



Intentions and ideas regarding long-term sustainability and governance of project solutions

e-SENS has undertaken further work to ensure project sustainability, with a particular focus on the governance of project solutions. The following documents have been produced outlining intentions and ideas regarding a scenario for ensuring sustainability, as well as suggestions for the implementation of a future governance structure for the e-SENS building blocks (BBs):

- [“Scenario for governance models in the short, medium and long term”](#) (Deliverable D3.6). This document was positively assessed by the European Commission, and consequently approved. The experts and the Commission conclude that e-SENS, and WP3 in particular, provide very good initial support for the development of sustainability and long-term governance.

- [“Preliminary proposal for a governance body”](#) – version 2 (Deliverable D3.4)

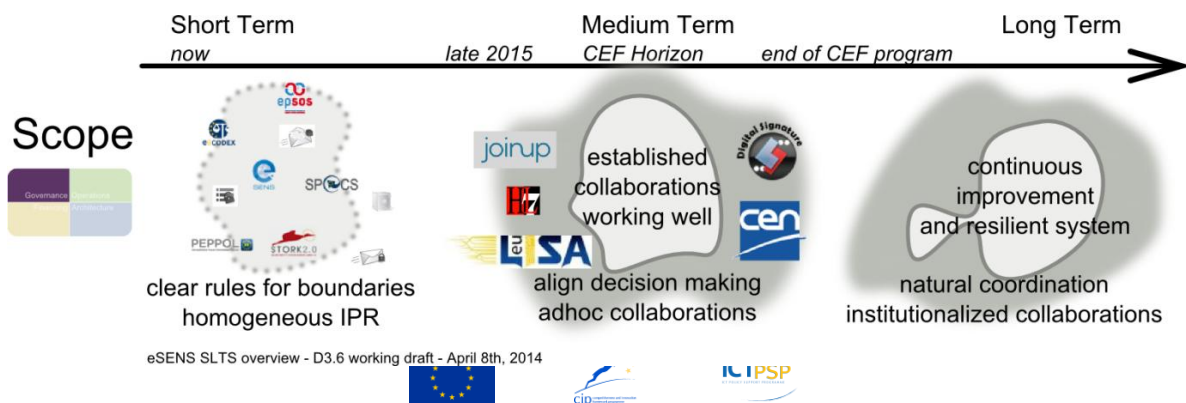
“Scenario for governance models in the short, medium and long term” outlines intentions and ideas regarding a Scenario for Long-Term Sustainability (SLTS) to achieve self-sustainable governance for the e-SENS building blocks in the long term.

The proposed scenario covers three stages: short-term, medium-term and long-term:

- The short-term stage reflects the present situation, which means that it covers the lifetime of e-SENS as well as the ongoing and completed Large Scale Pilots.
- The medium-term stage matches the Connecting Europe Facility (CEF) horizon (up to 2020).
- The long-term horizon begins after the CEF programme (after 2020) and constitutes the end goal for the SLTS.

When proposing a SLTS, different requirements need to be considered: stakeholder interests, openness and transparency, universality, and legal criteria. In the proposal for an SLTS, governance is expected to move from clear rules for boundaries and a homogeneous Intellectual Property Rights system in the short term, to an aligned decision-making process in the medium term and institutionalised collaboration in the long term, paving the way for easy integration of new BBs and domains. In the long run, the governing framework should be self-sustainable.

Figure 1: Scope of governance on the Scenario for Long-Term Sustainability timeline





❖ Vision for the short term

The main focus is governance by involved stakeholders, ensuring that the needs of current users (mostly partners in operation and piloting) are met. This also encompasses the needs of the domains involved in e-SENS, i.e. e-Health, e-Procurement, e-Justice, Business Lifecycle, and the potential domain of social security. Domains have their own rules and mechanisms with different representatives from Member States. Their counterparts within the European Commission vary (DG SANCO, DG MARKT, DG JUSTICE, DG ENTR and DG EMPL, respectively) and these domains are run under separate political responsibilities. e-SENS currently serves as one of the soft coordination mechanisms among these domains.

Financing in the short term concerns mostly development (maturation of BBs, development of missing elements), which is funded largely by domain-centric project funding. The sources are the EU, Member States and private funds (as in the case of funding within e-SENS).

❖ Vision for the medium term

Different committees are created for each BB and a clear decision-making process is established. Member States are fully involved in these BB committees. Mechanisms are established to streamline decision-making among the stakeholders within a domain and to streamline decision-making on the generic BBs. Coherence across domains in decision-making on the generic BBs needs to be guaranteed. The CEF regulation states that BBs are given priority over other domain requirements. External stakeholders may have an advisory role in the governance structure.

Funding in the medium term will mainly rely on the CEF, although long-term reciprocity should already be anticipated.

❖ Vision for the long term

There is a governance structure at EU level that brings together knowledge on the BBs and aligns the architecture level with the operative service provisions, as well as standardisation and MS involvement. Any decision in this governance structure should ensure the continuity of the ecosystem of the BBs. Working mechanisms to ensure transparency, such as self-determination and self-governance rules, are established.

The governing framework is self-financing: the parties benefiting are the ones who pay. A combination of funding by stakeholders (e.g. membership fee), and usage (licensing) and service fees supports the operations, in addition to non-financial contributions by the stakeholders.

In order to effectively implement a future governance structure which will ensure the sustainability of the e-SENS BBs, a number of ideas and suggestions have been presented in Deliverable 3.4. The document describes actions required in different timeframes – the short term (project lifetime), medium term (2016–2020) and long term (beyond 2020) – to achieve long-term sustainability.

Next steps towards e-SENS sustainability

Currently, e-SENS is working on D3.5 “Preliminary Proposal for long-term sustainability within the CEF”, which may lead to further input for discussion on the governance of European ICT solutions. The document aims to provide concrete ideas and suggestions for the organisation of a future IT



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governance structure in Europe to ensure the sustainability of the e-SENS BBs. In order to provide ideas on the governance structure, national IT governance structures are analysed. The analysis focuses on organisational aspects, best practices and lessons learnt. Furthermore, an organisational chart of a future IT governance structure in Europe is proposed. Three possible organisational forms of a future governance structure – DG Programme, Agency, and Non-Profit Organisation – will be elaborated.

The possible organisational forms were discussed at a break-out session during the e-SENS event “Making e-Services a Reality in Europe” held in Luxemburg on 6–7 November 2014. WP3 received valuable input from the participants which was then incorporated into the deliverable. The deliverable D3.5 will be finalised and submitted to the EC at the end of January 2015.

19/12/2014

