



European Union Network for the Implementation
and Enforcement of Environmental Law

IMPEL Capacity Building and Training Programme

Strategic choices

Final Report Working Group 1

Date of report: 02 November 2021

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Introduction to IMPEL

The European Union Network for the Implementation and Enforcement of Environmental Law (IMPEL) is an international non-profit association of the environmental authorities of the EU Member States, acceding and candidate countries of the European Union and EEA countries. The association is registered in Belgium and its legal seat is in Brussels, Belgium.

IMPEL was set up in 1992 as an informal Network of European regulators and authorities concerned with the implementation and enforcement of environmental law. The Network's objective is to create the necessary impetus in the European Community to make progress on ensuring a more effective application of environmental legislation. The core of the IMPEL activities concerns awareness raising, capacity building and exchange of information and experiences on implementation, enforcement and international enforcement collaboration as well as promoting and supporting the practicability and enforceability of European environmental legislation.

During the previous years IMPEL has developed into a considerable, widely known organisation, being mentioned in a number of EU legislative and policy documents, e.g. the 7th Environment Action Programme and the Recommendation on Minimum Criteria for Environmental Inspections.

The expertise and experience of the participants within IMPEL make the network uniquely qualified to work on both technical and regulatory aspects of EU environmental legislation.

Information on the IMPEL Network is also available through its website at: www.impel.eu

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<p>Executive Summary</p> <p>IMPEL has faced some criticism in recent years from a variety of sources regarding its struggle to share knowledge and learning beyond the relatively small pool of experts that take part in its projects. Work is ongoing to revise the website and build longer term projects. However, it will continue to be difficult to share what is needed without a systematic approach and resource dedicated to the task.</p> <p>IMPEL needs to develop new mechanisms to share its products, knowledge and learning. This goes beyond just building a new website, IMPEL needs people with the skills and capacity to take products from the Expert Teams and elsewhere and to turn those into accessible learning resources for all. This is where the Knowledge and Information Centre (KIC) comes in.</p> <p>The KIC will be designed from the outset to complement and enhance existing IMPEL structures and not to replace them or duplicate activities carried out within them. A proof-of-concept project is envisaged in 2022 (Knowledge and Information Programme, in short KIP), followed by a scalable future if it can demonstrate its value.</p> <p>Working group 2 and 3 conducted a feasibility study and developed a toolkit. Based on this Working group 1 prepared a strategy for the short and medium term. The strategy can be found in this report.</p>	
<p>Disclaimer</p> <p>This report is the result of a project within the IMPEL network. The content does not necessarily represent the view of the national administrations or the Commission.</p>	

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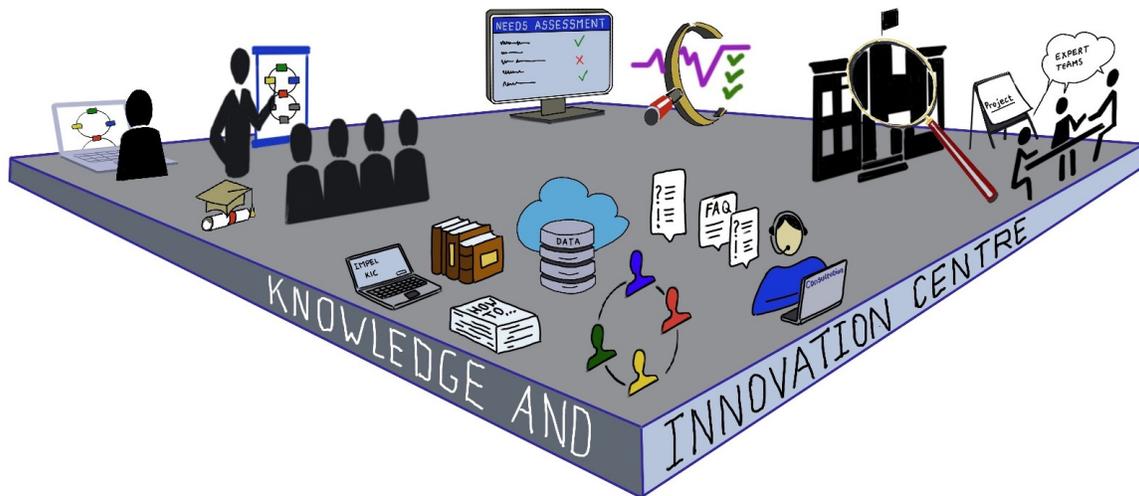
1. Strategic Intent

IMPEL has faced some criticism in recent years from a variety of sources regarding its struggle to share knowledge and learning beyond the relatively small pool of experts that take part in its projects. Work is ongoing to revise the website and build longer term projects. However, it will continue to be difficult to share what is needed without a systematic approach and resource dedicated to the task.

In recent years it has been increasingly difficult to meet in person due to capacity, cash, Covid-19 or carbon footprint reasons. Although some of these reasons will hopefully diminish, others will grow in prominence in the near future. In order to reach out to those 'not in the room', IMPEL needs to develop new mechanisms to share its products, knowledge and learning. This goes beyond just building a new website, IMPEL needs people with the skills and capacity to take products from the Expert Teams and elsewhere and to turn those into accessible learning resources for all. This is where the Knowledge and Information Centre (KIC) comes in.

The KIC will be designed from the outset to complement and enhance existing IMPEL structures and not to replace them or duplicate activities carried out within them. A proof-of-concept project is envisaged in 2022 (Knowledge and Information Programme, in short KIP), followed by a scalable future if it can demonstrate its value.

2. Introduction CBT



This is a follow-up document following finalisation of the Working Group 2 and 3 (WG 2 and 3) report. To get the full context of the IMPEL Capacity Building and Training Programme we recommend you to first read this final report. WG 2 and 3 worked on the feasibility study and the toolkit. In their assessment they identified the following 4 clusters:

1. Cluster Knowledge
2. Cluster Training
3. Cluster Projects
4. Cluster Monitoring

There is significant inter-dependency between these clusters. However, clusters Knowledge and Training are considered the principal functions of the Knowledge and Innovation Centre (KIC). The clusters Projects and Monitoring ensure that information and data can be collected to support and inform the Knowledge and Training clusters, and to evaluate the effectiveness of IMPEL's capacity building and training activities.

Now that WG 2 and 3 have completed their work, WG 1 has taken over to prepare a strategy for the short and medium term based on the report of WG 2 and 3.

3. Recommendations for the Board and the GA advise

The Programme Capacity Building and Training asks the Board and the General Assembly to adopt the following recommendation from WG1:

- To rename KIC for 2022 as the Knowledge and Information Programme;
- To start KIC in 2022 as a pilot and evaluate the concept at the end of the year;
- To decrease the number of activities and the needed capacity for the 2022 pilot phase from 3,7 FTE to 2 FTE;
- To seek voluntary expertise to execute the activities and tasks;
- To run the Knowledge and Information Programme under Cross Cutting Expert Team on a neutral budget.

4. Activities for 2022 and beyond

WG 2 and 3 defined the following main activities to estimate the needed capacity of 3,7 FTE¹:

Knowledge – To make it easier to access and transfer the knowledge of IMPEL's experts by:

1. Knowledge platform: supporting the network of volunteer experts and facilitate the exchange of information between IMPEL members by collecting, upgrading and disseminating information and knowledge, for example through the new IMPEL web site.
2. Consultation Forum (or helpdesk): facilitating Expert Teams in setting up and maintaining a forum that mediates between questions and answers from members.
3. Knowledge Communities (or chat rooms); facilitating Expert Teams in setting up and maintaining communities that gives access to the knowledge of experts.

Training – To enhance the building of relevant capacity and skills across the IMPEL membership by:

¹ FTE: Full Time Equivalent – 1 FTE = 175 days

4. Training Facility: build on existing work from the IMPEL network to further develop and deliver training material, methodologies, programmes and courses; to conduct training needs assessments and conduct, support or assist training.

Projects - To support the IMPEL volunteer Expert Team project and IRI processes, particularly to facilitate the use of their outputs to inform relevant and effective capacity building and training activities by:

5. Project support for Knowledge materials or tools: Support Expert Teams by ensuring the outcome of the projects can be used as knowledge materials and tools. Support IRI teams in ensuring consistency, effectiveness and disseminate findings.
6. Project support for training activities: Support Expert Teams by ensuring the outcome of projects can be used for training activities.

Monitoring - To ensure that the CBT Programme reflects IMPEL’s strategic objectives, is focused on the interests and needs of IMPEL members, and is effective, by:

7. Ongoing needs assessment – identify members’ capability gaps and training needs.
8. Self-monitoring and evaluation – evaluate and report on the effectiveness of IMPEL CBT activities.

For the short term: A proof-of-concept project should start small with a limited amount of capacity and there for a limited number of activities. Based on the feasibility study and discussions within WG1 the following activities listed above have been selected for 2022:

Activity	Average days per project	Expected number of projects	Fixed number of days	Total capacity (in days)
1 Knowledge platform	6	15	27,5	117,5
4 Training activities	6	6	27*	63
5 Project support for knowledge materials or tools	6	15		90
6 Project support for training materials	6	6		36
7 Monitoring needs of network			12	12
8 Evaluate KIP work			32	32
Totals				350

*3 e-learning tools and 3 training events

350 Days = 2 FTE

What has changed compared to the feasibility of WG 2 and 3 :

- The activities Consultation Forum (nr 2) and Knowledge Communities (nr 3) have been left out for 2022. For both activities special software and budget is needed.
- The activity Knowledge platform (nr 1) and Support ET knowledge materials or tools (nr 5) is decreased from 24 to 15 projects.
- The activity Training Activities (nr 4) and Support ET on Training materials (nr 6) is decreased from 24 to 15 projects.

Short term activities (2022)

For 2022 the Knowledge and Information Programme (capacity 2 FTE) will:

- a. Run a Knowledge Platform. The output of 15 projects (executed by the Expert Teams) will be transferred into knowledge material and tools.
- b. Conduct training activities. For the output of 6 projects (executed by the Expert Teams) training activities will be developed (e.g. training programmes and courses, e-learning tools, training material)
- c. Support projects of Expert Teams. For the projects mentioned under a and b support will be delivered to ensure the outcome of these projects can be used for Knowledge and Training.

In 2022 the Project team KIP will:

- Recruit 2 FTE of voluntary experts.
- Support the build of the website of IMPEL so it can be used as a knowledge platform.
- Define procedures and roles that will be defined and communicated.
- Organise consultation meetings with the network.
- Evaluate the work of the Knowledge and Information Programme at the end of 2022.

Medium term activities (2023 and further):

Depending on the evaluation – end 2022 – the activities could up scale. The amount of work done by the knowledge platform and the trainings could be increased and a start can be made on Knowledge Communities (or chatrooms) and Consultation Forum (or Helpdesk).

5. Toolkit

In the feasibility study, a broad selection of tools have been presented by WG 3. The tools vary from methodologies to IT based tools. This strategic document focuses mainly on the IT tools, their availability and their costs.

IMPEL is in the starting phase of building a brand new website. The requirements for the knowledge platform and for trainings have been shared with the Board. If the following types of tools will be

included in the new website, the activities for KIC in 2022 can be cost neutral. Content management system (CMS)

- LCMS (Learning Content Management System)
- Online searchable database
- Translation tool

6. Virtual or physical

The selected activities are largely desk-based activities and do not need a physical location. An exception is the physical or face-to-face training sessions. However, training sessions can be hosted by a member country and therefore the work can be done fully virtual.

7. Capacity

To execute all the main tasks mentioned in the feasibility study, a total of 3,7 FTE is required. The number of FTE needed for “other possible tasks” (mentioned in the feasibility study) is not mentioned but in this phase, as these tasks are less of a priority.

A selected a number of activities that KIC could execute in the proof-of-concept phase in 2022 are set out in section 3 of this document. This capacity for 2022 is 2 FTE. It would be important not to divide the 2 FTE over more than 4 persons.

If possible, the voluntary capacity should come from different Member Countries. The Recruitment committee could help with finding the experts.

Required skills for the first year:

- Familiar with the IMPEL network
- Experienced in conducting TNA, training methodologies and train-the-trainer concepts
- Understands how adults learn
- Experienced in developing training materials and training programmes (including e-learning programmes)
- Familiar with Content Management Systems and writing website content
- Experienced in building online tools for environmental regulators.

8. Voluntary expertise or on contract

In considering whether expertise should be voluntary or on contract, the most important aspect is how to secure dedicated time. Ideally the expertise should come from within the IMPEL network on a voluntary basis. Experience suggests that experts who contribute to projects or other tasks within IMPEL do this alongside a full-time job.

2022 is a pilot year in which to test the concept of the KIP. An evaluation at the end of 2022 is recommended, to see what is, and is not, working. Starting the KIP with voluntary expertise fits in this concept.

IMPEL is currently tendering for a service provider “Project result marketing, dissemination, supportive output design”. This function, for 100 - 125 days (per year), delivers some of the work² this programme has suggested should be done in the knowledge platform.

Considering the above the programme advises for 2022 to seek voluntary expertise for 250 days.

9. Legal issues

The legal implications for 2022 mentioned in the feasibility study are mostly issues that IMPEL currently has to deal with and are not specific to the KIP. Some of them are implications related to GDPR and Intellectual Property Right.

Two issues need mentioning: In case information from third parties will be disseminated by the Knowledge platform a disclaimer needs to be added. For the activity Consultation Forum (not to be executed in 2022) specific knowledge on national context could be required in case the question or inquiry is related to the implementation in a certain member country. Specific protocols need to be developed for this activity.

10. Financial issues

There are no financial commitments necessary for 2022.

11. The name KIP

The assignment given to Working Groups 2 and 3 was to run a feasibility study and develop a toolkit for a KIC. KIC stands for Knowledge and Innovation Centre. At the moment there are no activities in the portfolio of the KIC that are directly linked to Innovation activities (other than supporting the Expert Teams). We suggest to change the name “Innovation” into “Information”.

Since 2022 is a pilot year with only a limited number of tasks and capacity, the use of the name ‘Knowledge and Information Programme’ is there for suggested for 2022.

² This work contains: to summarise and systematise project results; create operational electronic formats of recommendation, guidelines, story books, checklists, forms and other tools; develop a common IMPEL brand; work on subsequent abstracts ; and build and enhance an IMPEL picture and illustration database.

12. Terms of Reference under ETXC for 2022

For 2022 WG 1 advises to draft a ToR under the Expert Team Cross Cutting. Important milestones within the Tor would be:

1. Q1 Recruitment of experts (voluntary)
2. Q1 Development of website
3. Q1 Defining the roles and procedures and communicating these with the Expert Teams
4. Q2 Start delivering activities 1, 3, 5, 6 and 7
5. Q3 Consultation of the network
6. Q4 Evaluate 2022 on the following criteria:
 - a. Capacity that is needed
 - b. Voluntary expertise
 - c. Working procedures
 - d. Delivered results
 - e. Short and medium term actions for future



European Union Network for the Implementation
and Enforcement of Environmental Law

IMPEL Capacity Building and Training Programme

Feasibility Study and Toolkit

Final Report Working Group 2 and 3

Date of report: 02 November 2021

Report number:



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<p>Executive Summary</p> <p>In 2017 members recommended that IMPEL provides professional training in environmental implementation and enforcement. In 2018 IMPEL identified capacity building through more robust, consistent and quality-assured training as a priority. The EC also recognises the importance of training, based on inspectors’ training and professional skill needs and improved cooperation between practitioner and other bodies. In 2018 an EC-commissioned study from consultancy <i>Milieu</i>, recommended that IMPEL explore the potential to enhance delivery of capacity building and training. IMPEL set up the CBT Programme to implement this recommendation.</p> <p>The strategic aim of the CBT Programme is to enhance connectivity within the IMPEL network.</p> <p>Working group 2 and 3 conducted a feasibility study and developed a toolkit for the Knowledge and Innovation Centre. Their findings can be found in this report.</p>	
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1. Introduction



KNOWLEDGE AND INNOVATION CENTRE

IMPEL's 2018 Position Paper on Environmental Compliance Assurance identified building capacity as a core priority for the network. In the last 20 years IMPEL has developed a variety of tools and guidance for its members that proved to be successful. IMPEL stated that a more robust training and capacity building strategy was needed, which could incorporate tailored activities and connect different actors across the compliance chain. It could also produce accredited and/or standardised training across the network.

The Commission Staff document on Environmental Compliance Assurance recognises the importance of improving training for environmental practitioners and sets out the aim of identifying the professional skill sets and training needs for inspectors. It also aims to improve cooperation between practitioner and other bodies providing training for environmental compliance assurance professionals at national and European level.

In 2018 the European Commission gave an assignment to the Brussels-based consultancy Milieu to conduct a study on the capacity building and training needs of IMPEL members. Their report provides results from different exercises of data collection and consultation with IMPEL members that took place throughout the course of the study (July 2018 to November 2019). Based on their findings, one of their recommendations is that 'IMPEL should consider whether the current structure of IMPEL is suitable to deliver what is needed in the area of training and capacity building. If it is not, it could conduct a study to explore potential roles or structures capable of delivering training and capacity building, for example through the proposed Knowledge and Innovation Centre'.

The programme commenced in 2020 and was due to be completed by the end of that year. However, due to the impacts of the COVID pandemic, the programme completion date was extended to the end of 2021.



The Programme team established a strategy, an organisational structure including Working Groups exploring the tools and methodologies required, and undertaking a feasibility study of potential options and the establishment of a Knowledge and Innovation Centre (KIC), or alternative models, to deliver the agreed options.

A number of consultation meetings have been organised to gather feedback from the Expert Teams and from other members of the IMPEL network, as well as discussions with Board members. The main feedback from these consultations has been incorporated into this document.

2. Goals

The strategic aim of the proposed KIC is to enhance connectivity within the IMPEL network and support the existing network of experts in helping members with the implementation of EU environmental legislation through capacity building and training. It will not duplicate existing work, but is intended to add value to the proven existing voluntary processes on which IMPEL is robustly founded and the professional support services provided by the IMPEL Secretariat. The KIC would add value to the work undertaken by the Audit Committee, facilitating relevant, consistent, effective capacity building and training activities based on the knowledge and expertise of IMPEL's network of experts. The KIC would help further enhance the professionalism, consistency and effectiveness of IMPEL's capacity building and training support for members.

3. Summary

In 2017 members recommended that IMPEL provides professional training in environmental implementation and enforcement. In 2018 IMPEL identified capacity building through more robust, consistent and quality-assured training as a priority. The EC also recognises the importance of training, based on inspectors' training and professional skill needs and improved cooperation between practitioner and other bodies. In 2018 an EC-commissioned study from consultancy *Milieu*, recommended that IMPEL explore the potential to enhance delivery of capacity building and training. IMPEL set up the CBT Programme to implement this recommendation.

The strategic aim of the Programme is to enhance connectivity within the IMPEL network. It will add value to proven existing voluntary processes and the professional support provided by the IMPEL Secretariat by facilitating relevant, consistent, effective capacity building and training activities based on the knowledge and expertise of IMPEL's network of experts. The Programme would help enhance the professionalism, consistency and effectiveness of IMPEL's capacity building and training support for members.

A lot of work has been done to identify potential programme activities, requirements, risks and feasibility, including wide consultations with IMPEL members. The Programme proposes the following four clusters of activities that could be delivered by a KIC:

- **Knowledge:** to make it easier to access and transfer the knowledge of IMPEL's experts.
- **Training:** to enhance the building of relevant capacity and skills across the IMPEL membership.
- **Projects:** to support the IMPEL volunteer Expert Team project and IRI processes, particularly to facilitate the use of their outputs to inform relevant and effective capacity building and training activities.

- **Monitoring:** to ensure that the CBT Programme reflects IMPEL’s strategic objectives, is focused on the interests and needs of IMPEL members, and is effective.

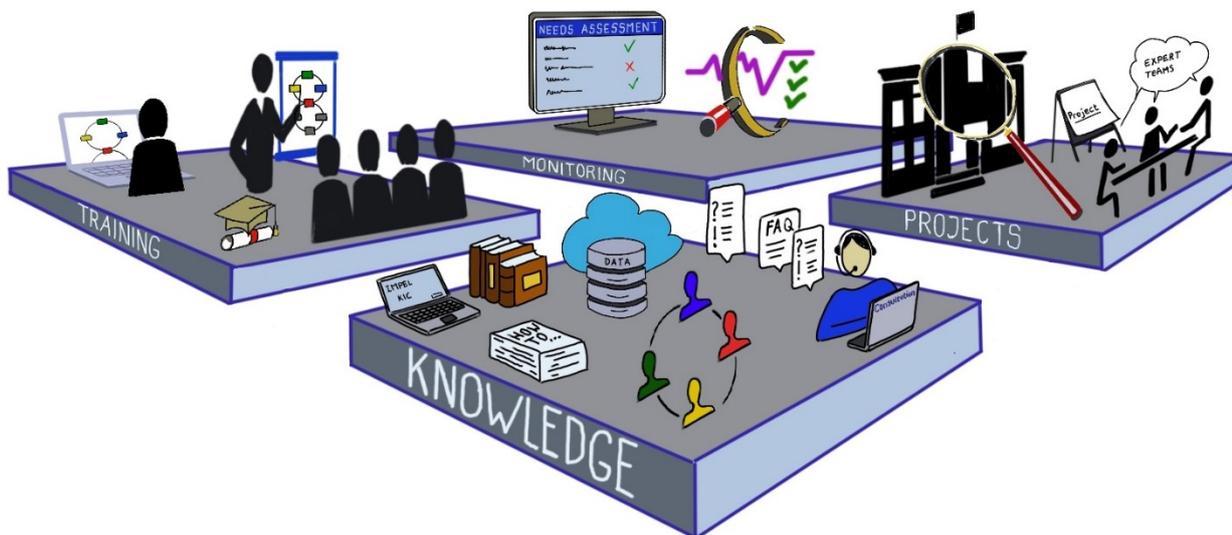
The resources required to implement the proposed CBT Programme are scalable, based on the optimum balance between voluntary and contracted provision. The effort required per unit of output of the KIC has been estimated, to inform a decision on the scale of KIC operations.

4. Clusters

The activities and tasks that could be delivered by the KIC can be divided into the following four clusters:

1. Cluster Knowledge
2. Cluster Training
3. Cluster Projects
4. Cluster Monitoring

There is significant inter-dependency between these clusters. However, clusters Knowledge and Training are considered the principal functions of the KIC. The clusters Projects and Monitoring ensure that information and data can be collected to support and inform the Knowledge and Training clusters, and to evaluate the effectiveness of IMPEL’s capacity building and training activities.



Knowledge – To make it easier to access and transfer the knowledge of IMPEL’s experts by:

- Knowledge platform: supporting the network of volunteer experts and facilitate the exchange of information between IMPEL members by collecting, upgrading and disseminating information and knowledge, for example through the new IMPEL web site.
- Consultation Forum (or helpdesk): Facilitating Expert Teams in setting up and maintaining a forum that mediates between questions and answers from members



- Knowledge Communities (or chatrooms): facilitating Expert Teams in setting up and maintaining communities that gives access to the knowledge of experts.

Training – To enhance the building of relevant capacity and skills across the IMPEL membership by:

- Training Facility: build on existing work from the IMPEL network to further develop and deliver training material, methodologies, programmes and courses; to conduct training needs assessments and conduct, support or assist training.

Projects - To support the IMPEL volunteer Expert Team project and IRI processes, particularly to facilitate the use of their outputs to inform relevant and effective capacity building and training activities by:

- Project support for Knowledge materials or tools: Support Expert Teams by ensuring the outcome of the projects can be used as knowledge materials and tools. Support IRI teams in ensuring consistency, effectiveness and disseminate findings.
- Project support for training activities: Support Expert Teams by ensuring the outcome of projects can be used for training activities.

Monitoring - To ensure that the CBT Programme reflects IMPEL's strategic objectives, is focused on the interests and needs of IMPEL members, and is effective, by:

- Ongoing needs assessment – identify members' capability gaps and training needs.
- Self-monitoring and evaluation – evaluate and report on the effectiveness of IMPEL CBT activities.

4.1. Knowledge



4.1.1 Goal

To make it easier to access and transfer the knowledge of IMPEL's experts.

4.1.2 Activities

An important function that a KIC could undertake is to provide a platform for the exchange of information, expertise and good practices between IMPEL experts and the wider IMPEL membership. This would enhance the value of, and access to, the information and expertise available within the IMPEL network and more widely.

The KIC could also deliver a service that facilitates experts within the network answering questions and responding to enquiries from IMPEL members. The focus is likely to be on regulatory casework or on the wider interpretation and implementation of EU environmental legislation.

IMPEL and its members possess a wide range of specialised information that can help the wider membership. The information can also support the process of innovation and development of new ideas. By managing access to these knowledge communities, the KIC could help enable IMPEL experts to contribute to discussions and respond to questions.

4.1.3 Tasks

The KIC would be required to undertake a number of specific tasks to deliver the activities in this cluster, including:

Main tasks

1. Disseminate relevant information to IMPEL members and other stakeholders. This could be passive, for example by publishing material online or establishing a searchable database of resources on the new IMPEL website; or active, by providing a reactive Helpdesk or similar service, either in person or online, through which members' enquiries can be submitted and answered.



2. Support the network of key experts across the IMPEL membership, enabling them to answer enquiries directly, and/or through a helpdesk or online information service.
3. Set up online functionality to support experts in facilitating general and specialist discussions, and scan the content of these discussions to help identify key topics for development of information materials for members.
4. Collect and upgrade information that is relevant for the members of IMPEL and its wider stakeholders (such as other public bodies, other regulators or NGOs). This would require active scanning of a wide range of information sources both in Europe and beyond, and undertaking further research to identify relevant information, before adding value to that information to make it as relevant as possible to IMPEL members.

Other possible tasks

5. Mediate between supply and demand for expertise or best practices. This would involve assessing the requirements and expectations of members, and seeking to ensure that IMPEL and the KIC can respond to that demand.
6. Help experts to identify topics of relevance and interest to IMPEL members.
7. Identify experts within the network who can respond to questions from members on specific topics.
8. Provide a translation service for key products such as information sheets, project findings, IRI findings and e-learning modules.
9. Identify and deliver opportunities to disseminate project findings through fact-sheets, presentations, guidance, and capacity building and training activities.
10. Exchange relevant information with the EU and between the Four Networks.

4.1.4 Outputs of the KIC main tasks

- A searchable web-based resource containing responses to member enquiries and questions and key outputs of other Expert Team activities such as projects and IRI.
- Reports on the identified information needs of members.
- Information sheets for commonly-asked questions and information needs.
- Web-based tools to facilitate access to IMPEL information.
- Signposting of information available from third parties that is relevant to the interests of IMPEL members.

4.1.5 Requirements

Products from the business

Effective delivery against the main tasks in this cluster would be dependent on a number of products from other areas of IMPEL's business, including:

- Identification by experts of member information needs.
- Responses by experts to member questions.
- The findings of projects and IRI.

Operational

- This is a largely desk-based activity.
- Technical expertise is required to review and assess information.
- Technical expertise is required for developing and delivering online discussion functionality.
- Technical expertise is required for developing and delivering on-line information resources.



- This service could be centralised, or undertaken remotely from any location

Technical (e.g. requirements website, additional tools)

Technical tools:

Knowledge cluster				
Activity	Type of tool	Specification and requirements	Examples of (software) systems	Included on new IMPEL website
Collect and upgrade information to make it as relevant as possible to IMPEL members.	Website portal – content management system	CMS system to structure the website and edit information.	Drupal IPROX Wordpress HIPPO	Yes
To disseminate actively relevant information to IMPEL members and other stakeholders (helpdesk)	Helpdesk software Enterprise Service Management (ESM) software	To log questions or requests; to have a ticket send automatically to the expert; to track the status via the portal.	Topdesk (webbased) Marval (webbased)	-
Online functionality for the operation of Chat Rooms or similar processes for general and specialist discussions, and scan content to identify key topics for development of information materials for members.	Live Chat plugin	Live Chat with ticket form, this enables for the expert to handle the request when it is convenient. Possible in combination with chatbot. This allows sending standard answers to requests automatically.	LiveGuide (used on Eures website) Basecamp	-
Online searchable database to include key experts on specific topics	Software tool	Database with search functionality on main area of expertise, organization type.	TAIEX database	-
Online seminars or workshops		Tool to help to organize and facilitate online seminars or workshops. Includes drag and drop in schedules, planning format, library to include and share documents.	SessionLab Arlo	-
Translation of documents	Online translation tool	Translation tool which translates documents and text between any of the	Available (e-translation European Commission)	yes



Knowledge cluster				
Activity	Type of tool	Specification and requirements	Examples of (software) systems	Included on new IMPEL website
		27 official EU languages.	(stand alone)	

Physical

- This activity could be carried out remotely from anywhere in Europe.
- This activity does not require a bricks-and-mortar facility.

Efficiency

- Adds value to work already undertaken by Expert Teams.
- This is a new activity that would add value but not necessarily improve efficiency, although efficiency enhancements are possible as a result of a more centralised approach.
- Some of these tasks are already undertaken by Expert Teams, and there is an opportunity to achieve an appropriate balance between the work of the ETs and the support offered by the KIC.
- Additional activities incur costs, but can add value to IMPEL's overall operation.

4.1.6 Implications

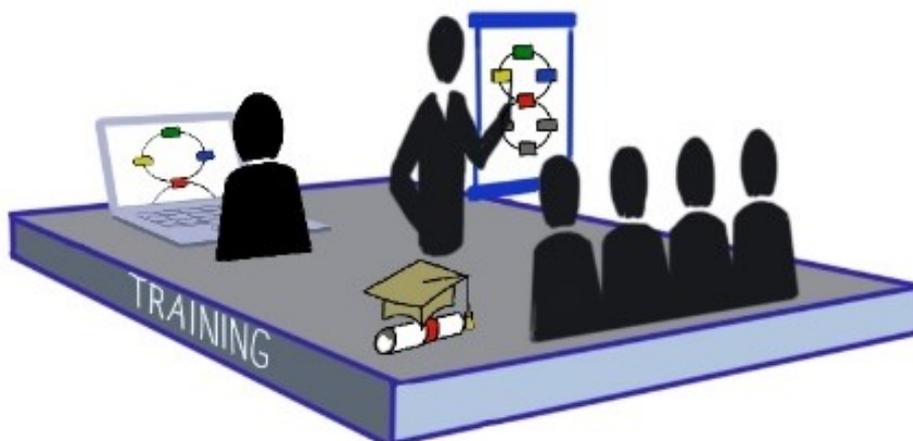
Legal

- There are potential GDPR implications, as the KIC would process and store some personal data.
- There are Intellectual Property Right implications in relation to information resources developed by IMPEL.
- There are legal implications associated with IMPEL providing information and advice relating to implementation of environmental legislation Implications.

Risks

- There is a risk that the information provided by the KIC is not technically or legally accurate, and that members base their actions on this inaccurate information. In the worst case scenario, this could result in legal action against IMPEL.
- There is a risk that the KIC does not take account of the local or national situation, or national laws, in developing information resources.
- There is a risk that this activity reduces buy-in and ownership from Expert Teams and the wider IMPEL membership.
- There is a risk that on-line discussion content does not take account of the local or national situation, or national laws.

4.2. Training



4.2.1 Goal

To enhance the building of relevant capacity and skills across the IMPEL membership.

4.2.2 Activities

The KIC could help IMPEL achieve its objectives by facilitating the designing, developing and delivering of capacity building and training materials and activities for members. IMPEL already delivers some training activities, such as running workshops, seminars and conferences, and producing information and guidance material. Some relevant training is also provided by third parties, either commercially or not-for-profit, and IMPEL will not compete with these. The content of IMPEL training is informed by the findings of Expert Teams, projects, IRIs and other IMPEL activities. The KIC would support the further development of this existing training activity, delivering additional benefits for members and increasing IMPEL's impact.

4.2.3 Tasks

The KIC would be required to undertake a number of specific tasks to deliver the activities in this cluster, including:

Main tasks

1. Support experts to develop training materials, training programs, training courses and training tools. These could range from simple on-line fact sheets to comprehensive technical guidance documents and associated e-learning or face-to-face training events.
2. Develop a training methodology and a range of training tools such as e-learning, on-demand training, face-to-face training, on-site and field training, and training standards, supported by suitable systems.

Other possible tasks

3. Identify, develop and maintain a network of trainers who are considered experts in their field, and able to deliver effective training to members. Facilitate the exchange of skills and knowledge between experienced trainers and experts. This would need to be supported by a searchable



database of experts, and a model for delivering both virtual and face-to-face training. The trainer network could continue with the current model of IMPEL member voluntary provision, supported if necessary by contracted external experts and trainers.

4. Communicate training opportunities to IMPEL members effectively, and develop a searchable training catalogue to help members identify training opportunities that are appropriate and relevant to them.
5. Run train-the-trainer courses so that experts in the field can develop the competencies and skills required by trainers and could deliver effectively training products tailored to national or regional requirements.
6. Provide 'soft skills' guidance and training for IRI team members (either virtually or face-to-face). The IRI process can be challenging, and sensitive. Not all IRI team members have the skills and approach needed to undertake the review successfully. The KIC could provide guidance and/or training for potential IRI team members. This would enhance skills and improve consistency. It could even be a requirement that team members must undertake the training before they participate in an IRI.
7. Use the best practices and opportunities for development in IRI reports to identify training needs for IMPEL members.
8. Certify participation in IMPEL training activities undertaken by IMPEL members.
9. Include relevant training provided by third parties in IMPEL's training catalogue.

4.2.4 Outputs of the KIC main tasks

- A searchable, on-line training catalogue.
- Training materials, courses and events.
- Guidance on effective training methodologies and tools.
- Evaluation of training delivered by IMPEL.

4.2.5 Requirements

Products from the business

Effective delivery against the main tasks in this cluster would be dependent on a number of products from other areas of IMPEL's business, including:

- The outputs and findings of Expert Teams from projects, IRI and member questions and enquiries.
- Identified member training needs and opportunities.
- Identification of indicators of training effectiveness for monitoring purposes.
- Expert/trainer and technical input to training materials and events.
- Delivery by experts of face-to-face and virtual training activities.

Operational

- This is in part a desk-based activity, and some face-to-face activity may be required in delivering training activities.
- Some travel may be required in order to deliver face-to-face training.
- Some technical expertise is required to develop on-line database and training materials.
- Some technical skills are required to deliver face-to-face and on-line training.
- The Training Facility could be centralised, or distributed across IMPEL members.



- Arrangements may be required for the continued use of IMPEL experts for training, supported by the contracting of external experts and trainers where necessary.
- Translation of training materials may be required.
- Communications skills and capabilities will be required in order ensure members are aware of training opportunities.

Technical (e.g. requirements website, additional tools)

Technical tools:

Training facility				
Activity	Type of tool	Specification and requirements	Examples of (software) systems	Included on new IMPEL website
Training needs assessment – online survey	Software tool to conduct online surveys	Questions on training subjects.	EU survey (Stand alone)	Yes
LCMS (Learning Content Management System)	Software tool	Online platform e-learning: includes library for training video's, e-learning, etc and development e-learning modules	Talentsoft LearnWorlds	Yes
Online training	Software tool	Video conference system which includes possibility to use break-out rooms and polls.	ZOOM MS Teams (Stand alone)	-

Training-toolkit:

Training facility				
Activity	Type of tool	Specification and requirements	Examples of (software) systems	Included on new IMPEL website
Development of training materials	Guidance-tool (training toolkit)	Guidance on how to develop training materials for face to face training or online training	To be developed	-
Development of training programme	Guidance-tool (training toolkit)	Guidance-tool on: - how to prepare and carry-out a TNA - how to develop a training programme; and	To be developed	-



		- how to carry-out the training		
Training methodology	Guidance-tool (training toolkit)	Guidance-tool on training methodology for face-to face training and remote training.	To be developed	-

Physical

- Most of this activity could be carried out remotely from anywhere in Europe.
- This activity does not require a permanent bricks-and-mortar facility.
- Physical facilities would be required for delivery of face-to-face training, and could be hired when needed.
- Training facilities could be centralised, or hired at the specific location of training delivery, which could be anywhere in the EU.

Efficiency

- Some training is already provided by IMPEL, but efficiencies are possible as a result of providing additional support for the ETs in developing and delivering training.
- Wider provision of a Training Facility is a new activity that would incur costs, but the balance of costs, quality, effectiveness and impact could represent efficiencies.
- There may be efficiencies from economies of scale in securing the right e-learning ICT platforms and services.

4.2.6 Implications

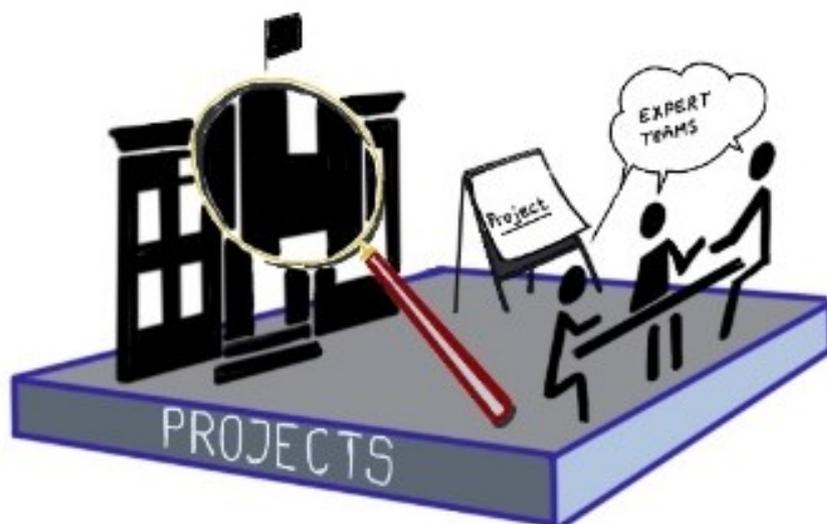
Legal

- There are potential GDPR implications, as the Facility would process and store some personal data relating to experts and trainers.
- There are copyright and intellectual property right implications in developing training materials.
- There are legal considerations in ensuring that the content of training around implementation of legislation is accurate.

Risks

- There is a risk if the Training Facility does not take account of the local or national situation, or national laws, in developing and delivering training.

4.3 Projects



4.3.1 Goal

To support the IMPEL volunteer Expert Team project and IRI processes, particularly to facilitate the use of their outputs to inform relevant and effective capacity building and training activities.

4.3.2 Activities

The KIC could undertake to support and facilitate experts in delivering the Project and IRI processes. This could support both the current approach, and also add value in terms of enhanced consistency and enhanced sharing of, and learning from, the findings of projects and IRIs.

4.3.3 Tasks

The KIC would be required to undertake a number of specific tasks to deliver the activities in this cluster, including:

Main tasks

1. Ensure that project content and products can be developed easily into capacity building and training materials and activities.
2. Collect, collate and disseminate the best practices and other relevant findings identified in IRI reports. The KIC could collect and collate IRI findings into an accessible and searchable database for IMPEL members, taking account of the balance required between retaining the detail of the findings and keeping the database brief and accessible.

Other possible tasks

3. Where appropriate and required, assist and support the Audit Committee with the preparation of project Terms of Reference, including associated project budgets.
4. Design and conduct project surveys and questionnaires using specialist software or systems.



5. Support the IRI Ambassador team in monitoring the IRI process, the findings of individual IRIs, follow-up actions by the host, and the dissemination of IRI findings.
6. Provide a translation service for IRI reports.
7. Where appropriate and required, assist and support the Audit Committee to develop, and advise on the use of, consistent project report formats and templates, and provide an editing and proof-reading service. Producing the reports themselves would remain the responsibility of the Project Manager and project team.
9. A possible task in the longer-term future could be to develop opportunities to provide training activities, based on project findings, to other organisations where appropriate.

4.3.4 Outputs of the KIC main tasks

- Searchable database of collated project and IRI findings and opportunities.
- Guidance on formatting of project reports to facilitate transposition of findings into training.

4.3.5 Requirements

Products from the business

Effective delivery against the main tasks in this cluster would be dependent on a number of products from other areas of IMPEL's business, including:

- Project and IRI reports containing findings, best practices and opportunities for development.

Operational

- This is a largely desk-based activity.
- Some technical expertise required to develop on-line database of IRI findings.
- Some technical skills required to develop and deliver face-to-face and on-line training materials and activities.
- Technical expertise is required for developing, conducting and analysing surveys and questionnaires.
- It could be centralised, or undertaken remotely from any location.

Technical (e.g. requirements website, additional tools)

Technical tools:

Projects				
Activity	Type of tool	Specification and requirements	Examples (software) systems	To be included on new IMPEL website
Database to store IRI findings	Database	Database to store IRI findings and to disseminate information on IRIs. Includes: clear overview of available information and is easily accessible for the user. Search	To be developed (tailor made)	-



Projects				
Activity	Type of tool	Specification and requirements	Examples (software) systems	To be included on new IMPEL website
		functionality on country, type of organization and main subjects.		

Physical

- This activity could be carried out remotely from anywhere in the EU.
- This activity does not require a bricks-and-mortar facility.
- If face-to-face training delivery is required, of team members or for dissemination of IRI outcomes, a physical location would be required. This would not need to be part of the KIC.

Efficiency

- Enhances the efficiency of existing project and IRI processes.
- Some tasks are already undertaken by Secretariat, so no efficiency saving or improvement is possible.
- Additional activities incur costs, but add value to the overall IRI product.
- There may be some enhancement to the efficiency with which Project Managers can carry out their role.
- It would be more efficient to develop training products from project outputs if the outputs were designed for this purpose.

4.3.6 Implications

Legal

- There are potential GDPR implications, as the KIC would process and store some personal data.
- There are some legal implications if the project content concerns implementation of legislation and this is information used for capacity building and training purposes. However, these legal implications already exist in relation to published project findings.
- There may be copyright considerations in relation to project products and associated training materials.
- There may be Intellectual Property Right considerations in the project products and associated training materials.

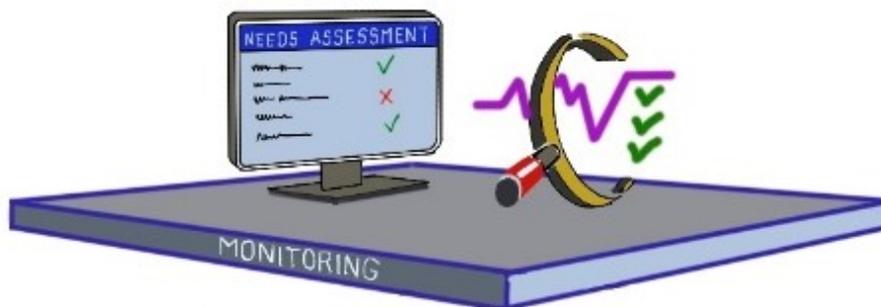
Risks

- There is a risk that the KIC might release information arising from an IRI that was sensitive or confidential, but this risk already exists and may even be reduced by the KIC building its own skills and competencies in this area.
- There is a risk if the KIC does not take account of the local or national situation, or national laws, in developing training materials and activities.



- There is a risk that the KIC role is seen to duplicate or compete with the role of the Secretariat, Expert Teams and project teams, and reduces ownership and capacity-building in relation to projects by the membership as a whole.

4.4 Monitoring



4.4.1 Goal

To ensure that the CBT Programme reflects IMPEL's strategic objectives, is focused on the interests and needs of IMPEL members, and is effective.

4.4.2 Activities

The KIC would have to prioritise its effort, focusing on those topics where the need and the benefit are greatest. Clear, systematic and ongoing identification of needs in relation to recognised capability gaps is key to ensuring that the KIC supports and assists experts and the wider membership in contributing to achieving IMPEL's objectives. The needs assessment process must be clearly aligned with internal and external organisational priorities.

The KIC could continuously identify the needs of IMPEL and its members. To do so, the KIC would need to add value to the biennial Implementation Challenge undertaken by IMPEL, enhancing the detail of analysis by undertaking initial, and ongoing, needs assessments to identify existing levels of knowledge, skills and capabilities. This analysis will identify gaps, and inform decisions about what capacity building and training opportunities are needed to help enable members to deliver effectively against IMPEL's strategic objectives. The KIC could then consider how best IMPEL could help meet those needs, and incorporate this into its activities.

The context for this ongoing needs assessment would be IMPEL's Multi-Annual Strategic Programme. This provides strategic direction and sets priorities for IMPEL's work. The programme reflects key implementation challenges and the needs of members, and guides decisions on how IMPEL's resources will be invested in specific projects and activities.

It is important that IMPEL can account for the use of the resources entrusted to it by the European Commission, IMPEL members, and others. IMPEL must also evaluate and report on its effectiveness in delivering against the objectives set out in its Multi-Annual Strategic Programme, and in adding value through its network of members.



The KIC could support the requirement for IMPEL accountability and evidence of effectiveness by undertaking ongoing self-monitoring and evaluation of activities developed and delivered by the KIC, such as capacity building and training activities, information products, information exchange, and support for IRI and projects. The KIC would report its findings to IMPEL on an ongoing basis, to help inform IMPEL's annual and multi-annual reporting.

It is important to note that this activity is not about monitoring and evaluating the implementation of EU legislation or policy by individual Member States, IMPEL members, organisations, and IMPEL itself. It is only about self-monitoring and evaluating the effectiveness of the activities undertaken by the KIC specifically.

4.4.3 Tasks

The KIC would be required to undertake a number of specific tasks to deliver the activities in this function, including:

Main tasks

1. Identify and collate the interests and needs of members, including those arising from discussions, responses to questions, and findings of projects and IRI.
2. Monitor IMPEL capacity-building and training activities and evaluate their contribution to the identified needs of members and strategic objectives of IMPEL.
3. Set out a range of metrics against which to evaluate capacity building and training activities, for example:
 - Number of new training courses developed.
 - Total number of participants in training.
 - Number of Member States to which training was delivered.
 - Increase in participants' knowledge following training.
 - Average satisfaction rating of individuals with training.

Other possible tasks

4. Assess developments at country, region and organisation levels to learn from experience and avoid duplication.
5. Establish a consistent baseline against which future performance can be reported, and trends identified.
6. Report to the Board/GA on an ongoing basis the results of self-monitoring and evaluation against identified metrics.
7. Support Expert Teams in identifying the training needs and target groups within the IMPEL network.

Outputs of the KIC main tasks

- Results of ongoing needs assessments.
- Guidance on developing CBT evaluation metrics.
- Results of evaluation of CBT activities.
- Baseline against which future performance can be reported.



4.4.4 Requirements

Products from the business

Effective delivery against the main tasks in this cluster would be dependent on a number of products from other areas of IMPEL's business, including:

- Identification of interests and needs of members.
- Identification of appropriate evaluation metrics.
- Data and information on delivery of CBT activities for evaluation purposes.
-

Operational

- This is a largely desk-based activity.
- Technical expertise is required to analyse data and information to identify capability gaps and needs.
- Technical expertise is required to develop metrics and evaluate activities.
- This service could be centralised, or undertaken remotely from any location

Technical (e.g. requirements website, additional tools)

Technical tools:

Monitoring				
Activity	Type of tool	Specification and requirements	Examples (software) systems	To be included on new IMPEL website
Online survey for identifying the interests and needs of members	Software tool	Tool to conduct online surveys on certain topics.	EU survey *	- (stand alone)
Monitoring	Software tool	Reporting software system (software) that helps to measure and track data on a dashboard and generates progress reports. Requirements: -customized dashboard; - drag and drop; - scheduled reports	Tableau DBxtra	-

Physical

- This activity could be carried out remotely from anywhere in the EU.
- This activity does not require a bricks-and-mortar facility.

Efficiency

- This is a largely new activity, although some needs assessment is currently carried out by the ETs. This should not be duplicated, but the KIC should add value to existing processes.
- Efficiency would be enhanced by accurate analysis of needs and prioritisation of effort.



4.4.5 Implications

Legal

- There are potential GDPR implications, as the KIC might process and store some personal data.
- There may be legal sensitivities if evaluation highlights shortcomings in implementation of EU environmental law.
- A legal disclaimer would be required if learning needs identified include the provision of advice and guidance on the implementation of legislation.

Risks

- There is a risk that members are unwilling to disclose their learning needs as they may not want to show a lack of knowledge.
- There is a risk of imbalance in provision if any one stakeholder imposes undue influence on the needs assessment.
- There is a risk of IMPEL undermining its links with practitioners if the needs assessment process is perceived to be too top-down.
- There is a risk of IMPEL and the KIC over-promising and under-delivering if needs are identified but not met.
- There is a risk of sensitivities if the assessment identifies shortcomings in implementation of EU law. Such information must be carefully handled.
- There is a risk that suitable metrics may not be possible to identify or measure.
- There is a risk that evaluation could highlight a lack of effectiveness. Such information must be carefully handled.
- There is a risk that not evaluating effectiveness is a weakness in IMPEL's management.

5. Inter-linkage between KIC, Expert Teams and the implementation Community on Knowledge

The most important linkages between KIC, the Expert Teams and the implementation community on the subject of Knowledge are set out below. The Implementation Community is our network and is the primary target group of the KIC and the ET's. The institutions outside the IMPEL community can be seen as the secondary target group. They can benefit from the available knowledge but the information will not be specifically designed and developed for them.

Please note that more linkage are there but will not be further explained in the text below. Some of them are: linkage to the Audit and Evaluation Committee, the Board and the General Assembly



Relationship between the KIC and Expert Teams

- Expert Teams execute projects. This output is used by the KIC.
- The KIC support Expert Teams in the development of their outputs.
- The KIC supports Expert Teams in running knowledge communities and chatrooms.

Relationship between the KIC/Expert Teams and Implementation Community

- The KIC/ET provide knowledge, trainings and give answer to inquiries.
- Institutions outside the IMPEL community can benefit from the tools and information the knowledge platform provides.



6. Capacity and costs

To estimate the capacity needed for the KIC, its main activities are considered below. The average cost-units per project per enquiry are specified per activity, as a fixed number of days and total percentages. The total capacity is calculated on an assumption of the number of projects (results) and enquiries that will be handled by the KIC.

1. Run a knowledge platform
2. Run a consultation platform (or helpdesk)
3. Support Expert Teams in running knowledge communities and chatrooms
4. Conduct training activities
5. Support Expert Teams in the development of their knowledge materials or tools
6. Support Expert Teams in the development of their outputs for training activities
7. Monitoring needs of the network
8. Evaluation of KIC work

The total capacity needed is based on the following assumptions:

1	Transforming and publishing results of 1 project into a web-based tool	6	Days
	Adding 100 items of information to web-based database (other than projects)	20	Days
	Collating findings of 3 IRIs (0,5 days per IRI)	1,5	Days
	Producing 12 information sheets for FAQs (0,5 days per sheet)	6	Days
2	Responding to, and coordinating with ET one average enquiry	0.4	Days
3	Supporting Expert Teams with knowledge communities and chatrooms	4	Days/month
4	Developing training programs for 1 project	2	Days
	Developing training material for 1 project	4	Days
	Developing 1 e-learning product (6 e-learning tools per year)	6	Days
	Delivering 1 face-to-face training event (6 events per year)	3	Days
5/6	Providing support for 1 project	6	Days
7	Performing ongoing needs assessments	1	Days/month
8	Evaluation of the KIC activities, including a quarterly report	10	% of total

Activity	Average days per project	Expected number of projects	Average days per enquiry	Expected number of enquiries	Fixed number of days	Total capacity (in days)
1 Knowledge platform	6	24			27,5	171,5
2 Consultation forum			0,4	50		20
3 Knowledge communities					48	48
4 Training activities	6	12			54*	126
5 Project Support for knowledge materials or tools	6	24				144
6 Project Support training activities	6	12				72
7 Monitoring needs of network					12	12
8 Evaluate KIC work					49	59
Totals						653

*6 e-learning tools and 6 events

1 Full Time Equivalent = 175 Days

653 Days = 3,7 FTE



It's important to note that these estimates are based on assumptions and an average size and complexity of the projects IMPEL is running. The amount of work that can be done for 3,7 FTE can in practise therefore differ from what is presented in the table.

Fixed costs tools which are not included in the IMPEL website

Type of tool	Name of the tool/software	Price (in euro)
Helpdesk software	Topdesk	Starts from 56 EUR per user a month
Enterprise Service Management (ESM)	Marval	On basis of offer/quotation
Monitoring tool	Tableau	60,40 EUR per user a month (billed annually)
Live chat	LiveChat	13,80 EUR per user a month

Tools free of charge or

Type of tool	Name of the tool/software	Price (in euro)
Translation tool documents	eTranslation	-
Online seminars or workshops	SessionLab	-
Online training	ZOOM or Teams	-
Online survey	EU survey	-

Tools included or to be included in the new IMPEL website

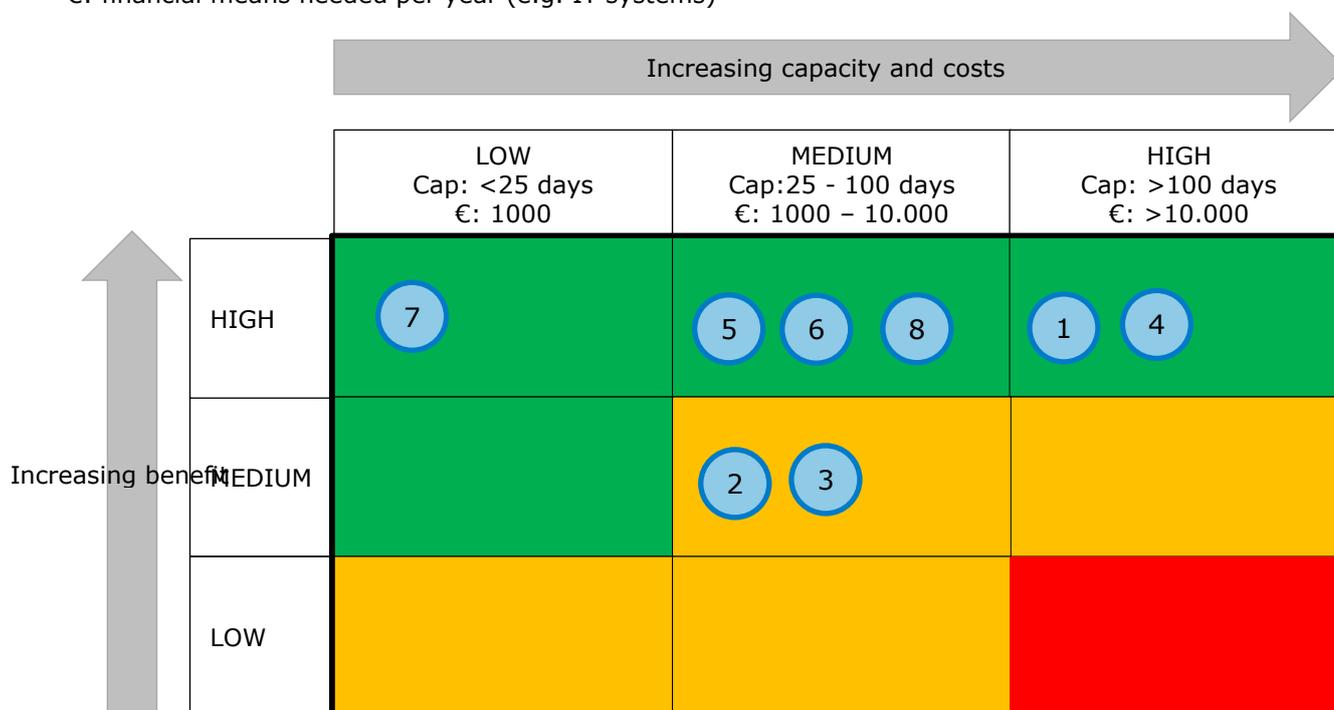
Type of tool
Content management system (CMS)
LCMS (Learning Content Management System)
Online searchable database
Translation tool

7. Cost-benefit analysis

In the diagram below we have presented the position on overall benefit/effort in a matrix of the following activities:

1. Run a knowledge platform
2. Facilitate Expert Teams in running a Consultation Platform (or helpdesk)
3. Facilitate Expert Teams in running Knowledge Communities (or chatrooms)
4. Conduct training activities
5. Support Expert Teams in the development of their knowledge materials or tools
6. Support Expert Teams in the development of their outputs for training activities
7. Monitoring needs of network
8. Evaluate KIC work

Cap: capacity needed in days per year
 €: financial means needed per year (e.g. IT systems)



Green	Most positive cost benefit – activity should be selected
Orange	Less positive cost benefit – discussion needed to select the activity
Red	Least positive cost benefit – activity should not be selected

Activities 1, 4, 5, 6, 7 and 8 are green and we recommend selecting these activities for KIC. Activities 2 and 3 are orange and discussion is needed to select them. Activity 2 and 3 are in orange because of the costs of software (subscriptions for the special software exceeds the financial means of € 1000).



Annexes



Annex: Examples of selected (technical) tools

TAIEX database - EU expert database

TAIEX (Technical Assistance and Information Exchange) is an instrument of the European Commission. Experts can upload a specific profile. The database is included as an example on the design of a database of experts within the IMPEL network.

The screenshot shows the TAIEX Expert Database website. At the top left is the European Union flag logo, followed by the text 'TAIEX Expert Database'. To the right is a 'Login' button. Below this is a dark blue navigation bar with a yellow 'TED' tab on the left and information and help icons on the right. The main content area is titled 'Matching experts with needs' and contains a paragraph of text explaining the database's purpose and a link to 'Frequently Asked Questions (FAQs) for TAIEX experts'. Below this is a section titled 'Please read the below instructions before registering:' followed by two numbered instructions. At the bottom of the content area are three buttons: 'Register', 'Login', and 'Lost Password'. A URL is visible at the bottom of the page: <http://webgate.ec.europa.eu/TMSWebReposit/publicDocument?id=180>



EU-survey - online surveys in 23 languages of the EU

EU-survey is a secured platform for designing and conducting small to large online surveys. It is a tool of the European Commission and is open and widely accessible for all European citizens, businesses or public organisations. One of its features is a translation machine to help to translate a survey in one of the 23 official languages of the EU.

Pricing: free of charge

The screenshot shows the EUSurvey website interface. At the top, there is a dark blue navigation bar with the EUSurvey logo on the left and 'Login | Help | Language' on the right. The main content area features a large, colorful star logo (blue, green, yellow) to the left of the 'EUSurvey' text. Below the logo is the heading 'About EUSurvey'. The text describes EUSurvey as an online survey management system for creating and publishing forms available to the public, such as user satisfaction surveys and public consultations. It mentions that EUSurvey was launched in 2013 and is the European Commission's official survey management tool. The text also states that EUSurvey provides a wide variety of elements used in forms, ranging from simple text questions to advanced editable spreadsheets and multimedia elements. It notes that the application is hosted at the European Commission's Department for digital services (DG DIGIT) and is available free of charge to all EU citizens. A link is provided for accessing the application: <https://ec.europa.eu/eusurvey>. The text further states that EUSurvey is built by DG DIGIT and funded under the ISA² programme, is fully open source, and published under the EUPL licence. A link is provided for downloading the source code from GitHub: <https://github.com/EUSurvey/EUSURVEY/tree/develop>. Below the 'About EUSurvey' section is the heading 'Features'. The text indicates that EUSurvey has a wide variety of features, designed to meet varying survey needs, and that the full list of available features is given below. At the bottom left of the screenshot, a small text box contains the URL: <https://ec.europa.eu/eusurvey/home/welcome>.



(<https://ec.europa.eu/eusurvey>)

Built by DG DIGIT and funded under the ISA² programme, EUSurvey is fully open source and published under the [EUPL](#) licence. You can download the source code from GitHub: <https://github.com/EUSurvey/EUSURVEY/tree/develop>

Features

EUSurvey has a wide variety of features, designed to meet varying survey needs. The full list of available features is given below:

Form Features

Customizable forms

In the easy-to-use editor you can choose from a variety of question types - from simple text and multiple-choice questions to spreadsheet questions or multimedia survey elements. Structure your survey using special structural elements.

Dependent questions

EUSurvey can display additional questions and fields, depending on the answers given by the participant, making the survey interactive.

Scheduled publishing

Publish and unpublish your survey automatically at a specified point in time.

Modify your form after publication

You can modify a published survey without losing any contributions.

Languages

The user interface is available in 23 of the official EU languages, and you can translate your form into any of the 136 languages covered by ISO 639-1, from Abkhaz to Zulu.

Security

EUSurvey has the infrastructure needed to secure the online forms.

Sending out invitations directly from the application

Selected contacts can be managed in the 'Address Book' and used to send out individual e-mails to every single contact containing individual access links.

Advanced privacy

You can guarantee the participant's privacy by creating an anonymous form. Connection details will then not be available to you as the author of the form.



eTranslation - Online translation of text and documents

eTranslation is an online machine translation service provided by the European Commission . eTranslation is intended for European public administrations, SME's and University language faculties. After logging into eTranslation, the type of translation can be selected:

Translate documents - upload one or more documents

Translate text - type or copy and paste snippet of text

Pricing: free of charge (if the person is working in an EU country, Iceland or Norway)

The screenshot displays the eTranslation web interface. At the top, the browser address bar shows the URL <https://webgate.ec.europa.eu/etranslation/translateTextSnippet.html>. Below the browser, a dark blue header contains the text "An official website of the European Union" and "How do you know?". The main header features the "Connecting Europe eTranslation" logo on the left and the user name "Gabrielle KUHN External" on the right. A navigation bar below the header includes "Translate text" (selected), "Translate documents", and "My translation requests". On the right side of the navigation bar, there are links for "My settings", a language dropdown set to "English", and a "Logout" button. The main content area is divided into two large text boxes: the left one contains the placeholder "Start typing your text" and the right one contains "Your translation will appear here". Below the text boxes, there is a character count "0 / 2500" and a trash icon. Two dropdown menus labeled "From" and "To" are positioned above a "+ Advanced options" link. A blue "Translate text" button is centered at the bottom of the main content area. The footer consists of a dark blue bar with the text "Connecting Europe Facility Language Technologies" on the left and "Related sites" with a link to "CEF Building Blocks" on the right. A small note at the bottom left of the footer states "This website is managed by the Directorate-General for".



LiveChat – live chat software

LiveChat several features: the theme, colors, and position of the chat widget can be matched with the website design (example EURES website) and reports on for example the number of chats can be generated. A chat function could be available for certain hours and days of the week (as included in the example of EURES).

Pricing: free-14 days trial. After free 14 days trial from \$16 per months per agent (in 2021)

The screenshot shows the EURES website's chat interface. At the top, there is a blue header with the 'EURES' logo. Below the header, there are navigation links: 'Statistics', 'Help and support', 'Links', and 'Log in'. A secondary navigation bar includes 'Home', 'Jobseekers', 'Employers', 'Living & Working', and 'EURES Services'. On the left, a sidebar titled '> EURES Services' lists various options, with 'Chat with EURES Advisers' highlighted. The main content area is titled 'Chat with EURES Advisers' and features a yellow warning box: 'Dear jobseekers and employers. Due to the current situation, not all chats might be available as specified. We apologise for any inconvenience caused.' Below this, a message states: 'We are trying out a new way of contacting EURES Advisers through online chat. Only a few countries are currently supporting it. Click on one of the buttons below to start a chat with a EURES Adviser in English or the national language (unless otherwise specified). You can also search for a specific EURES Adviser here.' There are two chat buttons: one for 'CHAT with EURES DK' (OFFLINE) and one for 'CHAT with EURES EE' (OFFLINE). Each button includes a link to start a chat and a list of 'Availabilities'. A 'Need help?' dropdown menu is visible in the bottom right corner, containing 'Contact the Helpdesk' and 'Chat with a EURES Adviser'.



IPROX - CMS

IPROX is a content management system (CMS). The website of the Knowledge Centre InfoMil on environmental legislation is an IPROX-CSM and is based on shared-content principle.

Knowledge center InfoMil

Home Topical Rijkswaterstaat **subjects** Help desk

To search

Home > subjects > Agriculture > Livestock and health > Guide to Livestock Farming and Health of Local Residents >

Guide to Livestock Farming and Health of Local Residents

Since 2016, several reports on livestock farming and health have been published on behalf of the Dutch government. This reveals links between livestock farms and the health of local residents. It begs the question: what is the significance of these research results for local and regional authorities in areas with livestock farming? What are the legal consequences and possible instruments? That is why this guide has been drawn up.

The guideline is intended to support the competent authority in decision-making about livestock farms in relation to the health of local residents.

This guide can also [be downloaded](#) in its entirety [as a PDE](#).

→ Reason, purpose and scope
→ Reading Guide



Reduce potential health risks

What can municipalities and provinces do to reduce possible health risks associated with livestock farms?

→ Reduce potential health risks
→ Possibilities and opportunities for voluntary measures
→ Weighing acceptability of health risks
→ Precaution
→ Instrument room
→ Environmental instruments
→ Regional and local policy
→ Livestock-environment communication

Deepening legal framework

An in-depth look at the legal framework and case law: spatial planning, the environment and related regulations.

→ Legal deepening space
→ Legal deepening environment
→ Legal deepening of adjacent legislation

Directly to

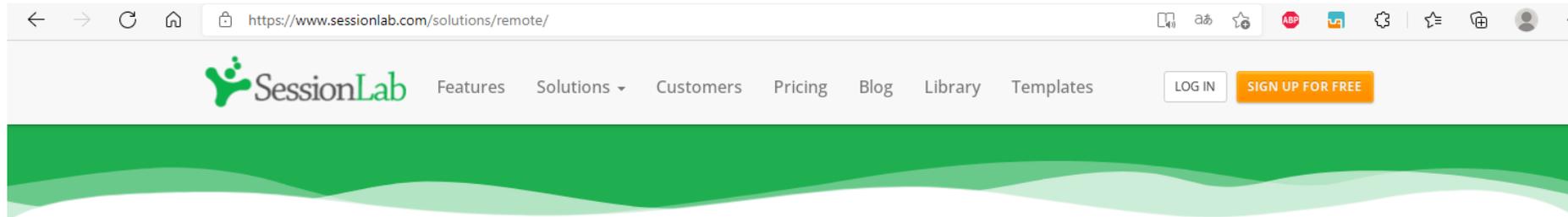
→ Referral table: Possible risk situations and possible use of spatial planning and environment instruments
→ Knowledge platform human health and livestock farming
→ Background article about guideline and knowledge platform (In InfoMil Perspectief)



SessionLab – software to facilitate remote workshops

Tool for supporting the preparation of online workshops.

Pricing: basic is for free (up-to 10 session plans)



Time	Activity	Description	Duration
08:50	Remote Workshop Preparations	Before you get started, some final checks to ensure you're prepared for this remote workshop!	10'
09:00	Introduction	Welcome your participants into the online workshop and have everyone conduct a quick equipment check.	10'
09:10	Break the Ice with The Four Quadrants Activity	The Four Quadrants is a tried and true team building activity to break the ice with a group or team. It is EASY to prep for and set up. It can be MODIFIED	30'
09:40	Remote Sail Boat	By using the metaphor of a sailboat, teams can articulate what is working well and also, what is holding the organization back.	45'
10:25	BREAK	Remember to encourage participants to get away from their computer and unplug during the break!	15'
10:40	Lightning Demos	The lightning demo is an exercise from the Design Sprint, which is like a short research session: inspire the team with product or services that they may use	45'

Remote problem solving workshop
Overview
Last edit was 1 hour ago

SessionLab
SessionLab Templates

Remote problem solving workshop
template

A problem-solving workshop designed from the ground up for remote teams and those working online. Facilitate a group through a collaborative problem-solving process remotely and generate quick, effective solutions!

Objectives:

- * Identify what your current organizational challenges are.
- * Generate ideas for effective, quick to implement solutions and choose which solutions to implement.

Set up:

- * Choose a video conferencing tool to host the meeting - Zoom, Google Hangouts, Adobe Connect or whatever tool your organization prefers is fine!
- * Choose an online collaboration tool to work in - you might use an online whiteboard tool such as Mural or Miro, or collaboration tool such as Slack and Google Docs. We have instructions for both in the template :)
- * Choose one person from the group to be the facilitator and lead the



Tableau – data monitoring tool

Business intelligent-software for data analysis. Includes features to connect different data and visualize data on a dashboard.

Pricing: free trail. After free trail \$70 a month per user.

Example of Tableau software

