, the bold text represents the **major changes** that need to be taken into account for the establishment of the communication strategy and plan.

ISA Decision – Subject matter	ISA ² Decision – Subject matter
<p><u>Official title of the ISA programme:</u></p> <p>A programme on interoperability solutions for European public administrations, including local and regional administrations and Community institutions and bodies, providing common and shared solutions facilitating interoperability (the ISA programme).</p>	<p><u>Official title of the ISA² programme:</u></p> <p>A programme on interoperability solutions and common frameworks for European public administrations, businesses and citizens (ISA² programme) as a means for <u>modernising the public sector</u>.</p> <p>The ISA² programme shall ensure a common understanding of interoperability through the EIF and its implementation in Member States' administrations. The Commission, through the ISA² programme, shall monitor the implementation of the EIF.</p>

¹ Decision No 922/2009/EC of the European Parliament and of the Council of 16 September 2009 on interoperability solutions for European public administrations (ISA).

1.2.2. ISA decision- Decision- Objectives

ISA Decision - Objectives	ISA ² Decision - Objectives
<p><u>A single objective:</u></p> <p>The objective of the ISA programme is to support cooperation between European public administrations by facilitating the efficient and effective electronic cross-border and cross-sectoral interaction between such administrations, including bodies performing public functions on their behalf, enabling the delivery of electronic public services supporting the implementation of Community policies and activities.</p>	<p><u>Four objectives:</u></p> <p>(a) develop, maintain and promote a holistic approach to interoperability in the Union in order to eliminate fragmentation in the interoperability landscape in the Union;</p> <p>(b) facilitate efficient and effective electronic cross-border <u>or</u> cross-sector interaction between European public administrations on the one hand, and between European public administrations and businesses and citizens on the other, and to contribute to the development of a more effective, simplified and user-friendly e-administration at the national, regional and local levels of public administration;</p> <p>(c) identify, create and operate interoperability solutions supporting the implementation of Union policies and activities;</p> <p>(d) Facilitate the reuse of interoperability solutions by European public administrations.</p> <p>The ISA² programme shall take into account social, economic and other aspects of interoperability, as well as the specific situation of SMEs and microenterprises, in order to improve interaction between European public administrations, on the one hand, and between European public administrations and businesses and citizens on the other.</p>

There are an outstanding **number of major changes** in the subject matter and objectives in the ISA² programme:

- Like ISA, ISA² still has the objective of facilitating efficient and effective interaction between European public administrations² but it has been enlarged significantly. Indeed, the **scope of the interaction does not have to be cross-border and cross-sector, it can be either cross-border OR cross-sector**.
- In addition and complementarily, the ISA² programme seeks to facilitate **interaction not only between public administrations, but also between them and businesses and citizens**. Businesses and citizens were already inherently and implicitly included in the ISA programme as indirect beneficiaries. The ISA² programme works now

² Under objective (b) of the ISA² programme decision.

in reaching out to businesses and citizens all across the EU through the public administrations at national, regional and local level. The main goal is to make individuals aware of the interoperable public services facilitated by the ISA² Programme and promote their use.

They become ISA² beneficiaries (and therefore, target audiences), alongside public administrations.

- This is confirmed in the end purpose of this objective, namely that of “*contributing to a more effective, simplified and user friendly e-administration*” at all levels in Member States: **national, regional and local**. Objective (b) is then specified further under objectives (c) and (d), which give a more precise idea of how ISA² will provide solutions as well as a more salient part to reuse of existing solutions by all public administrations (EU-wide). This objective also **refers directly to the modernisation of public administration, at national and subnational levels** – this was not the case in the ISA decision.
- A brand new objective is objective (a): **avoiding the fragmentation of the interoperability landscape** by promoting a **holistic approach to interoperability. This means that the ISA² programme will ensure that interoperability activities are well coordinated at EU level.**
- This is to be read in conjunction with article 1 paragraph 2 of the new decision where the ISA² programme shall ensure a **common understanding of interoperability** across the EU, through a framework (the **European Interoperability Framework**), **and the monitoring of this framework**. This is a strong move, as the reference to the EIF in the ISA decision was confined to the preamble (e.g. recital 13 of the preamble). This also explains the fact that the official name of the programme now refers to **common frameworks** in addition to the usual solutions. It is worth noting that at the time of writing this document, a public consultation on a draft revised EIF concluded.³

Strategically, it will be important to inform stakeholders and target audiences, old and new, of new developments that are of relevance to them, with a strong emphasis on how it will ultimately be beneficial for them.

As an example, the importance given to activity (f), i.e. the **mapping of the interoperability landscape** by means of the EIRA and the EIC, is key. This mapping can **enable reuse** by public administrations, which can in turn benefit from efficiency gains and reduced costs of deployment. An **actual eco-system of frameworks** and supporting instruments has been set up by ISA and is

³ See: http://ec.europa.eu/isa/consultations/impact-assessment-for-the-revision-of-the-eis-eifl_en.htm

being continued under ISA². It consists of the EIS, EIF, EIRA and EIC, i.e. **the necessary instruments to boost and coordinate interoperability activities at EU and national level**. New developments relating to these instruments need to be conveyed to the right audiences (potential users of these instruments as well as those deciding on their use) at all levels of public administrations at European, national and subnational levels.

The EIRA and EIC are two outcomes of the ISA programme, referred to as “ISA² programme instruments” for mapping and analysing the overall interoperability landscape in the Union. The programme will maintain, improve, promote and monitor the implementation of this in order to:

*‘facilitate the reuse of existing interoperability solutions and to identify the areas where such solutions are still lacking’.*⁴

1.2.3. ISA² links with other EU initiatives

While the first priority is to raise awareness of ISA² solutions and to increase their take-up, where possible, including in the narrative that ISA² solutions are the backbone of modern public administrations in a digital Europe and that they contribute to achieving the Digital Single Market is highly recommended. On this point, the ISA² communication team will contact EC officials working on the development of ISA solutions, to write blog posts about them, promoting the benefits of using them for public administrations, businesses and citizens. It must be acknowledged, however, that this point is of most relevance to our audiences at the highest level at EU institutions and at national governments. For the end-users, this is a nice by-product of having used the solutions that make their lives easier and open up new opportunities.

The narrative throughout will include a demonstration of **how the objectives of a number of EU strategies and policy initiatives will be fulfilled with interoperability, sharing and reuse in the public sector and therefore, with ISA²**. Wherever possible, the **savings of interoperability** should be established and mentioned in the related communication activities.

We will weave in messages that cover the following points:

- ISA² is the backbone of modern public administrations in a digital Europe. Modern public administrations:
 - hold high growth potential (considerable weight in the EU economy) / do bring Smart Growth;
 - facilitate cross-border mobility of citizens and businesses (‘physical’ single market).
- ISA² is a unique, comprehensive programme dedicated to interoperability, sharing and reuse without which the Digital Single Market cannot become reality. This is precisely the reason why the ISA Unit contacts them regularly to connect their communication actions thus disseminating the general message: ISA² boosting the Digital Single Market in Europe.

⁴ Activity (f) of the ISA² decision.

- The ISA² programme works complementarily and in coordination with other EU initiatives addressing the public sector that also contribute to achieving the Digital Single Market.
- ISA² is the guarantor of a common understanding of interoperability across these related initiatives.

There is also a need for connection between ISA² and:

1. The [Europe 2020 Strategy](#) (2010)⁵ and the [Digital Single Market Strategy](#) (2015)⁶. ISA² contributes to their implementation (Smart growth, achievement of the DSM).
2. Other policy initiatives and programmes of the EU that also contribute to the objectives of Europe 2020 and the DSM strategy and to modern, quality and cost-efficient public administration. ISA² and these initiatives operate complementarily. They mainly include:
 - the [eGovernment action plan 2016-2020](#)⁷.
 - the [Connecting Europe Facility](#)⁸ funding programme, under CEF-Digital for proposals; grants that help European public administrations and businesses to support Member States' Digital Service Infrastructures to operate with each other across borders are awarded.
 - the [European Structural and Investment Funds](#) (ESIFs):

The European Structural and Investment Funds support investments in, among other fields, eGovernment in less favoured regions, as this is seen as a strategic component of their economic and social development.

1.2.4. ISA² Decision- Activities

Major changes relating to ISA² programme activities compared to ISA programme activities are emphasised in bold in the following table.

ISA Decision Activities	– ISA ² Decision – Activities
(a) the establishment and improvement of common frameworks in support of cross-border and cross-sectoral interoperability; 3.10.2009 Official Journal of the European Union L 260/23 EN (1)	(a) the assessment, improvement, operation and reuse of existing cross-border <u>or</u> cross-sector interoperability solutions and common frameworks;
	(b) the development, establishment, bringing to maturity, operation and reuse of new cross-border <u>or</u> cross-sector interoperability solutions and common frameworks;
OJ C 139, 14.6.2006, p.	(c) the assessment of the ICT implications of proposed or adopted Union law;

⁵ Commission Communication of 3 March 2010: EUROPE 2020 - A strategy for smart, sustainable and inclusive growth, COM (2010) 2020 final.

⁶ Commission Communication of 6 May 2015: A Digital Single Market Strategy for Europe.

⁷ Commission Communication of 19 April 2016: EU eGovernment Action Plan 2016-2020 – Accelerating the digital transformation of government.

⁸ Regulation (EU) No 1316/2013 of 11 December establishing the Connecting Europe Facility.

1.
 - (b) the assessment of the ICT implications of proposed or adopted Community legislation and planning for the introduction of ICT systems to support the implementation of such legislation;
 - (c) the operation and improvement of existing common services and the establishment, industrialisation, operation and improvement of new common services, including the interoperability of Public Key Infrastructures (PKI);
 - (d) the improvement of existing reusable generic tools and the establishment, provision and improvement of new reusable generic tools
 - (d) the identification of legislation gaps, at Union and national level, that hamper cross-border or cross-sector interoperability between European public administrations;
 - (e) the development of mechanisms that measure and quantify the benefits of interoperability solutions including methodologies for assessing cost-savings;
 - (f) the mapping and analysis of the overall interoperability landscape in the Union through the establishment, maintenance and improvement of the EIRA and the EIC as instruments to facilitate the reuse of existing interoperability solutions and to identify the areas where such solutions are still lacking;
 - (g) the maintenance, updating, promotion and monitoring of the implementation of the EIS, the EIF and the EIRA;
 - (h) the assessment, updating and promotion of existing common specifications and standards and the development, establishment and promotion of new common specifications and open specifications and standards through the Union's standardisation platforms and in cooperation with European or international standardisation organisations as appropriate;
 - (i) the maintenance and publication of a platform allowing access to, and collaboration with regard to, best practices, functioning as a means of raising awareness and disseminating available solutions, including security and safety frameworks, and helping to avoid duplication of efforts while encouraging the reusability of solutions and standards;
 - (j) the bringing of new interoperability services and tools to maturity, and maintaining and operating existing interoperability services and tools on an interim basis;
 - (k) the identification and promotion of best practices, to develop guidelines to coordinate interoperability initiatives and to animate and support communities working on issues relevant to the area of electronic cross-border or cross-sector interaction between end-users.

1.3. A new approach: user-centricity

Since the ISA² Programme puts special emphasis on end users, all the objectives should be regarded in the light of the reinforced references to **user-centricity** in the ISA² Decision:

- (18) It is therefore important that policy relating to interoperability and its possible uses should be coordinated at Union level in the manner that is the most effective, and **the most responsive to end-users, possible.**
- (26) In addition to European public administrations, businesses and citizens are also end-users of interoperability solutions because they use electronic public services provided by public administrations. **The principle of user- centrality applies, in particular, to the end-users of interoperability solutions.**
- Article 4: Actions launched or continued under the ISA2 programme shall:
 - (a) be based on utility and driven by identified needs and programme objectives;
 - (b) **comply with the following principles:**
 - ...
 - **user-centricity,**

User-centricity is a way of looking at product development and messaging from the perspective of a real-life, busy human being, as opposed to the perspective of the programme or the business. It gives more accurate insights into customer behaviour because it acknowledges truths about people's behaviour even when these are not encouraging.

Example user-centric attitude

A user-centric business is not afraid to say that, although it may care a lot about its product or solution, users aren't equally committed to the product or solution itself, but just on what it can do for them. Users want to be able to complete their tasks quickly and easily, and then carry on with their life. Most of them would not want to know its history. Neither would they necessarily want to contact the administration. They just want to use it.

In the field of e-government, in which the ISA² Programme helps the Member States to progress, user-centricity is at the forefront of modern eGovernment practices. This is because governments are encouraging all citizens, not just IT people, to do things online – citizens who may be very busy, tired, with low computer literacy or unfamiliar with government vocabulary. If all citizens are

to succeed in this, governments need to make the procedures easy, quick, cheap and preferentially enjoyable for them.

For the ISA² Programme, user-centricity means considering the whole story of a document or tool. Key questions are: Who are the primary users, who read, implement or use it? Who are the decision-makers that choose to invest in interoperability? And who are the people who benefit from it existing, those who finally use the services it enables?

Example user story

An IT practitioner working in a public administration wants to share data on a secure network. His boss investigates how to make this happen and chooses an ISA² solution. The IT department implements it. Finally, the IT practitioner gets the benefit of the network.

Bearing the former in mind, we proceed now to explain how the communication strategy and plan will contribute to reach these major goals.



2

Communications strategy

2. COMMUNICATIONS STRATEGY

2.1. Introduction

The ISA² programme is the latest in a comprehensive series of programmes that started in the mid-90s to promote government interoperability across Europe. Each programme has been different in quality and scope from the previous one. ISA² brought significant changes that were taken into account in developing a new communication strategy and plan. These are described briefly in the Methodology and Approach section below, and in much more detail in Annex I of this document.

With the Digital Single Market increasingly taking shape, boosting economies and societies across the EU, ISA² has an important role to play. The ISA² programme has the power to have a real impact on Europe's public administrations, small and large businesses and citizens by reducing their administrative burden and opening up new opportunities. That is the rationale for communicating about ISA² – and communicating well.

But for that impact to be as high as possible we need to convey the right message to the right people. Our main goal is to simplify public administrations', businesses' and citizens' lives with IT solutions that reduce the effort they have to make in daily routine processes.

However, in a digital world in which private companies develop their own system which are not sometimes interoperable across borders and across sectors, the main problem we usually face is that users might know there are open source IT solutions that are ready to use and that allow them to interoperate all along the EU without effort.

This is the main goal of the programme itself. Nevertheless, to achieve it, raise awareness about our IT solutions and assist our stakeholders in their use is essential.

2.2. Methodology, reference literature and summary

2.2.1. Introduction

In developing this strategy, an extensive analysis of documents related to the ISA and ISA² programme took place. We also talked to our stakeholders to get to know them better and to help us in deciding which channels we should choose to reach out to them.

A summary of the most salient aspects that will impact the communication strategy and plan follow.

Major changes in the content of the programme include the following:

- The **scope of the interaction** no longer has to be cross-border and cross-sector, it can be either cross-border or cross-sector.
- **Businesses and citizens** have become ISA² beneficiaries (and therefore, target audiences), on equal footing with public administrations.
- The new scope of the programme lies on '*contributing to a more effective, simplified and user friendly e-administration*' at all levels in Member States: national, regional and local. This highlights the key role that **ISA² plays in the modernisation of public administrations throughout the EU***.

Indeed, since the EC already counts on several National Experts from each of the Member State's governments, reaching out to them could be a very good way to reach their national governments and increase the number of national events held in each of the Member States. In this sense, there is a strong recommendation to create a database including all the National Experts currently working in the European Commission. **They should therefore be involved in the promotion activities of the ISA² programme to disseminate information about the programme. Additionally, in the case of the events, when possible,** it would be highly recommended to have a maximum representation of nationals from the country hosting the event working for the European Commission. Since they know the national legal framework of these Member States, this will increase the impact of the programme. Likewise, the attendants' confidence in the speakers would be higher, as these know the policies and legislation in force in their Member State.

2.2.1.1. Identification of goals in communication

As specified by the work programme, **the main objective** of communicating ISA² is:

To communicate the outcomes of ISA² actions and to actively promote their use by the programme's beneficiaries

*The first part of this objective, "to communicate the outcomes of ISA² actions", is about **raising awareness**.*

The second part, "promote their use", is about **turning that awareness into action**.

Below you will find a strategy and action plan that will help in achieving both elements of the main objective.

2.2.2. Methodology and Approach

Strategically, the focus will be by default on informing stakeholders and target audiences, old and new, regarding new developments that are of relevance to them, with a strong emphasis on how this will ultimately be beneficial for them. For engagement of the old ones, a collection of national success stories at the events attended by the

Interoperability Unit should be carried out, so that they can learn more about the benefits of the programme through first-hand experience.

Different communities (ISA² programme managers, users of ISA² solutions, or also potential users of ISA² solutions) could be created on Joinup and the ISA² communication platform. For the latter, Joinup could be used as a hub. For these communities, however, there is a need for a moderator on a permanent basis.

As an example, the importance given to activity (f) of the decision – **the mapping of the interoperability landscape by means of the [EIRA](#) (European Interoperability Reference Architecture) and the [EIC](#) (European Interoperability Cartography)**– is key. This mapping can enable reuse of interoperability solutions by public administrations, resulting in increased efficiency and reduced costs. New developments relating to [EIS](#) (European Interoperability Strategy), [EIF](#) (European Interoperability Framework), EIRA and EIC – the necessary instruments to boost and coordinate interoperability activities at EU and national level – will be communicated to the right audiences (potential users of these instruments as well as those deciding on their use) in public administrations at European, national and subnational levels.

Another new objective is to avoid ‘the fragmentation of the interoperability landscape by promoting a holistic approach to interoperability’. This means that the ISA² programme will ensure that interoperability activities are well coordinated at EU level.

Furthermore, while the first priority is to raise awareness of ISA² solutions and to increase their take-up, the promotion of interoperability as means for **ISA² solutions as the backbone of modern public administrations in a digital Europe and that they contribute to achieving the Digital Single Market** should be included in the narrative where possible. It must be acknowledged, however, that this point is relevant to ISA² audiences at the highest level at EU institutions and at national governments. For the end-users, this is a great by-product of having used the solutions that make their lives easier and open up new opportunities. Details about ISA² links with other EU initiatives and the relating messages are in Annex I of this document.

The narrative used throughout will include a demonstration of **how the ISA² programme (including the interoperability that it allows for sharing and reuse in the public sector) makes the fulfilment of a high number of EU strategies and policy initiatives possible. To strength this argument**, we are currently focusing our efforts on quantifying the **savings of interoperability**. Research in this sense is needed to create comparisons between the time and money saved thanks to the use of ISA² solutions.

The communication strategy for ISA² is based on **several fundamental pillars**. Feeding into these pillars are the feedback from the evaluation report, feedback from the ISA² team, the objective of the communication campaigns and communications industry experience of the criteria for successful communications campaigns.

A targeted approach

The communications activities must be aimed at a specific outcome and at specific audiences. The evaluation report acknowledges this approach: “*The ISA² programme should update and implement its communication strategy for the follow-on programme, with a focus on **targeted engagement, including sector-specific stakeholders***”.

Emphasising tangible & personal benefits

Arguably the most appreciated and well-known EU policy of recent times is that on mobile phone roaming. Why? Because it brings *tangible* and *personal* benefit to Europeans. To increase take up of ISA² instruments, the ISA Unit must put itself in the audiences’ shoes and demonstrate **what’s in it for them when planning communication actions**.

Focused and consistent messaging

Messaging should be focused. We must avoid trying to say everything about ISA² all at once and instead attract potential users by zoning in on the benefits particular to them.

Building on successes and incorporating lessons learnt

Within the ISA programme there were several successful initiatives that will be carried through to ISA² and further developed:

- The successful tailor-made workshop visits to Member States.
- Online channels for better interaction, especially external communications (Twitter, YouTube, LinkedIn to come).
- Online channels to improve the internal communication between units and DGs inside the European Commission (MY INTRACOMM). Since, according to the final report, most of the EC officials interviewed stated they had a low level of knowledge about the programme, since the beginning of the ISA² Programme we have initiated an internal communication campaign on the ISA² solutions amongst the internal staff of the EC, as well as to try to involve them in the promotion of the programme. For this, we have created an internal database to coordinate efforts in communication not only at internal level but also at external.

- We have also started intensive connections with the EU's institutions press officers to help us promoting our solutions at national, regional and local level.
- ISA² participation – active presence or stand – in third-party events in Member States. It would be advisable to involve the MEPs and the Committee of the Regions in these events⁹. In doing so, the Interoperability Unit could reach out to a broader audience, thus reaching more potential stakeholders. Streaming is also really helpful here, since it allows those unable to attend the event to learn everything about it from their home. Sharing and Reuse Conference 2017 and SEMIC 2017 Conference allowed 648 and 812 people respectively to follow the events via web streaming, thus increasing the impact of the event itself.
- Additionally, since with streaming there are no room constraints, the audience reached is much wider. Likewise, interaction through a Twitter wall and question and answer time slots during the event also allows for external interaction, with a consequential greater impact of the events.
- After the events, there is a strong recommendation of follow up:
 - Press release
 - News item
 - Visuals
 - Blog- posts¹⁰
 - Video (if enough material): Interviews, when possible, when Director General, national representatives from the EC, Project Officers, etc.
 - Survey among the participants.
- Highlighting the links between the actions and the solutions.

While building on the successes, the feedback from the evaluation report on the less successful aspects of the programme have been taken into account and, as a result, in the action plan resources have been diverted to other more effective activities.

2.2.3. Challenges of the programme

Communicating the ISA² programme presents some challenges. Its 40+ actions cover a wide range of activities from different policy areas. The management of these activities is dispersed across a number of different Commission DGs. This would allow for planning communication actions together, always centralised from the ISA Unit. Thus, the more channels used to promote the ISA² programme, the more the audience will be reached and the higher the impact of the campaigns will be. This will also give consistency and coherence to the communication actions on the ISA² programme taken by each of the DGs and

⁹ The first time we did this was at the wrap up session at the SEMIC 2017 Conference held in Malta on the 14 June 2017. In that occasion, the President of the Committee of the Regions, Mr. Markku Markkula was in charge of the closing speech.

¹⁰ At publication level, since the ISA² Programme has already produced a high number of results (more than 20 solutions), we have recently launched a blog in which the Project Officers of the actions may publish about their actions and solutions, so that increasing their visibility.

Units. In this connection, the ISA² communications team has intensively worked in creating specific guidelines for publishing and communicating about the ISA² programme are very much needed.

Results will be produced under the programme, but **mainly in the long term**. Short-term news items are few and do not come up on a weekly basis. To address this, there is a strong recommendation to create a blog that would be fed every week with blog posts signed by Directors-General, Directors, Heads of Units, Project Owners, etc. Considering the number of actions taken under the Digital Single Market, the 40 actions taken by the ISA² programme and the more than 20 solutions already provided by the programme, the ISA Unit already has enough material to produce a blog post per week, thereby increasing the frequency of its publications, and consequently, its visibility. As such, it is highly recommended to create a calendar, including blog posts, to plan the actions in advance.

The **topics are highly technical and complex. The benefits of interoperability are not immediately visible** – usually interoperability is noted only in the case of its absence. Interoperability, if working well, is taken for granted.

The communication strategy takes these challenges into account while remaining focused on actions that will deliver on the objective: to increase take-up. At the same time, it will include the ISA² communications requirements to broaden the audience range (citizens and businesses) and seek to convey the message about ISA²'s place in the EU policy environment.

2.3. How to carry out communication with the focus on the end users

As stated previously, user-centricity is an approach. It will permeate the activities listed above. Putting the approach into practice will have the greatest impact on tools and services, with a lesser impact on documents. However, all Actions will be encouraged to consider their users and how they can be better satisfied – to embrace the mind-set of 'users first'.

The ISA² Programme is always looking to increase the uptake of its IT solutions. The new practices that will help the ISA² programme managers to research and consider their users will make the actions' outputs more **relevant, useful and easy to find**. Communication is an important aspect of this. No matter how relevant something is to a user, they won't find it unless it is advertised in the right place.

The Communications team has long been aware of the benefits of targeted communication. But the new focus will mean that more time is spent on defining and differentiating the specific groups.

The Communications team will take three steps to make the ISA² interventions more user-centric.

First, the team will support the ISA² programme to develop this understanding internally. It is necessary to encourage the ISA² programme managers to research, develop and use their knowledge of users so that this knowledge can be fed to all communication campaigns.

To this end, the team has created a set of user personas that outline the motivations and challenges affecting four key user groups and shared them among the programme managers

Secondly, the team will aim at targeted communication. Messages will focus on the specific not the general. The end recipient of the messaging will always be kept in mind, when partnerships are developed with MEPs, Civil society and other stakeholders.

Thirdly, the team will orient all content to specific users. Messages will have particular resonance for certain groups.

Examples:

- Interviews with happy users, helping potential new users to contact and current users
- Testimonials from credible users, because readers trust people similar to themselves
- Feedback exercises for example systematic collection of comments on current communication or information about users that could further feed (?) the personas
- Focus on certain types of persons e.g. Directors week (as opposed to focus on ISA² concepts e.g. SEMIC week)
- Adapting communication channel in response to user preferences e.g. github, LinkedIn
- Structured messages, e.g.

Are you a [profession or similar title]? Then consider [news item].

Do you want to [do x]? [Y] can help you.

2.3.1. The global message: Connecting public administrations, businesses and citizens

To achieve the objective of increasing take-up of ISA² solutions, the messages need to incite action.

To be able to formulate targeted messages, based on user challenges and needs, an in-depth analysis of the specific problems of the individual target groups is inevitably required as a preceding step.

The global message

We solve your problems. ISA² solutions save you time and costs.

The global message must be consistent across all target audiences with a tailored narrative and supporting facts that are customised for each sector.

For the messages to be credible, they have to be supported by user testimonials and lessons learnt. In other words, messages must be supported **by actual evidence of the real benefits for public administrations, businesses and citizens**. Our main goal is to simplify public administrations, businesses and citizens' lives. For that, however, we need to inform the potential end users of the real benefits of using (or sharing, when applicable) the solutions and instruments¹¹ provided and promoted by ISA². Since facts speak louder than words, we regularly collect feedback from our users and we will publish them in a success stories digital book soon.

Simplify the global messages, making them more attractive and trying to avoid complex language, while saying the same. Examples:

'Connecting public administrations with businesses and citizens in one click to reduce bureaucracy'

'Reduce your back office paperwork by using ISA² solutions and save money and time'

'Interoperability is the universal wrench that crosses borders in your administrative processes. You are a public administration, a company or a citizen. And this wrench is the ISA programme.'

Whereas this is the main message about the ISA² Programme to be spread out, there is need to know in deep our stakeholders so that we will be able to better tailor the messages. A detailed description of our target audiences and how to engage them follows.

¹¹ For instance, EIRA and EIS

2.4. Who are our target audiences and how to engage them?

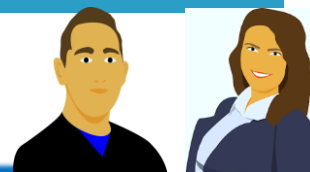
To increase the efficiency of the messages and to prompt the reaction of our stakeholders, there is a need for learning as much as possible about them. That will help us at targeting them better, thus reaching better results.

Since the ISA² Programme is mainly done for users, our main focus for communication actions will be on informing every person that may benefit from our solutions by using massive communication channels. For a good performance, we need to know our audience in deep.

Below is a breakdown of those audiences in as detailed a definition as possible to help in delivering a targeted campaign. The overall message will have proof points that are tailored to capture each audience segment.

They will consist of the staff, resources and assimilated parties of public administrations, broken down into:

2.4.1. Helping policy makers in public administrations to integrate ISA² principles and solutions ¹²



Who are they?

Administrators and legislators (EC officials, Members of the European Parliament, the European Council and other EU institutions, Members of the Committee of the Regions, Members of the European Parliament, Members of national, regional and local governments) in charge of devising policies and legislation respectively, from all policies and sectors (e.g. from finance to health and from education to transportation).

In today's Europe, devising new policies (or reforming existing ones) and legislation in any sector and at any administrative level requires:

- boosting employment and growth, contributing to a better social and economic environment for both citizens and businesses;

¹²Instruments, actions and solutions of particular relevance to this target group:

EIS, EIF, Sharing and reuse framework, LEOS, Participatory knowledge for supporting decision making, ICT implications of EU legislation, Legislation package, Big data, ELI, ELISE, CISE, European Citizens' Initiatives and EP elections, Digital management of [OLP](#) and delegated acts, eTrustex, Joinup, EIRA.

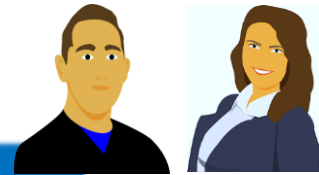
- delivering quality public services and value for taxpayers' money with less budget and fewer resources (efficiency) while public debt is high and public sector budgets are being continuously reduced;
- staying up to date with a very fast-evolving technological landscape as well as the digital expectations of citizens and businesses (security, privacy, accessibility);
- complying with commitments and legal obligations at EU level (e.g. achievement of the Digital Single Market), implementing EU legislation, transposing it into national legislation;
- dealing with and exploiting an exponentially growing amount of data and information;
- being more open, accountable and transparent (open government) in decision and law making processes;
- facing bureaucracy and dealing with increased legal complexity, and simplifying government and legislation;
- finding solutions to tackle a number of serious crises and events: integration of refugees, security threats, natural disasters, etc.

Based on these needs and challenges, the **message¹³ for policy makers** would follow these criteria:

MESSENGER	MESSAGES	CHANNEL	FREQUENCY
ISA ² Communication team	ISA ² offers you comprehensive solutions that help you in addressing serious challenges in your sector and at your level of government while fulfilling your EU commitments and legal obligations.	Mailing	Whenever there is news to tell
		Communication materials	Recurrent
Hierarchy in the Interoperability Unit	Integrating ISA ² principles and solutions in policies and legislation means reduced public expenditure as well as quality, efficient, secure, modern and growth-boosting services.	Events attended as speakers	Recurrent
Central comm unit in DIGIT and DIGIT hierarchy		Events attended as speakers	Recurrent

¹³ This message can be extended to regional and local government bodies intermediaries – groupings of regions, municipalities/communes at national and at European level, including their representatives in the Committee of Regions. Include other organisations working on EU policy and with direct contacts with national, regional and local public administrations in their original Member States.

2.4.2. Providing IT managers in public administrations with a one-stop-shop for devising sustainable, low-cost strategies ¹⁴



Who are they?

Senior/middle managers who are working in the IT domain. They are the ones who devise IT strategies, decide which IT environment will be implemented or maintained in their organisation and make the technological choices. They also include those who are responsible for interoperability strategies and national interoperability frameworks.

Challenges they face:

- reducing system and data management costs, doing away with vendor lock-in and IT legacy costs;
- ensuring that systems and data are managed within and beyond the boundaries of their organisations in a sustainable, efficient and secure way, and in compliance with applicable legislation, including EU directives;
- aligning their interoperability initiatives with the EIF and the EIS;
- promoting the use of [NIFO](#) in each of the Member States to align them to the European one;
- devising terms of reference for the procurement of hardware, software and ICT solutions;
- convincing decision and law makers to integrate sharing, reuse and openness in their decisions and legislation, and to measure the ICT impact of new legislation.

Based on these needs and challenges, the **message for IT managers** would follow these criteria:

¹⁴ [Instruments, actions and solutions of particular relevance to this target group.](#)

EIS, EIF, Sharing and reuse framework, EIRA, NIFO, IMM, Joinup, THEMIS, [sTESTA](#), [SEMIC](#) and semantic interoperability solutions (Core vocabularies, DCAT-AP, ADMS, CPSV-AP), Big data, ICT implications of EU legislation, IPv6 framework for European governments, Interoperability agreements for eDocuments, ABCDE, CAMSS, [ELI](#), ELISE, Open data services, Open eTrustex, Interoperability test beds, Catalogue of services, [Access to base registries](#)

MESSENGER	MESSAGES	CHANNEL	FREQUENCY
ISA ² communication team	Reusing proven solutions (and sharing what works) lead to reduced costs and time (Link to success stories).	Mailing	Whenever there is news to tell
		Communication materials	Recurrent
		Social media	Recurrent
Hierarchy in the Interoperability Unit	ISA ² provides a whole ecosystem that will be your one-stop-shop for devising sustainable, low-investment strategies for interoperable and open-by-design, efficient and secure services. ISA ² helps you in selecting the most suitable standards for your business needs.	Presentations	Recurrent
Central comm unit in DIGIT and DIGIT hierarchy		Events attended as speakers	Recurrent

2.4.3. Offering a collaboration space for IT practitioners in public administrations to exchange stories ¹⁵



Who are they?

Those who support the implementation of policies through IT tools and solutions. They are IT consultants, integrators, developers, analysts and architects. Some are officials or otherwise employed by the administration itself, some are external consultants. They will often advise IT managers about which solutions to adopt. This group requires more technical information than the other targets groups.

¹⁵ Instruments, actions and solutions of particular relevance to them:

EIRA, Joinup, CAMSS, SEMIC and semantic interoperability solutions (Core vocabularies, DCAT-AP, ADMS, CPSV-AP), Sharing and reuse framework, IMM, Access to Base registries, Catalogue of services, THEMIS, Big data, Open data services, European Procurement interoperability initiative (including Open ePRIOR, ESPD), IPv6 framework for European governments, ELISE, OCS for ECIs, Open eTrustex, ICT implications of EU legislation, ABCDE, Interoperability Test Bed, Interoperability agreements on electronic documents, CIRCABC, and LegIT (LEOS).

As those supporting the implementation of policies through IT tools and solutions, they face some of the following challenges:

- Raising IT managers’ awareness of both the need for and benefits of openness (of both software and standards) and convincing them that solutions exist that they can reuse to save both time and costs, and that terms of reference in public procurement can be adapted accordingly;
- Aggregating services, integrating data from various sources, managing and merging databases, and interconnecting registries;
- Finding and implementing tools and software that can support efficient and effective processes and services;
- Setting up federated catalogues, and platforms.

Based on these needs and challenges, the **message for IT practitioners** would follow these criteria:

MESSENGER	MESSAGES	CHANNEL	FREQUENCY
Project officers of ISA ² actions	ISA ² offers you a collaboration space to exchange stories, experience and lessons learnt with your peers.	Mailing	Whenever there is news to tell
ISA ² Communication team	Using ISA ² solutions makes your processes more efficient, breaks down data silos and helps you manage data securely for modern, secure and quality services.	Leaflet	Once
Hierarchy in the Interoperability Unit	ISA ² helps you find the missing pieces for interoperability to happen ¹⁶ .	Events attended as speakers	Recurrent
Central comm team of DIGIT and DIGIT hierarchy	Integrating ISA ² principles and solutions in policies and legislation means reduced public expenditure as well as quality, efficient, secure, modern and growth-boosting services.	Events attended as speakers	Recurrent

¹⁶ Thanks to [Joinup](#), [EIRA](#) and EIC.

2.4.4. Assisting policy implementers in public administrations to cut down on red tape ¹⁷



Who are they?

Civil servants implementing policies, in any policy sector, through procedures. **They are not necessarily IT specialists; they simply make use of IT systems and tools to deal with daily tasks.** They are for instance officers in charge of: interacting with public service users (citizens, businesses), verifying the compliance of a tender with specifications, dealing with official administrative requests from businesses and citizens, managing public consultations, statistics, population registers, or online services portals for businesses and citizens, etc.

Challenges they face:

- Working efficiently while delivering quality outcomes to public service users (citizens, businesses, other public entities they serve) and reaching quantitative objectives;
- Having to deal with inefficient work processes due to e.g. manual data encoding, dealing with data that is not fully updated (coexistence of several, contradicting basic sources), asking public service users to produce paper evidence;
- Barriers resulting from interpreting foreign data or evidence they are not familiar with or formulated in a language they don't understand (e.g. foreign certificates);
- Keeping the data they process secure;
- Once-only principle: Not asking public service users for data that was already provided to another public entity at the same government level.

Based on these needs and challenges, the **message for policy implementers** would follow these criteria:

MESSENGER	MESSAGES	CHANNEL	FREQUENCY
ISA ² communication	Using ISA ² solutions will make your daily work	Mailing	Whenever there is news

¹⁷ [Solutions of particular interest to this target group](#)

[CIRCABC](#), [EUSurvey](#), [THEMIS](#), European public procurement interoperability initiative ([ESPD](#), Open [ePRIOR](#)), [Sharing statistical production and dissemination](#), [Public multilingual knowledge ...](#), [ABCDE](#), [GENIS](#), [Catalogue of services](#), and [LeGIT](#) (LEOS).

team	easier and more satisfying by cutting your red tape: you will become more efficient and deliver modern, secure and quality services.		to tell
		Social media	Recurrent
Project officers of Interoperability Unit	ISA ² helps you in finding the missing pieces for interoperability to happen ¹⁸ .	Events attended as speakers	Recurrent
Central comm team of DIGIT and DIGIT hierarchy	Integrating ISA ² principles and solutions in policies and legislation means reduced public expenditure as well as quality, efficient, secure, and modern and grow boosting services.	Events attended as speakers	Recurrent

2.4.5. Supporting private IT suppliers and vendors (and their federations) in breaking down data silos and managing data ¹⁹



Who are they?

These will consist of private companies and their staff providing ICT services, software and solutions to public administrations (vendors). They implement solutions for public administrations or they recommend or propose solutions based on the terms of reference established by administrations. Their primary motivation is client retention and fulfilling contracts. They may need to integrate ISA² solutions or be aware of ISA² principles of interoperability, sharing and reuse when delivering services or infrastructure for their public sector clients. To fulfil this need, a database including all the IT developers in Europe that might be interested in the promotion of the solutions provided by the ISA² programme is under production.

¹⁸ Thanks to Joinup, EIRA and EIC.

¹⁹ [Instruments, actions and solutions of particular relevance to this target group](#) EIRA, Joinup, [Interoperability Test Bed](#), [CAMSS](#), [SEMIC](#) and semantic interoperability solutions (Core vocabularies, DCAT-AP, ADMS, CPSV-AP), Sharing and reuse framework, [IMM](#), Access to Base registries, Catalogue of services, THEMIS, Big data, Open data services, European Procurement interoperability initiative (including Open ePRIOR, ESPD), [IPv6 framework for European governments](#), ELISE, [OCS for ECIs](#), [Open eTrustex](#), [ICT implications of EU legislation](#), ABCDE, [Interoperability Test Bed](#), [Interoperability agreements on electronic documents](#), CIRCABC, and LegIT (LEOS).

This target audience will include federations of ICT businesses. Some connections that would be really worthy are the AIOTI run by Unit E1 at DG Communications Networks, Content and Technology (DG CONNECT) CONNECT, and the Linked Organisation of Local Authority ICT Societies (LOLA).

Challenges they face:

- Taking part and winning public ICT procurement procedures by offering competitive ICT services;
- Understanding terms of reference well and matching them;
- Understanding the needs of their public sector clients
- Accessing new public procurement opportunities across the EU.
- Add something about profit margin?

Based on these needs and challenges, the **message for IT suppliers and vendors (and their federations)** would follow these criteria:

MESSENGER	MESSAGES	CHANNEL	FREQUENCY
ISA ² communication team	Using ISA ² gives you access to instruments that help you understand the needs and requirements of your public sector clients, making processes more efficient, breaking down data silos and managing data securely for modern, secure and quality services.	Mailing	Whenever there is news to tell
		Leaflet	Once
		Social media	Recurrent
Project officers of Interoperability Unit	Leverage ISA ² solutions to deliver new, open source and open standards-based solutions to your public sector clients.	Events attended as speakers	Recurrent
Central comm team of DIGIT and DIGIT hierarchy	Reusing proven solutions, sharing what works and producing interoperability-by-design services lead to reduced costs and time for public administrations.	Events attended as speakers	Recurrent

2.4.6. Helping non-IT businesses, professionals and entrepreneurs and their federations to lift their administrative burden²⁰



Who are they?

Businesses are new beneficiaries (target groups) of the ISA² programme. Most of the ISA² actions - directly or indirectly- intend to produce outputs that will make their lives easier and cut red tape.

Business federations representing their interests at European level can act as relays for the promotion of ISA² solutions from which businesses (from multinationals to SMEs and micro-enterprises) could benefit.

European, national, regional and local networks representing the interests of businesses. Examples at European level are e.g. Eurochambers, which represents the interests of the business community at European level, and UEAPME, the voice of SMEs in Europe.

Considering that [StartUp Europe](#) is one of the programmes under the umbrella of the Digital Single Market at the European Commission, initiating contact with them in order to reach more start-ups would be advisable. They organise yearly events (StartUp Europe Summit, StartUp Europe Week, etc.) that may help the ISA Unit a lot in reaching its business target group.

Challenges they face:

- Accessing new commercial opportunities across the single market, at any level;
- Red tape, bureaucracy, legal complexity;
- Too many sources of information, too many portals;
- Language barriers to accessing non-domestic markets.

Based on these needs and challenges, the **message for IT businesses, professionals and entrepreneurs and their federations** would follow these criteria²¹:

²⁰ Non-exhaustive list of actions/solutions of particular relevance to this target group:

Automatic business reporting, European public procurement interoperability initiative (ESDP, Open ePRIOR and e-CERTIS), ELI, [FISMA](#) (for financial sector companies), ABCDE (ex GENIS), Interconnection of base registries, Catalogue of Services, Semantic interoperability of the representation of powers and mandates.

²¹ When business are participating in a tendering, they usually spend a lot of time in this. In some cases they are successful and the time spent was totally worthy. However, there are other moments in which their efforts are not fruitful. Then both the time and the money spent in the tendering were futile. Our solution ESPD (European Single Procurement

MESSENGER	MESSAGES	CHANNEL	FREQUENCY
ISA ² communication team	Use ISA ² solutions to lift your administrative burden and facilitate your access to (new) commercial opportunities under fair conditions across the single market, regardless of your company's size.	Leaflet	Once
		Social media	Recurrent
Project officers of Interoperability Unit	With ISA ² solutions, you gain time and can access user-friendly, modern and quality public services that best fulfil your needs.	Events attended as speakers	Recurrent

2.4.7. Simplifying bureaucracy for citizens and NGOs and consumer organisations²²



Who are they?

People active in the fields related to the ISA² programme such as consumer protection, data protection, open data, electronic participation, open government and open knowledge. Those active at European and national levels could act as relays to promote citizen awareness and engagement through the use of ISA² solutions (European Citizen Initiatives, Futurium platform, Catalogue of services)

The overall message will need to be adapted to what really matters for them when interacting with public administration

- Spending less time and effort on their dealings with public administrations;

Document) allows them to shorten that process since they do not have to provide all the documents in the tendering. In case that after the evaluation they won the tender they would have to present the documents required. This way the time they invest is worthy.

²² Non-exhaustive list of actions/solutions of particular relevance for this target group:

Interconnection of base registries, Catalogue of services, OCS for ECIs, Participatory knowledge for supporting decision making (Futurium), [EUSurvey](#), ELI, IMI, and Open data services.

- Accessing one-stop-shops instead of having to identify the competent authority or to find the right interlocutor;
- Not having to provide the same data and evidence several times to various authorities;
- Accessing public sector information.

Based on these needs and challenges, the **message for citizens, NGOs and consumer organisations** would follow these criteria:

MESSENGER	MESSAGES	CHANNEL	FREQUENCY
ISA ² communication team	ISA ² solutions mean less administration both at home and abroad, with "services at your fingertips". ISA ² solutions will also make it easier for you to find your way around public services at home or anywhere in the EU.	Events attended	Recurrent
		Social media	Recurrent
Project officers of Interoperability Unit	You gain time and can access user-friendly, modern and quality public services that best fulfil your needs.	Events attended	Recurrent
Central comm team of DIGIT and DIGIT hierarchy		Public speeches	Recurrent

2.4.8. Collaborating with Member States to reducing public expenditure and saving time



Who are they?

MEPs represent the interests of European citizens and those of cities or regions in Europe. They listen to people with local, regional and national concerns, interest groups and businesses, and lobby the Commission and the Council of Ministers. Those that should be particularly targeted are members of the ITRE Committee (Industry, Research and Energy) the IMCO Committee on the Internal Market and Consumer Protection. E.g. Kaja Kallas and Evelyne Gebhardt, as rapporteurs for the Digital Single Market Act. Also the LIBE committee (Civil Liberties, Justice and Home Affairs) through its responsibility for data protection questions should be among the target committees

Challenges:

Sometimes the legislation in place at national level is not totally aligned with the national one. MEPs are key for this, as they may/might somehow influence or try to convince the national governments to align with the policies implemented in the EU.

The Interoperability Unit has been intensively working in the new European Interoperability Framework (EIF) which assist Member States in their alignment at European level. To reach this goal, thus having an interoperable Europe, we donned to spread the message, so that the recommendations provided by the EIF reach as many stakeholders as possible.

The overall message will need to be adapted to what really matters for them when interacting with the citizens:

- Create a unique European Union in which citizens, from their Member State, have access to the same opportunities as the rest. They are in favour of standardisation. Bearing that in mind, it would be a good reason to ask them for their support to the implementation of the European Interoperability Framework and European Interoperability Strategy. It is also recommended to promote the use of the National Interoperability Framework Observatory at local, regional and national level in their countries, thus promoting the alignment with the European Interoperability Framework.
- MEPs are officially committed to austerity in the context of the economic crisis Europe is going through. They need to show the public opinion that they are working on the public administrations reducing public expenditure while increasing the efficiency in their actions. **Bearing that in mind, a strong recommendation is to use their public commitment to support an initiative that aims at simplifying user experience when dealing with bureaucracy by providing them with IT solutions that allow public administrations to perform more efficiently at providing public services while saving time and money.**
- As politicians, they need to justify their proposals to the Member State with key data on money and time savings, etc. Therefore, there is a need to research these data to be able to provide them with enough reasons to join efforts with us in the promotion of the programme.
- As national politicians, every success in their country is a success for their management. In this connection, there is a need to provide them with a list of users of the ISA² solutions – including the benefits resulting from that use – thus offering them the opportunity to become ambassadors of the ISA² programme in their home country.

Based on these needs and challenges, the **message for Members of the European Parliament** would follow these criteria:

MESSENGER	MESSAGES	CHANNEL	FREQUENCY
ISA ² communication team	Using ISA ² solutions in public administrations of Member States will contribute to reducing public expenditure and saving time, while increasing efficiency.	Workshops	Recurrent
		Meetings	Recurrent
		Mailing	Whenever there is news to tell
Project officers of Interoperability Unit	Reusing and sharing proven solutions will help you to create an EU common framework to reduce administration burdens, thus simplifying citizens' and businesses' lives.	Events attended as speakers	Recurrent
Central comm team of DIGIT and DIGIT hierarchy	Connecting Member States in Europe by using ISA interoperable solutions will build a Europe without administrative burdens.	Public speeches	Recurrent

2.4.9. Connecting Europe at local, regional and national level



Who are they?

Government bodies intermediaries – groupings of regions, municipalities/communes at national and European level, and CoR representatives. A good example of this is Partenalia, an organisation which is currently creating a network of local and regional public administrations across Europe. They are quite active in the organisation of events.

Challenges:

- Connect local and regional public administrations, businesses and other organisations with European ones to simplify their back office procedures, reduce costs and save time.

Based on these needs and challenges, the **message for officials of the Committee of the Regions, and also for local and regional governments** would follow these criteria:

MESSENGER	MESSAGES	CHANNEL	FREQUENCY
ISA ² communication team	Connecting municipalities and regions in Europe by using ISA ² interoperable solutions to build a Europe without administrative burdens.	Workshops	Recurrent
		Meetings	Recurrent
		Mailing	Whenever there is news to tell
Central comm team of DIGIT and DIGIT hierarchy	Connecting Member States in Europe by using ISA ² interoperable solutions will build a Europe without administrative burdens.	Public speeches	Recurrent

ACTIONS:

Strong recommendation to organise 1-2 workshops per year with public administrations, hosted by the Committee of the Regions, to promote the ISA² solutions.

Attendance at the events organised by the Committee of the Regions (Week of Regions and Cities – October 2017 – and Open Days organised by them, etc.).

Every time the ISA² programme attends or hosts events on its solutions, try to create a database with all the attendants for further engagement and try to network at the event to reach further stakeholders in our target groups.

Also, organise webinars and online training sessions for local and regional public administrations (2), businesses (2) and citizens – NGOs, foundations, etc. – (2) in which ISA will explain how to use them. In the briefing to the ISA² Project Owners, they will be asked to bring back attendance lists from the events in which they act as speakers.

2.4.10. Promoting common standards with standardisations bodies and universities/researchers²³



Who are they?

Standardisation bodies working in fields related to ICT (CEN and CENELEC, OASIS, W3C, etc.) and researchers.

The overall message will be that the programme also relies on their involvement and on the interaction with them in devising and recommending open standards.

Based on these needs and challenges, the **message for standardisation bodies and universities/researchers** would follow these criteria:

MESSENGER	MESSAGES	CHANNEL	FREQUENCY
ISA ² communication team	There is no interoperability without widely accepted open standards.	Workshops	Recurrent
		Meetings	Recurrent
		Mailing	Whenever there is news to tell
		Social media	Recurrent
Hierarchy in DG DIGIT		Public speeches	Recurrent

The next chapter of this document, the communication plan, will show the actions to be taken to implement the requirements of the strategy previously explained and to reach out to the target groups presented in detailed in the previous pages.

²³ Non-exhaustive list of actions/solutions of particular relevance for this target group:

EIF, EIS, EIRA, Semantic interoperability package of three actions, Catalogue of services, Access to base registers, CAMSS, Sharing and reuse, open data, and big data.

2.4.11. Target audiences in the EU institutions

This is staff of EU institutions (Commission, Council and Parliament) and EU Agencies. They include:

- The **Digital stakeholder forum** of the European Commission (IT representatives of the different DGs);
- **Practitioners in the IT domain**, in all policy departments;
- **EU policy and law makers involved in EU initiatives related to ISA²**, either at horizontal or at sectoral level:
 - Participants in the Digital Single Market (DSM) subgroups chaired by the Secretariat General of the European Commission, such as 'Interoperability and Standards', 'eGovernment' and 'Free flow of data'. ISA² has been actively participating in these subgroups, according to the final evaluation report on the ISA programme.
 - Participants in the Inter-service Group on Public Administration Quality and Innovation where transversal (DIGIT, CNECT, SG) and sectoral (EMPL, ECFIN, JUST, TAXUD, GROW, SANTE, etc.) DGs are represented. This Inter-service Group was created in June 2015 as a merger of the Inter-service Group on Institutional Capacity and Administrative Reform and the informal Friends of Public Service Modernisation group.
 - Those in charge of proposing new legislation for the implementation of EU policies, including those related to the Single Market or requiring cross-border collaboration.

These subgroups and Inter-service Groups were created in order to better coordinate EC initiatives and efforts related to eGovernment, the Digital Single Market, Interoperability, Public Sector Modernisation, Public Services Efficiency and Quality. They are therefore **a place where ISA²'s principles and solutions can find strong supporters.**



3

Communications action plan

3.1 Action 1 – Promote ISA² Success Stories

To incite increased take-up of solutions, convincing testimonials from ISA² users are required. Developing and promoting these stories will be one of the keys to achieving this objective.

The aim of this plan is to provide testimonials from users throughout the programme. In order to do this, it will be crucial to have and exploit user feedback and figures.

To be interesting and convincing, user testimonials need to reflect the reality that other users also face: presenting the challenge; showing how it was overcome; clearly showing the concrete benefits gained from ISA²; and summing up how ISA² made the user’s life easier. The more common the problem addressed and solved in the testimonial, the more likely it is that other people will feel it is relevant for themselves as well and take action.

Testimonials should be appealing, concise, lively, and jargon-free. They can be presented in written form with eye-catching visuals and as short video clips – with user interviews. Videos will convey users’ emotions and satisfaction in a more immediate way.

It is strongly recommended to use this format for the more complex ones (EIRA, EIF, etc.): videos explaining (EIRA, EIF and Sharing and Reuse of IT solutions framework) what it is about, and the problems it solves, accompanied by the users’ testimonial in which they explain how X solution helped them to solve their problems, and the benefits of using them have been produced. When possible, try to quote some MEPs, Commissioners or EC officials involved in the programme and users’ testimonials, highlighting how important this step forward is for reaching goals related to the Public Administration Reform (PAR).

Testimonials should be provided by the different ISA² target groups identified and defined in the strategy:

- Policy makers in public administration;
- IT managers in public administration;
- IT practitioners in public administration;
- Policy implementers in public administration;
- Private IT suppliers and vendors (and their federations);
- Non-IT businesses, professionals and entrepreneurs (through their federations and interest groups);
- Citizens (through NGOs);
- Members of the European Parliament;
- Officials of the Committee of the Regions;
- Standardisation bodies and researchers.

Something that makes a public administration’s staff life easier is, for instance, the possibility of **easily accessing and exploiting reliable data in registers** that are not managed by them. This would be a concrete benefit of the interconnection of base registries and authentic sources of information.

A citizen or a business user can show how their lives are easier by having to do less administration, e.g. the concrete application of the **once only principle**. This is a powerful example that speaks to all.

Local level should not be underestimated, provided that specific examples exist. Due to their limited budgets, local governments are the ones who need the most free-to-use, out-of-the-box solutions that they can integrate easily into their systems.

Finding **reliable and solid sources of user testimonials will be key, and some examples already exist, such as:**

- Giorgia Lodi from Italy's Agency for Digitisation (AgID) is a user of several semantic standards. She shared these at the [From ISA to ISA² Conference](#) and at the [SEMIC conference 2016](#).
- The Belgian federal government has been using ePRIOR for several years now. With the input of the action owner, it should be feasible for a representative to describe their experience of adopting and using ePRIOR and share it with the community.

Under Action 2, **ways of finding information for the many solutions managed outside of the Interoperability Unit will be presented.**

3.1.1. Disseminate newly available user testimonials through the right channels

3.1.1.1. ISA² website

- On the homepage, place a recent, appealing short user quote about tangible benefits (What's in it for me?) with a link to the full testimonial (text or video).
- User testimonials in video will be published on the homepage as video 1 in the video player. This video will have been previously published on the ISA² YouTube channel, currently the shadow repository for ISA² videos.
- On the related solution page, prominently place the same short user quote, and then a link to the full testimonial.
- Publish a news article to promote newly available user testimonials and link it to the video testimonial when applicable.
- Place a link to the user testimonials in the 'Want to know more' box of the relevant ISA² action page.
- Consider using a single icon that would be a marker for user testimonials across the site (and other tools), e.g.:



3.1.1.2. Social media and e-mail campaigns

Disseminate user testimonials **beyond the boundaries of the ISA² website, to reach out to new audiences.**

- Send an e-news message to a tailored set of ISA² stakeholder categories in the database, depending on who the potential beneficiaries are.
- Tweet the user testimonial from the ISA² account, using relevant hashtags (see Action 4).

For example:

Learn how X public administrations simplified X procedure with #X by #ISA2 (hashtags and short link).

- Share the story with Joinup and its Communities, where the core potential users are: Make the two platforms (ISA² / Joinup) echo each other (see Action 5). This includes:
 - Linking the user testimonial to the relevant Joinup pages (Community or solution page);
 - Publishing the user testimonial on Joinup, pinpointing it on the homepage;
 - Sharing the user testimonial as a Communication on the relevant community/solution page;
 - Retweeting the ISA tweet from the Joinup account and the relevant Actions' accounts (SEMIC, EIRA, Joinup, etc.).
- Share the story with other EC DGs and units that work on the Digital Single Market and eGovernment. Increase communication synergies amongst the units working in the ISA² programme, so that communication can be planned well in advance and increase the visibility and impact.
- Ask them to (**INTERNAL COMMUNICATION**):
 - Republish the user testimonials, including through the eGovernment newsletter of DG CONNECT. Bearing in mind those recommendations in the final report on the ISA programme, there is a strong recommendation to expand this network and forward the materials to the rest of the units and DGs involved in the development of the ISA² programme for them to publish news items, etc.
 - Retweet / quote tweets.
 - Create communication packages for communication campaigns (including posts for LinkedIn, Facebook, Twitter, Yammer, etc.).

3.1.1.3. Promote user testimonials at events

At events where the ISA² stand is present, we would promote the user testimonials by distributing 'paper' versions and by playing the video clips on a

loop – with subtitles – on the screen at the stand. ISA² action owners could also embed them in their presentations.

Media

The Interoperability Unit will consider contacting a limited set of traditional media to ask them to relay success stories that convey the most powerful success stories.

Local and regional media are easily accessible, especially when it is about covering news of a local or regional public administration which is somehow related to EU institutions. In this case, there is a strong recommendation on contacting local media, and providing them with materials (videos about the ISA² programme, pitching the story to them and providing them with the contact details of the user for them to have more info and cover the story better). Or, encourage the local or regional authorities to do it.



Recommended timing: throughout the programme and at a frequency of one user testimonial per month.

3.1.1.4. Revive user testimonials

Tweet regularly about old user testimonials on solutions that you wish to promote more.

3.2 Action 2 – Exploit available information as source of users' testimonials and new outcomes

3.2.1. A wealth of information/data sources with great potential for reuse

Many sources of user testimonials and new developments already exist. ISA² will work with stakeholders to select and use them.

The first, obvious one, consists of **ISA² action owners' updates conveyed directly to the ISA Unit communications officer and staff.** These action owners are both inside and outside the Interoperability Unit, in other DGs. (A database including all of them has been created and is already in use)

In addition, a **wealth of information about new outcomes and the state-of-play in relation to ISA² actions and solutions** is available across **different channels and media.** These include:

- Joinup communities;
- Joinup solution/asset pages and related metrics;
- NIFO community;
- Results of the Monitoring and Evaluation action, including the Actions Dashboard;
- Related policy areas and initiatives (e.g. digital transformation of public procurement);
- The ISA² work programme also features descriptions for finding out more about what is happening with a given action;
- A unified survey template with some standardised information on the programme will be made available;
- Mailing;
 - Direct feedback;
 - Active participation at events;
 - Analysis of feedback.

Based on such sources, one can access a **wide range of information, from interesting statistics (downloads) to the actual users or implementers, use cases, latest developments with a given action, and so on.**

An interesting example is the [CPSV-AP solution/asset pages on Joinup](#). On these pages, one can conveniently find information on who has been (re)using the CPSV-AP solution. With this type of information, potential interviewees for user testimonials have been identified.

In order for this data and information to be effectively and efficiently exploited and measured, monitoring, processing and follow-up workflows are needed.



Recommended timing: as soon as possible and throughout the programme.

3.2.2. Make ISA² action owners aware of ISA² communication needs

Organising a kick-off seminar for owners of the 40+ ISA² actions will convey the message that for ISA² to be successful, each ISA² stakeholder needs to actively communicate their results, in a way that the corporate identity of the programme is kept and used as leverage.

Action owners need to be aware that ISA² is much more than a funding programme for their own action. They need to **see the bigger picture** to be able to communicate their solution as part of the interoperability landscape that the programme is shaping in Europe.

For example:

- Action owners know the sector-specific events relevant to their actions better. At the seminar, they should be encouraged to propose events that ISA² communications can target.
- Likewise, as action owners know who their actual and potential users are better, they can help identify the needs of their users and build messages, based on these needs, specifically for their own users.

The seminar could establish a simple system for enabling an information workflow from the action owner to the ISA² communication team. Details follow in the next subsection.

3.2.3. Detect and exploit existing information

A simple, flexible way of gathering information and networking internally for ISA² would be to dedicate a 'Lookout' resource to **monitor existing sources**, weekly or better, bi-weekly:

- **Monitor the wealth of information that is already available online, on Joinup in particular** – e.g. through a meticulous monitoring of the various ISA² action communities, solutions pages and newsletter contents. Based on the information collected, the Lookout may suggest to the ISA² communications team a number of users, reusers or implementers to be contacted as potential interviewees who may share their actual experience of using/implementing a solution. This would be a prerequisite for building user testimonials.
- **Collect feedback from action owners, inside or outside the Interoperability Unit.** This interaction could be limited to the action owners directing the Lookout to the relevant online information on Joinup or other websites. Alternatively, the **Monitoring and Evaluation contractor's role in getting information on potential news items could be extended to asking them:**

- (1) whether an expected output (as listed in the work programme) has been reached;
- (2) which actual users could share their experience of a solution with the community.

With the green light from the Interoperability Unit and if the user/action owner agrees to it, **a journalist** could interview the identified users and/or the action owners in order to:

- **write a convincing user testimonial** (as defined under Action 1) and a news article to disseminate it; there is a strong recommendation to publish these users' testimonials in direct style and first person, since they are closer to the audience, by telling a first-hand story, which increase the reliability of the story;
- produce a **user testimonial in video format**, which is more powerful and effective than written text;

- or **write news stories about major achievements** regarding an action that are worth spreading, e.g. reaching an ‘expected output’ as described in the work programme, release of a new, better version of software and the practical benefits this brings, release of a new interoperability factsheet, release of a new version of the Interoperability Maturity Model (IMM), etc.;
- **and/or revise an ISA² action page or a solution** page on the ISA² website, including ‘key facts and figures’, ‘who is already using this solution’, ‘project phases’, etc.



Recommended timing: as soon as possible and throughout the programme.

3.2.4. Provide feedback for trusting and renewed collaboration

It will be important to follow up and provide feedback to action owners and interviewed users. Feedback triggers trusted cooperation, and in turn continuous, regular, effective and efficient collaboration. If an interview takes place (written or not) with action owners or users, it will be important to update them on the outcomes i.e. whether the information was exploited or not, how, where and why.

3.3. Action 3 – Ensure a smooth transition from the ISA website to the ISA² website

The ISA² website remains a central tool and component of the communication plan.

3.3.1. Ensure continuity between ISA and ISA² programme

This chapter provides several suggestions and recommended preparatory actions as well as possible new features for **bringing more users to the new ISA² website**. Focused on our users, the approach in this sense will be to **maintain continuity** while making it evolve in terms of content and features. This section provides a set of recommended basic actions to improve the appeal, selling power and user experience of the new [ISA² website](#). With the envisaged migration to Drupal, the information architecture of the ISA² website has already been put into place, taking advantage of the functionalities that Drupal allows. In any case, the previous ISA website is archived and its content frozen.

In the new website, user testimonials, regardless of their format, are crucial due to the fact that it is for them for whom we created the programme. Accordingly, highest visibility as possible will be given to them, upfront and locating them in the solutions or actions page.

3.3.2. Modernise website and contents, address potential ISA² solution users

The new ISA² website needs to be the ‘one-stop-shop’ where anyone can find any information they are looking for on interoperability in the EU. **To ensure this information is exploited to its full potential, several actions are recommended.**

Any new developments compiled following the activation of this strategy and plan, and relating to the use and interaction with ISA² stakeholders, **should be advertised as dynamically as possible on the ISA² website**, as close as possible to ISA² target audiences and beneficiaries. Even though it is designed and intended as a traditional information website, several features will allow for reporting this information dynamically, more clearly and in a more user-friendly way, ultimately generating interaction:

1. **Dynamism: embed social media features** to tell ‘what’s new as it happens’ (Twitter feed) and regardless of the website update calendar, and give users the opportunity to spread the word across their networks (share on social media icons). Additional information on this can be found further down.
2. **Break down online information silos: Cross-linking within the website and beyond:**
 - **Joinup:** actions and solutions should be directly linked to relevant Joinup communities and statistics. Update user statistics as sourced on Joinup.
3. **Participation:** Give maximum visibility to public and stakeholder consultations. To increase the visibility of the [consultation](#), two recommendations are proposed:
 - **Create a communication campaign (both media and social media) to increase the number of participants in it²⁴.**
 - Put a timing calendar on the website page, counting down the days until the deadline, followed by [#Haveyoursay](#) and the link to the consultation’s page. Share it in social media and also with the communications officers of other units and DGs working on the development of the ISA² programme.
4. **Address potential ISA² users:**
 - Grant **maximum visibility to user testimonials** in the Action and Solution pages, making them the core of what ISA² has to offer.
 - **Provide ‘user identity markers’ for potential users and stakeholders** in the Solutions, Actions and News pages: use the icons of the visual identity as markers, they will show at a glance who a given action or solution

²⁴ Campaigns put into place over 2017 (Sharing and Reuse Conference 2017, Promotional campaign of the European Interoperability Framework and SEMIC 2017 Conference reached more than 2 million people respectively.

is for (citizens, businesses, regional/local administration, national administration). Use the same principles in printed publications, so that there are harmonised ‘user identity’ flags across channels.



- A given action or solution and its related news items should keep the same illustrative picture across the website and beyond it.

Efforts have been made over the past 2 years to improve the appeal and the readability of the ISA² website by: (1) Feeding the tab dedicated to ISA² solutions with new information: This page lists approximately **20 eGovernment tools**, services and frameworks that have been produced or funded by the ISA programme. Each solution has its own factsheet with a core set of information and direct links to the solutions themselves²⁵; (2) Simplifying the structure of the homepage; (3) Eliminating redundant content.

Actions in the ISA² programme have been grouped according to a ‘package’ structure in the 2016 work programme. This classification into nine packages is now used as a **single filtering system across multiple sections** (Actions, Solutions) in a way that **instils some degree of semantic interoperability in the website itself**.

3.3.3. Review and update section contents

The ISA² website has kept the rationale from the previous version to avoid misunderstandings. Its construction and development has taken into consideration the user point of view at every moment. . The target structure and the information architecture should keep being appealing, balanced and consistent.

Firstly, structure-wise the tabs have been kept, but updated to the ISA² programme’s new state-of-play and visual identity, and some elements have been put in place.

²⁵ When is this solution for you?; What can we offer you? Our solution at a glance; Get started, with a direct link to the download page on Joinup when possible; Is this solution open source? More detailed information; Who is already using this solution?; Key facts and figures.

3.3.3.1. Homepage

The blue welcome banner features a background that makes use of ISA² visual identity (blue background interconnecting the various icons of ISA² solutions' end-users). It reads:

ISA² – IT solutions for less bureaucracy

This echoes the global message expressed in the ISA² strategy:

We solve your problems. ISA² solutions help you save time and money

As for the structure, most of it is kept, but it also improves the user experience and the general consistency of information architecture, as well as adding dynamic and appealing content for stakeholders and target audiences.

- Commissioner quotes are important. Even more impact will come from **powerful user testimonial quotes that make visitors want to know the story of what ISA² can do for them and how**. User quotes will be placed in each solution page. Potential hands-on users need to know upfront 'What's in it for me?'
- Concerning this, there is a recommendation to contact Vice-President Ansip's Cabinet to ask them to prepare a blog post about the ISA² programme to link to their quotes. Having a text focused on the ISA² programme and the benefits of the EIF would be really helpful for promoting the ISA² programme's actions.
- The **Events panel on the homepage has been made clearer**. Before, it featured a picture slideshow of past events organised by ISA or where ISA participated, with their own caption and link. Below the slideshow, there was a link to the next upcoming (future) event organised by a third party and then to all upcoming events. A person who visited the site for the first time might be surprised that the pictures do not match the event title beneath them. This is why the events pictures have been kept as a section of a given event archive page instead. This change has also allowed for including more elements on the page, thus providing it with more dynamism.
- **In the coming months, more dynamic elements will be included in the homepage**, such as an embedded Twitter timeline 'Tweets by @EU_ISA²' similar to the one on Joinup's homepage. Embedded timelines are an easy way to dynamically display multiple ISA² tweets or retweets on the website in a compact, single-column view. This shows visitors randomly passing by on the ISA² website that they could follow ISA² through a more dynamic, social feature. Likewise, it can ultimately bring them back to the ISA² website at a later date.

- **Sharing and liking features will be placed on the ISA² homepage and on each individual page**, allowing readers to share ISA² content with their networks and communities, and therefore making ISA's content reachable beyond the borders of the ISA² website to a wider target audience. Content may then be shared by email, Twitter and LinkedIn.

3.3.3.2. About the ISA² section

'About ISA² summarises what ISA² does, what it seeks to achieve and how it operates in practice, including management – and budget-wise. This section is aimed at newcomers who want to know at a glance what ISA² is about and what is (or isn't) in it for them. A further information box pointing to official documents is featured on the right-hand side.

For the future, this section will briefly explain the meaning of the various action packages. These packages are indeed the main filter for the ISA² actions and ISA² solutions pages – and they may also be a filter for the news section (highly recommended). Explaining what types of projects one can find behind these labels is advisable. Although their labelling is clearer than that of the ISA programme clusters, a brief to-the-point definition for each package would complement this key section of the website purposefully.

3.3.3.3. New section proposal: 'Interoperability essentials'

Creating a brand new tab called 'Interoperability essentials', which would have a didactic aim, is highly recommended. This new section would:

- define what interoperability means:
 - Public administrations: Online applications to position our fellowships in which the exchange of documents between administrations is required.
 - Business: Bank Transfers.
 - Citizens: The use of plugs in different countries (UK vs. EU different mobile chargers);
- present the **interoperability eco-system put in place and maintained by ISA²**, i.e. the four instruments that will ensure a holistic approach to interoperability in Europe: the EIS, the EIF, the EIRA and the EIC;
- demonstrate the **central role of interoperability**: present interoperability as a **core enabler of many changes/improvements**, following this slide found in several presentations by Margarida Abecasis, the former Head of the Interoperability Unit:

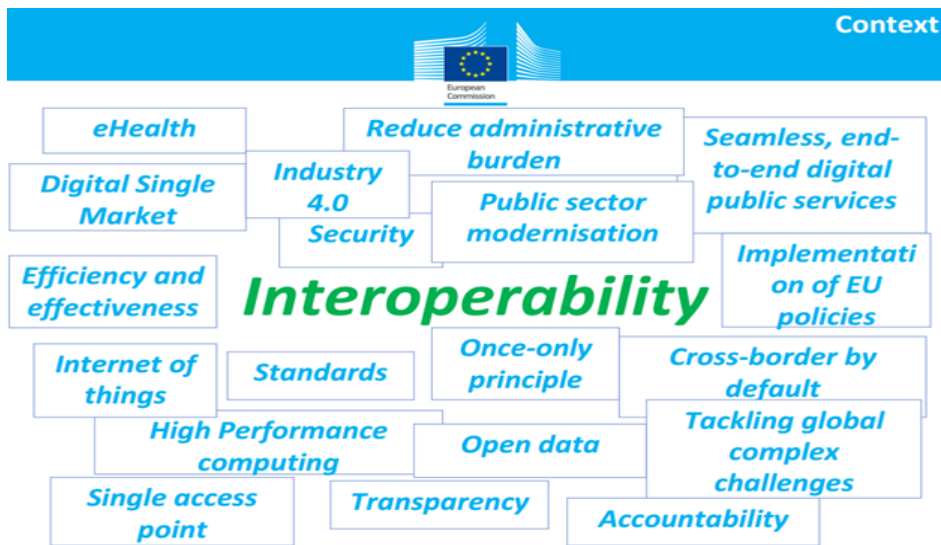


Figure 1 – Margarida Abecasis' presentation at the ISA² conference, 3rd March 2016

- A tab dedicated to 'Other EC initiatives and funding programmes' also contributing to or relying on interoperability. It would present the various initiatives, provide links and contact points, together with simple visuals that show how various initiatives are coordinated, such as (CEF). A database collecting all this information is in preparation:

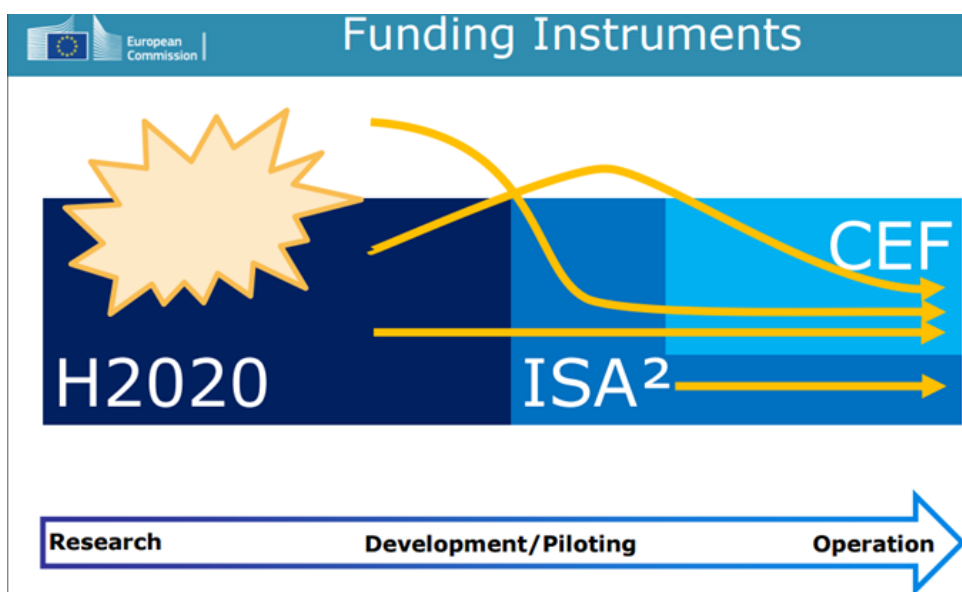


Figure 2 – CEF presentation, Serge Novaretti, ISA² conference, 3rd March 2016

3.3.3.5. ISA² conference section

This tab has been kept since it demonstrates the high interest and high level of support that the event, and consequently the programme, has received so far.

3.3.3.6. New tab for the European Interoperability Framework (EIF)

Since the Interoperability Unit has published the new European Interoperability Framework to be adopted within the first semester of 2017, a new tab on the website has been created. In this tab, the new EIF and communication materials (brochures, leaflets, graphics, etc.) will be included.

3.3.3.7. ISA² solution factsheets on the Solutions page

Each and every solution factsheet will feature a user testimonial as defined under Action 1. This must appear as high as possible on the factsheet page. A key convincing quote about concrete benefits for the user are displayed first, followed by a link to the full user testimonial (text or video). In this way, potential users are drawn to check testimonials, and hear a genuine user story first. If convinced, they will seek more information and delve into the factsheet.

3.3.3.8. Consultations section

The current structure fits the ISA² programme's communication purposes. It is divided into ongoing and past consultations, according to a portfolio structure. All consultations conducted during the ISA² programme are displayed in this section so that it serves as a centralised hub for all consultations.

3.3.3.9. Events section

In the Events section on the website, there is now a clear distinction between the events that ISA² organises (**Our events**, which aim to attract ISA² stakeholders and target audiences) and those that ISA² promotes either because it will participate in them (ISA² meeting its target audiences) or because the events are of interest to ISA² audiences.

Proposal for their distinction: in future an interactive map on which the user will check the events being held in which countries will be included; therefore the user will not have a long list of events but a map with a comment in which they will see the topic, venue, etc. The website of the event will be reused to show in which Member State ISA² solutions are already used. Reusing the feature for the above as well, to be checked with A3, once the new website is in place, will be a recommended option for this.

Currently, there are dedicated 'stickers' (ISA² organisation, ISA² participation) on the list of upcoming events. However, in the near future, the events with ISA² participation will be made much more visible so that potentially interested users will know where they can meet and discuss with the project officers of the ISA² programme.

Before the event, a communication package including press releases, blog posts, visuals, footer signature, etc, will be sent to our media stakeholders (EU's institutions' press officers, etc.).

At the event, provide attendants with a form in which they state their professional area, topics they work in, main problems they find while doing

their job concerning administrative processes, etc. This will help Interoperability Unit in identifying their problems, as well as providing them with enough data to target them better by offering them customised information.

- Mailing updates on links about the ISA² programme that could be of interest to them.
- Incorporating their contact details into databases.

After the event takes place, there is a need for active follow up: this includes a post event communication campaign in media (including internal and external) and social media) to ensure the stakeholders' engagement.

According to the Public Sector Reform: **How the EU budget is used to encourage it** (p. 50-54), the Programme Europe for Citizens provides funding to municipalities and associations wishing to develop networks of towns to cooperate on a common theme from a long-term perspective. Bearing that in mind, **an event jointly hosted by the Committee of the Regions and ISA² programme to inform municipalities on the IT solutions provided by the ISA² programme and on the open calls from the EC to meet the interoperability requirements to use ISA² programme's solutions**, thus reducing their costs, is highly recommended.

3.3.3.10. Actions section

We advise dedicating a header to the 'expected output' of the action, similar to the content of the work programme. Expected outputs appear easier to grasp than descriptions of action goals and objectives.

3.3.3.11. Dashboard subsite

This subsite is managed by a contractor in charge of audits. The current dashboard subsite on the ISA² website has been updated to correspond to the recent changes undergone on the ISA² website.

3.3.3.12. Blog

A blog fed with blog posts signed by the DIGIT hierarchy, heads of unit, project officers of ISA² solutions, etc. has already been put into place (www.ec.europa.eu/isa2/blog_en) and a long list of plausible blog-posts covering all the coming months has been set up.

3.4. Action 4 – Cross-referencing from social media

This action provides suggestions and recommended short-term actions to be taken over a selection of social media channels. Information, activities, new developments and achievements need to be **channelled beyond the ISA² website** as a means to actually bring external target audiences to the website.

3.4.1. Streamlined use of social media channels

As the Interoperability Unit wishes to keep communications actions through social networks streamlined resource-wise, we **highly recommend exploiting the only existing and active ISA² social media channel (Twitter), which is already followed by 933 followers)²⁶. A strategy for social media has been put into place. Likewise, different social media campaigns have been initiated to promote ISA² programme solutions and actions.**

Exhaustive analyses to evaluate the performance of the Twitter account have been done since November 2016. Additionally, several campaigns for the promotion of the ISA² solutions have been run. Today's curiosity and ISA² News have been in place since January.

ISA² has a YouTube channel (<https://www.youtube.com/user/ISAprgramme>) which is being used as a simple video (shadow) repository that enables web editors to publish the same videos on the ISA² website and visitors to play them directly from the ISA² website. This channel is ISA² branded.

Every time a video is posted, tweet about it, forward it to other units working in the ISA² programme – ask for retweets – etc.

As part of the future communication actions to be taken an account on LinkedIn is being set up, since part of our target audience is businesses and they are really active in this social network.

Additionally, a few ISA² actions do have their own LinkedIn group. A link to these can be found on the individual action pages. For further

actions, LinkedIn groups or postings in existing third-party LinkedIn groups will be envisaged as a communication channel and a forum for stakeholder interaction, feedback and discussions, and a further hub for taking professionals to the ISA² website. This will be worth pursuing **if enough project officers** (ISA² action owners at the European Commission) **are willing to use it more or less spontaneously and informally to float reflections/questions** and thus communicate with their professional peers. Feeding such a channel is not within the remit of a communication professional. This could be discussed at the meeting of the ISA² action owners. **It is important to not overestimate the power of LinkedIn though.**

In addition, **Joinup communities already fulfil the professional interaction and engagement purpose**, as do several other tools, such as EUSurvey and the public consultations accessible through the ISA² website hub.

Given the limited segments of audiences that ISA² addresses, even among citizens and businesses, and its overall professional character, Facebook is definitely not a suitable channel for promoting the ISA² programme. However,

²⁶ Since November 2016, the number of followers of ISA² Twitter account has increase in 759 followers. The social media campaigns for the promotion of the ISA² solutions, have redirected more than 6,500 people from our social media channel to our website.

at some points we can use the Digital Single Market channel in Facebook to promote very high level docs as we actually did for the promotion of the European Interoperability Framework when it was presented in Digital Rome 2017.

3.4.2. Set up social media features on the ISA² website

3.4.2.1. Sharing feature

The plan is to place a sharing feature **on the ISA² homepage and on each individual page**, allowing readers to share ISA² content with their networks and communities, and therefore making your content reachable beyond the borders of the ISA² website to a wider target audience. Content can be shared by email, Twitter and LinkedIn.



Recommended timing: as soon as possible.

3.4.2.2.. Embed a Twitter timeline

On the ISA² homepage, we have recently added an embedded Twitter timeline 'Tweets by @EU ISA2', similar to the one on the Joinup homepage. Embedded timelines are an easy way to embed multiple ISA² tweets on your website in a compact, single-column view. This shows visitors randomly passing by on the ISA² website that they could follow ISA² through a more dynamic, social feature. It also tells users 'what's new as it happens' (Twitter feed) regardless of ISA²'s internal website update calendar, and gives them the opportunity to spread the word across their networks (share on social media icons). Likewise, it can ultimately bring them back to the ISA² website on a later occasion.



Recommended timing: as soon as possible after the new website is online.

3.4.3. Recruit new audiences/ engage the current ones through Twitter

The ISA² programme already has its Twitter account (@EU ISA2) which was set up by the Interoperability Unit at the end of December 2015. The account description is in line with ISA²'s visual identity and slogan. The description of the Twitter account covers the topics of the ISA² programme:

EC programme, developing #ITsolutions to simplify #bureaucracy. Supporting #eGov + #opengov with #opensource. You click, we link. #ISA2

The Interoperability Unit manages this account internally at a moderate pace of five own content tweets per day, two quotes and three retweets. Two daily tweet campaigns for promoting ISA² solutions were recently created: Today's curiosity and ISA² News, considerably increasing the flow of visits from social media to the ISA² website. Since the beginning of this campaign, more than 6,500 people have been redirected to the ISA² website's solutions page.

The account currently has 933 followers, most of them multipliers and influencers that are important for the programme topics.

We are avoiding the typical rule of following more people (many of whom will follow back) as the way of increasing the number of followers. The ISA² communication team is focused on a quality audience, not so much quantity. This is why the ISA² communication team follows high-level Twitter accounts (e.g. @DSMeu) that provide them with interesting content to provide to its followers, and provides them with high level content.

Complementing this, the Interoperability Unit has also added the Twitter account on the ISA² programme business card and on all upcoming ISA² publications.



Post original tweets to tease ISA² target audiences by showing that **things are happening**, that ISA² interacts, that ISA² promotes, that ISA² has user stories to tell (user testimonials), that ISA² wishes to engage stakeholders and encourage participation, and that ISA² meets its stakeholders.

Choose laconic yet appealing, jargon-free formulations and optimise the message with specific trending hashtags for each type of information (#testimonial, #conference), in combination with appropriately themed hashtags (#DSM, #interoperability, #opendata, #eGov, #digitiseEU, #keyenablers, etc.). Provide ec.europa.eu links to relevant ISA² website pages, or to Joinup when relevant.

Associate visuals already used for the website or publications, for easier cross-platform 'product identification' of the solution, action or activity in question.

Gain followers – Make your account reachable

- **Tweet on newly available user testimonials, or to shed light on existing user testimonials** (e.g. combine #testimonial and #Machinetranslation, #MT@EC).

- **Tweet on important news articles** (#eProcurement), for instance the achievement of an action's 'expected output' as described in the work programme.
- **Tweet about upcoming ISA² events:** ISA² organising a public event, Save the Date (#conference).
- **At events:** tweeting & retweeting live news and views from events using event hashtags is a guaranteed way of generating interest and new followers; In the pre-event, promote them well in advance, offering updates, linking to the website, and offering a link to the streaming when possible²⁷.
- **Tweet about new actions pages just published (e.g. #action, #Joinup, #eProcurement).**
- **Tweets and retweets from the ISA² Twitter account on a daily basis.**
- **Announce that a new solution or instrument (EIF, EIS, EIRA, EIC) is available,** or tweet a 'focus on' a given existing solution (#solution, #eusurvey).
- **Ask Joinup as well as other EC accounts to retweet some of ISA²'s tweets, in particular for cross-action instruments,** i.e. that relate to the 'interoperability essentials' as defined under the previous action (e.g. EIF, Sharing and reuse, EIRA, etc.).
- A strong recommendation is to create a monthly communication plan involving all the units and DGs working in some way on the development of the ISA² programme, providing them with guidelines on how to proceed, always considering the actions to be taken that month. This action will increase synergies between units, as well as the consistency of our messages. Additionally, being communication actions taken by more than one unit, the impact among the European Commission's officials (internal communication strategy) would be higher, thus resolving the issue of a lack of acknowledgement of the programme inside the EC as mentioned in the final report on the ISA programme.
- Create weekly actions to be taken in the Twitter accounts of the units involved in the development of the programme, to gain consistency.
- Weekly analysis of the Twitter account performance and the actions taken by other units' Twitter accounts working on the ISA² programme in order to improve this in future actions. Check tweets that worked and those that didn't. Evaluate the increase in the audience, the tweets, the engagement rate, etc.
- Extend connections in Twitter with the EC hierarchy to increase the presence of the ISA² programme in social media.
- Include the link to the ISA² programme Twitter account at the top of the individual separate websites that the ISA² actions might have outside the ISA² website itself.

²⁷ The offer of web streaming services has allowed us to reach out to much more people. For instance, the Sharing and Reuse Conference 2017, held in the Cultural Centre of Belem (CCB) in Lisbon, Portugal on the 29 March 2017, was followed by 648 people. In the case of SEMIC 2017 Conference, held in Valletta, Malta last 15 June 2017, the event was followed by 812 people, not only from Europe but also from USA, China and Canada.

3.5. Action 5 – Cross-linking ISA² and Joinup online platforms

There is **great potential for synergies between Joinup, as ISA²'s collaborative platform, and the ISA² website**. Indeed, news and stakeholder interactions take place on Joinup across its various communities, some of which are dedicated to ISA² actions and solutions – **It is also on Joinup that both current and potential users of ISA² solutions can be found**.

We are currently working in cross-linking the two platforms) Joinup and ISA² website, since this is a very good way to increase the visibility of the programme itself.

3.5.1. Clarify relationship links: from Joinup to ISA²

Several ISA/ISA² action-based Joinup communities make no reference to the ISA/ISA² programme as their funding programme. The ISA² communication team is creating guidelines on how they should link the action to the ISA² programme and passing them on to the external contractors to gain consistency in ISA's external communication. Likewise, news articles produced by the same communities will mention the umbrella programme and what it seeks to achieve. This will contribute to actions being better known.

As the very first step, **all action owners in charge of a community will ensure that their community's 'About' section includes references to the ISA² programme (with a link back to the ISA² website), in a uniform and harmonised manner**. Joinup news/communications released or events organised by them should also mention ISA² as their funding programme and link back to the ISA² website.

The ISA² programme communication officer will provide ISA² action owners with a default sentence to be inserted in:

- the 'About' tab for their Community and in the final paragraph of news articles/ communications published and events organised by this community:

[Action/Solution name] is funded by the ISA² programme [link to the ISA² website] of the European Commission.

ISA² provides and shares 'interoperability solutions'. These are digital solutions that enable public administrations in Europe to interact efficiently and to deliver modern, user-friendly and high-quality services to businesses and citizens across the single market.

In news articles, under further information, a direct link to the ISA² programme homepage [link to the ISA² website homepage] should also be provided:

Further information: ISA² programme [link to ISA² website homepage]



Recommended timing: as soon as possible.

3.5.2. Clarify relationship links: from ISA² to Joinup

Equally, **all ISA² action pages and ISA² solution factsheets will include a link to the relevant community on Joinup, where applicable.**

For brand new actions, i.e. actions that were not funded under ISA, the setup of dedicated communities on Joinup may not be immediate. This should be taken into account e.g. by renewing this invitation to action owners at a later stage, if necessary.

3.6. Action 6 – Public consultations to boost stakeholders' engagement



Recommended timing: throughout the programme.

Public consultations are an excellent response to the need to both boost stakeholder engagement and show potential users that ISA² cares about their needs.

The ISA² consultations section will serve as a hub and a one-stop-shop for all current and past ISA² consultations.

Individual actions sometimes carry out their own public consultations. As ISA² is the umbrella programme for all actions and provided such consultations are really public, they should also be promoted through a dedicated section of the ISA² website, following a harmonised format.

Segmenting user feedback based on their profile (citizens, businesses, public administrations, other) can prove very useful, as they provide more accurate knowledge on what these groups' actual needs and perception of the programme are. The EIF revision consultation, which concluded on 29 June 2016, is a good practice in this regard.

3.6.1. Promote public consultations

Public consultations should be promoted by means of:

- Publication of one or more news items to (1) announce the launch of the consultation, (2) remind the public and (3) warn that it is about to close; include quotes by Commissioners or EC officials to increase

the visibility of the consultation. This action will contribute significantly to increasing the visibility of the consultation;

- Sending out one or more group emails to all or some selected categories in the ISA² stakeholder database;
- Tweeting with a dedicated hashtag #consultation and #haveyoursay;
- An announcement in relevant LinkedIn groups, if appropriate;
- Mailing and asking for support from the other units' communication officers involved in the development of the ISA² programme to promote the consultation.

3.6.2. Publish the results

Publishing the results is as important as consulting the audience.



Recommended timing: Results, both statistical and analytical, will be published on the ISA² website within a reasonable period of time, e.g. 1 week for just statistics, and 1 month for results accompanied by an analysis or lessons learnt.

Results should be disseminated by means of:

- a news article
- a group email
- Twitter with a dedicated hashtag #consultation.

3.7. Action 7 – Keep on participating actively in events, meeting with stakeholders



Recommended timing: throughout the programme

Being present at events is probably the most concrete and direct way for ISA² to meet its stakeholders and target audiences. Purposeful participation ranges from the Interoperability Unit delivering a presentation to exhibiting

on the ISA² programme stand. Passive presence also enables networking in a more discreet way.

As recommended by the final evaluation report of the ISA programme, ISA² must continue its practice of attending as many events as possible across the Member States, in order to interact with all its target audiences, raise awareness of ISA² solutions and convey a culture of interoperability, sharing and reuse.

To increase the impact and the visibility of the events, web streaming will be offered when the circumstances allow. Thanks to the Twitter wall, the viewers could interact with the speakers by asking questions live through moderators.

3.7.1. Identify relevant events where core and sector-specific target audiences are present

- **Keep on attending events dedicated to the themes of eGov, the digital single market, public sector modernisation, open data and semantic interoperability, and preferably organised by public organisations.** This covers, but is not limited to, eGovernment events that are invitation-only, where high-level players are present, such as events organised by or with the support of the country holding the EU Presidency. This also includes events organised by other EU institutions around similar themes. The SEMIC 2017 Conference is a very good example of this. The event was held back to back with the Maltese Presidency of the European Commission.
- **In addition and importantly, extend the sectoral scope of events to be attended** to events about the digital economy in general, doing business in the EU (attended by entrepreneurs), as well as **sector-specific events for public administration officials**, events on themes where ISA² solutions could be relevant. Individual ISA² **action owners** within or outside the Interoperability Unit will **know best which events in Europe are particularly related to their actions, something that has already been achieved with the migration of the website to Drupal**. They could be asked during the kick-off meeting to indicate these, and be reminded every six months.
- For a better functioning of the internal communication, the ISA² communication team is creating a common calendar in which every unit involved in the development of the ISA² programme will include the events they are attending and those that they are organising concerning the solutions they own. This action will allow for planning communication well in advance and increasing the visibility of the ISA² programme through general media and social media.

3.7.1.1. Announce participation beforehand!

ISA² will also announce its upcoming participation in events on the ISA² website of course (as it already does), but **on other channels too, in particular Twitter.**

Announce networking opportunities: once it is confirmed that ISA² is participating in third-party events, let your target audiences know.

Work with monthly communication plans involving all the units working in the ISA² programme:

- Prepare a list of actions to be taken. These actions will be decided in monthly meetings that will be held with the comms officers in charge of disseminating each action under the ISA² Programme.
- Provide/agree on guidelines for publishing news items and on hashtags to use in Twitter, to gain visibility and increase the consistency in our messages.

Some examples of tweets:

- ‘Come meet us at #[own conference hashtag] in Brussels on xx/xx (#presentation, #stand)’
- ‘Come meet @vassilios at [#semantics2016](#) in Leipzig on xx/XX (#presentation #semic)’
- ‘#ISA² stand comes to Vienna, visit us at #[own conference hashtag] (#stand, #solutions, #interoperability)’

3.8. Action 8 – Organise events to interact with and raise awareness of ISA² among stakeholders



Recommended timing: throughout the programme

3.8.1. Open official ISA² events – Communicate and promote them

Considering the active point through which the Interoperability Unit is going with the new programme, communication campaigns with actions to be taken by all the units and DGs involved in the development of the ISA² programme, thus increasing the visibility and the impact, will be put in place throughout the programme. Try to involve MEPs from the 28 Member States.

The Interoperability Unit has already planned to hold a number of official open events to interact with the ISA² programme's stakeholders and target groups. Some of them have already been held. The communication actions to be taken are as follows:

3.8.1.1.. Communicate before the events

A communication and promotion plan will need to be defined for each event, according to a strict schedule. It will follow the successful approaches of the ISA² conference and the previous editions of SEMIC.

A communication package will always be produced and sent to external stakeholders for them to help in disseminating the event. This package will include:

1. Press release
2. Signature footer
3. Flyer invitation
4. Blog post by the Project Officer in charge of the event

Other actions that will be taken too are:

- Social media campaign.
- Massive mailing to our stakeholders database:
 - Save the date
 - Registrations Opened
 - Full programme published
 - Last call for registrations

3.8.1.2. Examples of how to communicate during the events.

Sharing and reuse Conference, 29th March 2017 in Lisbon (#SRCONF17)



The Commission has developed a [framework on sharing and reuse \(of IT solutions\)](#). A draft framework consisting of a number of recommendations for any public administration, to facilitate the sharing and reuse of IT solutions, was submitted to a 5-week public consultation ending 29 June 2016.

The aim of the conference was on the one hand to promote these instruments to the audience, and, on the other hand, to give visibility to local instruments and solutions which have already proved to be reusable and useful for public administrations. An awards contest will be kicked off in 2017 with the aim of handing out prizes to winners during the conference. The winners will be announced at the conference.

SEMIC 2017 14th June 2017



This is a yearly event organised under a previous semantic interoperability action (ISA action 1.1.). Semantic interoperability became a package of three actions under the ISA² programme.

3.8.1..3. Advertise the outcomes

By advertising the outcomes, the ISA² programme lets all ISA² stakeholders know that it interacts with its target audiences, raises awareness of ISA² solutions and promotes a consistent approach to interoperability, sharing and reuse, as well as the exchange of good practices.

This will turn into actual ISA² website news items, emails and tweets on what was discussed, which solutions were presented, where, when and to whom, and what ISA² learned visiting a given Member State.

A good practice to guarantee a more efficient communication strategy will be to send a report analysing and evaluating the results of the communication actions taken, and providing lessons learnt and recommendations for improvement to the rest of the units working jointly, so that communication actions will be improved.

3.8.2. Tailor-made visits to Member States: exchanging with core, primary target audiences and advertising the outcomes

To increase the impact of this, there is a recommendation to propose that Member States involve the national media in the events, and establish contacts with local, regional or national media –depending on their scope – as well as with the organisations hosting the event to launch consistent messages. They would provide communication materials to the rest of the units involved in the

ISA² programme, so that they can also contribute to the coverage of the event, as well as increasing its impact and visibility.

It is crucial for external stakeholders' awareness and engagement that the Interoperability Unit continues successful tailor-made workshop visits to Member States. Indeed, stakeholders showed high levels of satisfaction with this approach, which offers potential for higher solution reuse:

The feedback surveys conducted among participants of the [tailor-made workshops in Member States] showed high satisfaction rates with the tailor-made format (on average, some 80% of participants deemed the workshop content to be relevant for their work and some 90% indicated that they might reuse some of the solutions presented (40% 'definitely', 50% 'maybe'))²⁸.

Such workshops are called 'tailor-made' because their agenda depends on the actual requirements and needs of the national public administrations visited. These visits offer a first-hand opportunity for ISA² and its primary target groups as potential solution adopters, users and re-users to meet and to discuss specific needs and the solutions that ISA² has to offer in-depth.

It is also an opportunity for the Interoperability Unit to learn about and from national best practices and to make these best practices available to other Member States. Over the full programme duration, an average of five Member State workshops per year should be envisaged, if ISA² resources allow it.

3.8.2.1. Advertise the outcomes

Although these events are not open to the public, their outcomes should be advertised. Indeed, by opening up on the existence of such events and on their outcomes, the ISA² programme lets all ISA² stakeholders know that:

- it interacts: it is active in meeting and exchanging with primary stakeholders in Member States;
- similar visits can be organised in other Member States;
- it listens to user needs;
- it is actively raising awareness of ISA² solutions, thus increasing their chances of adoption beyond 'confidential' fora and generally improving their visibility.

As part of the advertisement of outcomes, producing video tutorials on how to use some of the solutions would be appropriate to raise awareness about them. Choose those that better fit the interest of the unit, or those ones less used. Those more complicated solutions could be covered by explanation of the solution by an EC official – the problem it solves, how it works, etc. – plus examples/success stories of public administrations that are using it, and how it has improved the services they provide.

²⁸ Source: final ISA programme evaluation report.

This will turn into actual ISA² website news items, emails and tweets on what was discussed, which solutions were presented, where, when and to whom, and what ISA² learned when visiting a given Member State.

3.8.2.2. Follow-up and collecting participants' feedback

Follow-up on the later outcomes with participants of workshop visits will be equally crucial. If 90% of the surveyed participants of previous workshops said they intend to reuse the solutions presented, there is quite some potential for reuse and, consequently, user stories to exploit.

The Interoperability Unit could contact them some time after the event to find out whether they have tried out a given solution and ask them for their feedback. Replies will constitute potential sources of user testimonials and/or suggestions for improvement.

3.8.3. Communication points on ISA² Committee / Coordination Committee / Working Groups' agendas

The members of these committees and working groups could be asked to help ISA² to communicate in their Member States' constituencies. This would require placing a communication point on the agenda of the ISA² Committee and ISA² Coordination Committee meetings, as well as working group meetings.

The communication point would cover:

- asking them to share important ISA² news through their intranets, internal and external social media channels and official websites;
- the Interoperability Unit presenting the latest user testimonials and asking the Committee and group members to convey them to their constituencies and call for reuse of ISA² solutions.

3.8.3.1. Internal communications strategy

An internal communication campaign to promote the use of the ISA² solutions inside the Commission will be shortly put in place following these actions:

- Offer training for all units and DGs involved in the development of the ISA² programme, and the opportunity to be speakers and trainers in the webinars.
- Organise internal workshops on the ISA² solutions, hosted by DIGIT but organised jointly with the units involved in the development of those solutions. This will also be an opportunity to get quotes and make short videos with internal users, who we could contact for follow-up testimonials later on.
- Organise online training sessions on how to use the ISA² solutions and explaining the problems they solve.
-

3.8.3.2. Nexus with the external communications strategy:

- Organise an annual conference on the ISA² solutions hosted by the European Parliament. Here, try to convince MEPs from each Member State to bring a delegation of at least 10 people from their Member State (including public administrations' representatives, businesses, NGOs and media). Thus, the Interoperability Unit will be increasing the impact and visibility amongst our targeted audience, reaching them more easily.

3.9. Action 9 – Targeted group e-mails to ISA² stakeholders

When conveying new developments, the Interoperability Unit must make sure that we target the right audiences. This requires a clear, well categorised and structured database.

3.9.1. State-of-play – Types and categories exist but sectoral (domain-specific) tags are needed

At the time of writing, the ISA/ISA² database consists of some 4,500 contacts, of which:

- over 2 500 are identified as 'Stakeholders' (Target groups, in fact);
- 355 are identified as Media (Media are communication channels);
- 89 are identified as Blogs (Blogs are communication channels).

All contacts are classified according to a Type: Stakeholder, Blog or Media. All 'Type: Stakeholder', 'Type: Blog' and 'Type: Media' are classified by Category. One same contact can be in up to three different categories.

Every month, the contractor updates the database by identifying new contacts, spotting, updating and/or removing outdated contacts and better profiling existing contacts.

Stakeholder categories	Media categories	Blog categories
Politicians	GM Political	ICT
Policy makers	Administration Media	eGov
IT practitioners	Specialised media	Government modernisation
ICT community	IT branch media	Other topics related to the ISA ² programme
Regional and local intermediaries	eGovernment	
Public affairs	EU media	
Consultancy	Economic media	
Researchers	National scope media	
Lobbies	Regional scope media	
Standardisation bodies	Local scope media	
Private sector	Specialised journals/magazines	

EU institutions	Digital media	
Business federations		
NGOs		
Governmental organisations		
International bodies and organisations		
EU-funded interoperability projects		
EU news subscriber		
Conference subscriber		
National government		
Regional government		
Local government		
MEPs		
Officials from the Committee of the Regions		

Overview of the existing categories of contacts, per Type, in the ISA/ISA² database

Categorising contacts makes it possible to produce targeted group emails and report on opening and clicking rates by category. In order to profile contacts even better, the contractor assigns a number of ISA/ISA² action or solution tags (keywords) to contacts, if possible, depending on the profile of the contacts and their sector of activity, based on desk research.

Many of the stakeholder categories do match the target audiences defined in the strategy. Some other categories, added recently (e.g. regional government), allow the Interoperability Unit to further refine the categorisation, if deemed necessary under specific communication campaigns.

3.9.2. Refine and enlarge stakeholders in the ISA² database



Recommended timing: throughout the programme duration and at a monthly frequency

Every month and for more than three years, the contractor has been asked to enlarge this database at a rate of 30 new contacts per month and perform 25 updates by spotting and removing outdated contacts, replacing outdated contacts and profiling existing contacts.

Now that there is a new programme, it is important to reach out to new target audiences as defined in the strategy. At the same time, audiences are subscribing at an increasing rate and many categories have been created along the way.

Communication activities need to rely on a sound, updated database where contacts are:

- clearly categorised, by target audience (type, category as defined above), by ISA² keywords (action, solution, instrument tags) and/or by Sector of activity (domain-specific tags: taxation, health, consumers, etc.);
- kept up-to-date.

Efforts have been made under the ISA² programme on identifying Stakeholders (mainly) and blogs (to a lesser extent). Efforts with the ISA² programme should focus on **having quality information rather than having a large database**. This means knowing and targeting our contacts better.

Priority should be now given to:

1. **Knowing who your contacts are:** When subscribing, contacts are only asked to enter their email address, first name, surname and job title. This doesn't categorise them in ISA²'s target audience classification. They need to be mapped to the right target audience categories; to the ISA/ISA² action and solution tags and to domain-specific tags. This is a work in progress and it is part of the 25 monthly updates performed by the contractor.

* To resolve this, include a chapter in the form asking for the following info: 'Topics you are interested in'

2. **Reaching out to ISA²'s new target audiences, businesses and citizens, in particular:**
 - a. **Identifying businesses and SME federations, Eurochambers as well as professional associations (Chambers of professions) active both at European level (and nationally, if possible). SMEs should not be overlooked.**
 - b. **Identifying citizen groupings** (through NGOs involved in open data, open government, eParticipation, open knowledge (e.g. Open Knowledge Foundation) as well as consumer protection. Here too, ISA² action owners inside and outside the Interoperability Unit could be invited to indicate which NGO profiles could be particularly interested in their solutions.
3. Keeping the existing database up-to-date and **better profiling existing contacts, by making use of action/solution tags and sectoral tags** (sector of activity of the contact).

4. Reviewing the Media contacts in detail only if ISA² has a selling story to tell from a wider Media perspective.

3.9.3. Send out regular monthly group emails, as targeted as possible

Any ISA² news article or call to action can qualify as e-news, in particular if it covers:

- a newly available user testimonial;
- the achievement of an ‘expected output’ for a given action, as described in the ISA² work programme;
- a public consultation;
- an upcoming ISA² event
- an important development: launch of the Sharing and reuse awards contest;
- publication of the new EIS and EIF;
- the outcomes of a tailor-made workshop visit to another Member State;
- a newly available package of ISA² action descriptions;
- a newly available ISA² solution;
- a newly adopted work programme.

Just as it is important not to ‘harass’ contacts with too many emails, it is equally recommended to select recipients carefully, based on the theme and the message of the e-news.



Recommended timing and workflow: For ISA² to be present without being omnipresent in mailboxes, an average of 2-4 group emails per month.

3.10. Action 10 – Engage the media when worthwhile

In order to use traditional media as a communication channel, one needs to have a story that is relevant enough to be covered by journalists. This could be e.g. **powerful user testimonials**, with facts and figures to back up the actual use of this ISA² solutions in other administrations as well. Mobilising too much effort and resources reaching out to the media if this condition is not met is not recommended. However, the same result can be reached by involving MEPs in the events. They are always looking for media presence. So they and their assistants will be putting their effort into the media coverage. Additionally, involving them is a good way to count on the TV service from the EP, thus reaching more MEPs. Once one is in, the rest want to be in as well... Surveys will also be included as direct feedback communication channels.

3.11. Action 11 – Rationalise, revise, produce and disseminate ISA² publications

The number of ISA/ISA² publications produced so far and displayed in the library at the ISA² website is impressive.

Future publications should use the same marker icons of the ISA² visual identity to show readers at a glance which solution is for whom: citizens, businesses, regional/local public administration and national public administration, as follows:



Citizens



Businesses



Regional and local public administration



National public administration

In addition, as recommended in the strategy for general consistency, all publications dedicated to a specific action or solution should feature a core ISA² description along the lines of:

ISA² provides and shares 'interoperability solutions'. These are digital solutions that enable public administrations in Europe to interact efficiently and to deliver modern, user-friendly and high-quality services to businesses and citizens across the single market.

3.11.1. Create, print and disseminate a comprehensive ISA² programme leaflet



Recommended timing for leaflet completion and printout: as soon as possible.

The most frequent question from highly interested visitors at the ISA² stand has been:

Is there any leaflet summarising the ISA² programme? Therefore, there is great demand for such a leaflet. *A leaflet summarising the ISA² programme is currently under development*

This leaflet will explain what ISA² is, what it tries to achieve and how it ties in with other related EC initiatives. **It will prominently feature hypothetical or, if they are ready, real user examples.** It will be a synthesised and

lively version of the 'About ISA²' section that has recently been published on the ISA² website.

This leaflet will follow the threefold structure of leaflets produced so far and be ISA² branded of course, but it should stand out from the rest.

3.11.2. Decide on the opportunity of creating a brochure presenting all ISA² solutions

ISA/ISA² solutions exist and need to be reused more.

A brochure that very briefly presents the various solutions, what they do and for whom, could bring added value as opposed to producing one publication per solution. It should not duplicate the content of the ISA² solutions pages and **should have as many selling user quotes as possible**. Solutions could be grouped by packages according to the classification of the 2017 work programme. This action will be taken shortly.



Recommended timing: as soon as possible.

3.11.3. Perform an inventory of existing publications and update relevant publications

The launch of the ISA² programme unit is an opportunity to check with all action owners whether existing publications on their actions and solutions are still up-to-date or need a revision.



Recommended timing: as soon as possible.

Once presented the communication strategy and the action plan to implement it, we now proceed to explain the mechanism through which we will evaluate every action taken, so that we will be aware of up to what point our communication actions are contributing to reaching our goals.



Monitoring and evaluation the comms strategy

4.1. Why evaluate the comms actions?

To evaluate up to what extent our communication actions are efficient, we have set up a method to monitor and evaluate them so that we can rework the communications strategy in case of need, thus adapting it to our needs. Below the reasons why is needed to evaluate it.

4.1.1. Evaluation improves the effectiveness of your communications.

Whilst developing a thorough communication strategy and plan is a crucial first step, the evaluation of each of the actions taken will have to provide evidence to which extent the communication reached its goals. This is why without a thoughtful monitoring and evaluation strategy we have no way of knowing if our actions are efficient or whether we need to make amends or adjustments. Evaluation and monitoring of this action is done, like for all other actions, under the respective ISA2 action 2016.36. Results will be published in the interim evaluation report and in the final evaluation report of the programme and in the isa2 dashboard <https://ec.europa.eu/isa2/dashboard/>

4.1.2. Evaluation can help you effectively engage your audience.

When you are trying to connect with your stakeholders and ensure that your messages are resonating with them, evaluation is key. Baseline research conducted at the beginning helped us understand the needs for the programme. Monitoring and evaluation of communication actions are key to know what users need. This in turn will help us in understand our audience priorities and needs, thus being more efficient in communication.

4.1.3. Situations change – strategies and tactics may need to change as well.

One of the main goals of this communication strategy is to increase the use of our IT solutions. Therefore, since the goal is to generate social change, we will inevitably face unexpected events, opportunities and threats that affect the result of the actions we take. (e.g. Sometimes the audience will not respond the way you expected). The evaluation will help us collecting valuable information at these critical moments so that we can make tactical and strategic adjustments.

4.1.4. Evaluation helps you allocate resources wisely.

The evaluation of the communication actions taken will also help us at determining whether our communications investments could be redistributed more effectively to achieve the desired results.

4.2. Determine what you will evaluate and how

When determining what we will evaluate we have to bear in mind the following keywords as main directions for our actions:

1. **Raise awareness:** Make people aware of the topic
2. **Public will:** If our efforts to raise awareness are fruitful, the change in the mind of our audience will be the next step. For that, we need to know whether the interaction with our programme may affect them favourably. The result of this is to convince policy makers at local, regional national and European level to trigger changes at the policy level that may benefit our programme. They will help us reaching out to more individuals.
3. **Stakeholders' engagement leading to behaviour change:** Help our target audiences to understand that their needs could be fulfilled with the use of our IT solutions. The next step from their side would be from decision to action, this meaning that they would start using our open source IT solutions.
4. **Community building:** Developing/ ensuring the broad-based network of supporters who can work together.

An effective communication plan should incorporate Key Performance Indicators (KPIs) and realistic targets to enable evaluation. The following indicators derived from the actions identified in the communication plan and following the recommendations drawn in the strategy have been defined.

We will put our focus on these questions in order to evaluate the following milestones to reach our main goals:

An effective communication plan should incorporate Key Performance Indicators and realistic targets to enable evaluation. The following indicators derived from the actions identified in the communication plan and following the recommendations drawn in the strategy have been defined.

GOALS	INDICATOR	TOOLS TO MEASURE IT
Raise awareness:	Visibility of the ISA ² Programme	Website/ social media analytics
	Presence in media	Clipping Media framing
	Presence in social media (Twitter and YouTube)	Quantitative analysis
	Website traffic	Quantitative and qualitative analysis of ISA ² website
	Average time on the website	Quantitative analysis of ISA ² website
	Bounce rate (number of visitors that leave the website after checking one page)	Quantitative analysis of ISA ² website
	Number of news published	Quantitative analysis of ISA ² website
	Number of events hosted by the ISA ² programme	Internal organisation
Public will:	Involvement of external actors (MEPs, official of the Committee of the Regions, Economic and Social Committee, etc.)	Strategic meetings Feedback on tailor-made events

	Number of public references to the ISA ² in public speeches by authorities promoting Interoperability from external organizations at local, regional, national level	Content analysis of public speeches
	Number of influencers ²⁹ publicly supporting the programme	Qualitative content analysis and discourse analysis
Stakeholders' engagement:	Number of registered users	Statistics
	Number of attendants to events (webinars, conferences, etc.) on ISA ² actions/ solutions	Quantitative analysis of questions received via email Surveys
	Number of viewers of the events via web streaming	Quantitative and qualitative content analysis of Web streaming statistics
	Number of relevant followers in social media	Qualitative and quantitative analysis of Twitter analytics
	Number of user testimonials	ISA ² website statistics Focus groups Interviews
	Number of relevant replies to public consultations	Quantitative analysis
	Number of high level events to which the ISA ² stand attends	Quantitative and qualitative analysis
	Number of events to which the ISA ² 's project officers are invited as speakers	Reports from project officers
	Number of downloads of ISA ² solutions advertised through media and social media	Surveys Links in the website
	Take up of solutions internally in the European Commission	Quantitative analysis of Internal mailings sent
	Number of Member States using ISA ² solutions	Feedback from NIFO
Community building:	Number of relevant users of each of the Joinup platform	Reports from Joinup managers
	Number of solutions downloaded from joinup	Sing in with LinkedIn and ECAS account feature included in the new Joinup platform
	Number of solutions used permanently, following download from joinup	Follow up support service provided to the people who downloaded the solutions
	Number of interactions among the members of the communities of each of the actions of the ISA ² Programme	Reports from moderators

²⁹ People whose level of expertise in topics related to those covered by the ISA² Programme make them being an authority in the topic and, therefore, be followed by thousands of people. Their support to ISA² Programme means reaching a wider audience. In social media, influencers are followed by at least 50 thousand people.

Bearing these KPIs in mind, below the method to monitor and evaluate the communication actions taken during the ISA² Programme.

4.3. How much have we reached our goals?

To know how much the communication actions taken have helped us in achieving the goals of the ISA² Programme, we have set up four periods of evaluation:

Period	Milestones
2016- 2017	Raise awareness + Stakeholders# engagement
2017- 2018	Public will + Stakeholders' engagement
2018-2019	Stakeholders' engagement
2020	Stakeholders' engagement + Community building

To evaluate up to what extent the communication actions contribute to achieve the strategic goals of the ISA² Programme we will have to reply to the following questions set up for each period of evaluation:

1st period:

EARLY STAGE (1.5 years after the beginning of the programme (April 2016- December 2017))

1. Have I tested my messages with a sample group that is representative of my stakeholders?
2. Has their reaction matched or exceeded my expectations?
 3. What adjustments do the responses tell me that I need to make?
 4. What is the stakeholders' initial responded to my spokespeople?
 5. Are these spokespeople the right messengers?
 6. Do I need to make adjustments?
 7. Where have my messages first appeared? Local press? Websites? Word of mouth?
 8. Are these the outlets I was aiming for?
 9. Could a different outlet be a better one for my messages?
 10. Are my messages and messengers suited for the communication channels that I selected?
 11. Would you need others? Which ones?

2nd period:**MID-COURSE STAGE (3 years after the beginning of the programme: June 2018) Implementation of changes in the strategy in case of need will be included until December 2018)**

1. Are my stakeholders more informed about the issue? If not, how else can I do to inform more?
2. Are my stakeholders more engaged with the issue? If not, does my data indicate possible reasons for the low engagement?
3. Based on stakeholders' responses, do I need to make changes in my messages or messengers?
4. Has media coverage of issue changed since I started working on it?
5. If so, is the change favourable to my goal?
6. Are my messages gaining visibility in the media I have targeted? If not, what can I do to bring more visibility?
7. Have there been unexpected events, news or societal shifts that may affect my goal of communications? If so, do these changes require that I make adjustments to my communication tactics?

3rd period:**ADVANCED STAGE: 1 year after the implementations of mid-term changes applied to the strategy: December 2019)**

1. Have my messages become more widely accepted than opposing or competing messages in the media?
2. Have my messages become part of the public discourse?
3. Do I have reliable data that can help me make the case for continued support to my communication activities?
4. Does my data indicate a need to change my communication strategy at this advanced stage?
5. What lessons have I learned?
6. Have I documented them?
7. With whom do I plan to share my lessons learnt?
8. What evidences do I have of the right functioning of my strategy?

To reply to these questions we will count on the support of the data coming from surveys. A draft of the structure of the surveys can be found below:

The typical structure for a survey provides hooks for communicating key messages of the ISA² programme and allows bi-directional communication to be customised to each of the actions/solutions.

Title: Make the title catchy and ensure it contains ISA² branding.

Introduction: This is an opportunity to engage stakeholders and entice them to complete the survey and inform them about the ISA² programme at the same time:

- What the survey is about and how it supports ISA²
- What ISA² intends to accomplish

- How the information will be used by ISA²
- Most importantly, answer the recipient's key question: "What benefit will I get from contributing to the survey and ISA²?"

Demographics: Capture information such as location, department, division and job type or role of the respondents, and an opportunity for people to identify themselves if they would like to have a personal follow-up.

Question set: Consider the following questions before effectively customising a survey:

- For each question asked, is ISA² willing to take action?
- How will the answers to these questions help ISA² achieve its strategy?

Close: Thank individuals for their participation, reiterate the value of the survey and the ISA² programme and tell them when and how they can expect to see the results (feedback).

Final evaluation:

A final report analysing all the KPIs mentioned from the early stage to the advanced one will be done once the programme is over. Comparative analyses of the results of each period with the last one will be made to learn the evolution of the strategy.

To do this final evaluation, we will use the following template:

EVALUATION WORKSHEET FOR THE ACTION

QUESTIONS?	BASELINE INFO	ACTUAL IINFO	TOOL FOR MEASSUREMENT	COMMENTS
Has their reaction matched or exceeded my expectations?				
What is the stakeholders' initial responded to my spokespeople?				
Are these spokespeople the right messengers?				
Where have my messages first				

Monitoring and Evaluation

appeared? Local press? Websites? Word of mouth?				
Are my messages and messengers suited for the communication channels that I selected?				
Are my stakeholders more informed about the issue? If not, how else can I do to inform more?				
Are my stakeholders more engaged with the issue? If not, does my data indicate possible reasons for the low engagement?				
Based on stakeholders' responses, do I need to make changes in my messages or messengers?				
Has media coverage of issue changed since I started working on it?				
Are my messages gaining visibility in the media I have targeted? If not, what can I do to bring more visibility?				
Have there been unexpected events, news or societal shifts that may affect my goal of communications? If so, do these changes require that I make adjustments to my				

communication				
Have my messages become more widely accepted that opposing or competing messages in the media?				
Have my messages become part of the public discourse?				
Do I have reliable data that can help me make the case for continued support to my communication activities?				
Does my data indicate a need to change my communication strategy at this advanced stage?				
What lessons have I learned?				
Have I documented them?				
With whom do I plan to share my lessons learnt?				
What evidences do I have of the right functioning of my strategy?				

Monitoring and Evaluation



Annex

5.1– Branding the ISA² Programme

The visual identity of the ISA² programme has been defined following the guidelines provided by DG COMM, as follows:

5.1.1 List of slogans used by the ISA² programme:

- You click. We link
- Interoperability solutions for public administrations, business and citizens
- Let's build the European IT puzzle together!

5.1.2 Background:

The ISA² programme has the following background which is present in all the communication materials delivered by the programme, including communication channels such as the website and the social media channels (basically Twitter and YouTube):



5.1.3. PowerPoint Templates:

It also has a proper template which is used by all the Project Officers when attending events as speakers:



The contact details slide will always include the following data:



ISA² programme

You click, [we link](#).

Stay in touch

ec.europa.eu/isa2

 **@EU_isa2**

 **isa@ec.europa.eu**

Run by the ISA Unit at DIGIT (European Commission) with 131CM budget, the [ISA² programme](#) provides public administrations, businesses and citizens with specifications and standards, software and services to reduce administrative burdens.

ISA²

5.1.4. Leaflet templates:

The layout of the leaflets also follows the visual identity for the programme:



5.1.5. Sentence to be included in promotional materials of actions supported by the ISA² Programme

All promotion of the action (whether print, digital or face-to-face meetings) needs to contain the following clause/information (maybe as a closing. If this information is at the beginning, then the rest of the information loses importance):

This action (*insert name of action*) is undertaken with the support of the ISA² Programme. ISA² is a EUR 131 million programme of the European Commission that develops digital solutions enabling interoperable cross-border and cross-sector public services for the benefit of public administrations, businesses and citizens across the EU.

ISA² supports a wide range of actions and solutions. The ISA² solutions can be used free of charge and are open source when related to IT.

ISA² – *IT solutions for less bureaucracy*

You click, we link. Follow us on Twitter.

5.1.6. Promotion of the programme on the actions' websites:

Actions/projects supported by the ISA² programme have to include this sentence on their website and in every piece of communication material they publish in either digital or paper version:

The ISA² programme supports the development of digital solutions that enable public administrations, businesses and citizens in Europe to benefit from interoperable cross-border and cross-sector public services.

ISA² is running from **1 January 2016** until **31 December 2020**. The programme was launched in April 2016 by the European Commission.

Solutions developed by ISA², **and under its predecessor ISA**, are generally available for **free** and can be found here

Under the ISA² programme, the following actions are supported: ISA² action overview page.

5.1.7. Social media:

Social media accounts of the actions supported by the ISA² programme have to mention the ISA² account in that social media account in their description. If the programme is not present in a specific social media account, the account of the action should mention the official website for the programme (ec.europa.eu/isa2) in their description.

5.1.8. Increasing SEO (Searching Engine Optimisation)

The list of keywords has been created and is already in use to increase the ISA Searching Engine Optimisation (SEO).

TYPE OF KEYWORDS	KEYWORDS TO INCREASE THE SEO RESULTS
GENERIC USE	#collaboration
	#ITsolutions
	#eGov
	#eGov4EU
	#eInvoicing
	#PublicProcurement
	#eProcurement
	#INSPIRE_EU
	#Interoperability
	#EULaw
	#linkeddata
	#GeoData
	#locationdata
	#etranslation
	#consultation
	#EUHaveYourSay
	#OpenGov
	#OpenData
	#OpenSource
	#openstandards
	#PublicProcurement
	#eProcurement
	#Security
	#Semantic
	#ITSemantic
	#EU
	#ISA2
	#ESPD
	#CPSVAP
	#LEOS
#CPSV	
#CIRCABC	
#CEF	
#DigitalSingleMarket	
#SEMIC2016	

#ISA2conf
#EUSurvey
#SRawards
#StatDCAT
#PublicServices
#Bureaucracy
#DigitiseEU
#eTrustEx
#sTESTA
#CoreVocabularies
#ADMS
#DCAT
#Re3gistry
#ePrior
#OCS4ECIs
#EIRA
#NIFO
#IMM
#CAMSS
#ARE3NA



6

List of abbreviations

TERM	MEANING
ABCDE	Administrations, Business and Citizens Data Exchanges
ADMS	Asset Description Metadata Schema
AGID	Agency for Digitisation
AIOTI	Alliance of Internet of Things Innovation
CAMSS	Common Assessment Method for Specifications and Standards
CEF	Connecting Europe Facility
CENELEC	European Committee for Electrotechnical Standardisation
CIRCABC	Communication and Information Resource Centre for Administrations, Businesses and Citizens
CISE	Common Information Sharing Environment
COR	Committee of the Regions
CPSV-AP	Core Public Service Vocabulary Application Profile
DCAT-AP	Application profile for Data Portals in Europe
DESI	Digital Economy and Society Index
DG	Directorate-General
DG CNECT	Directorate-General for Communications Networks, Content and Technology
DG DIGIT	Directorate-General for Informatics
DG EMPL	Directorate-General for Employment
DG GROW	Directorate-General for Growth
DG JUST	Directorate-General for Justice
DSM	Digital Single Market
EC	European Commission
ECERTIS	Electronic Certificates
ECFIN	Economic and Financial Affairs
EIC	European Interoperability Cartography
EIF	European Interoperability Framework
EPRIOR	Procurement System for Public Administrations
EIRA	European Interoperability Reference Architecture
EIS	European Interoperability Strategy
ELI	European Legislation Identifier
ELISE	European Location Interoperability solutions for e-Government
EP	European Parliament
ESENS	eProcurement system
ESIFS	European Structural and Investment Funds
FISMA	Financial Data Standardisation
GENIS	Generic and Interoperable Notification Services
GM	General Management
ICT	Information and Communication Technologies
IMI	Internal Market Information
IMM	Interoperability Maturity Model
KPI	Key Performance Indicator

LEGIT	Legislation Interoperability Tools
LEOS	Tool facilitating the editing of legislative texts
LOLA	Linked Organisation of Local Authority ICT Societies
MEP	Member of the European Parliament
MS	Member States
NIFO	National Interoperability Framework Observatory
NGO	Non-Governmental Organisation
OASIS	Software for Universal Business Language
OCS for ECIs	Online Collection Software to support European Citizens' Initiatives
OLP	Ordinary Legislative Procedure
PAR	Public Administration Reform
SG	Secretary General
SANTE	Directorate-General for Health and Food Safety
SEMIC	Semantic Interoperability Conference
SME	Small and Medium-sized Enterprise
STESTA	Information System to Exchange Data
TAXUD	Taxation and Customs Union
THEMIS	Application of EU law: provision of cross-sector communication and problem solving tools
W3C	World Wide Web Consortium
WG	Working Group

