



Ismael Peña-López

## CURRICULUM VITAE

Researcher and lecturer at the Open University of Catalonia

### Personal information

Nationality: Spanish  
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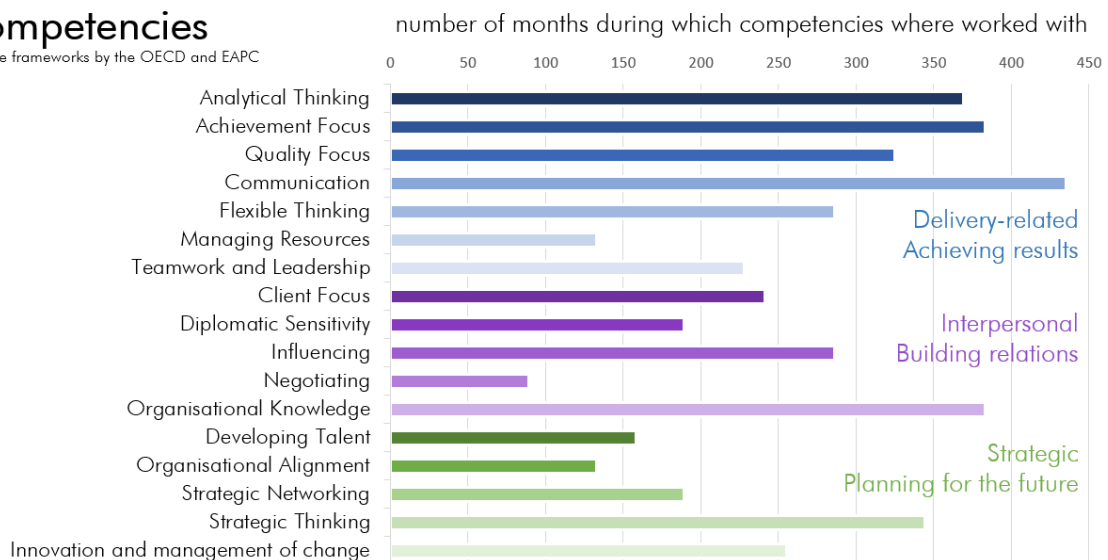
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### Profile, functions and professional experience

#### Competencies

After the frameworks by the OECD and EAPC



#### Functions

After the frameworks by the OECD and EAPC

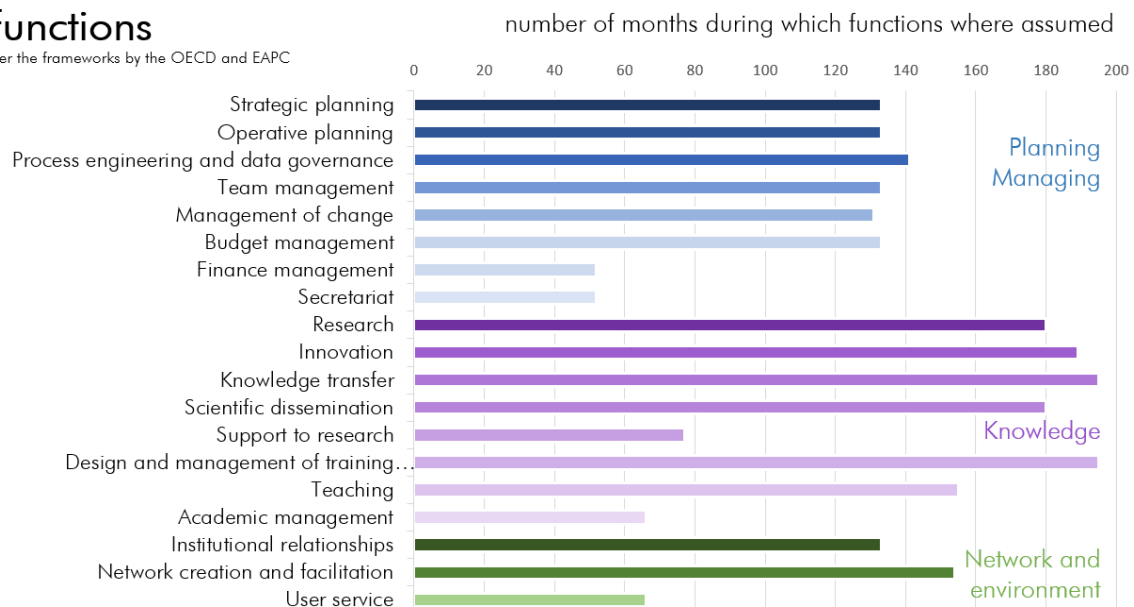


Figure 1. Competencies and functions performed in the workplace.

**In 534 words...**

In 30 years of professional life there has always been a constant in the way I work and the assignments I have taken on. A constant that has become my specialization: connecting (apparently) separate or unrelated dots.

I have contributed to connecting dots in two ways: longitudinally and transversally.

Longitudinally because I have linked the past with the present and the present with the future. With the past, doing research, policy analysis and impact evaluations, reviewing academic and technical literature; with the future, making proposals for strategic planning, models and paths of action, design of policies, programs and projects.

Transversally because I have always acted as a bridge between the different actors who had to take part in a project or a policy, increasingly diverse, each time coming from different disciplines or worldviews. I have created and energized multidisciplinary teams, I have established diplomacy strategies between different institutions, I have put into practice instruments of participation, cooperation, collaboration and coordination between all these actors.

When I have contributed to connecting the dots, I have always worked to create and deploy infrastructure. Understanding infrastructure as everything that people and teams have been able to use to face their challenges and be able to respond with all types of instruments: data, information and knowledge; methodologies, procedures, process engineering; technology, tools; communication channels and knowledge management platforms.

Regarding this infrastructure, I have always ensured its correct institutionalization. That all the investment made is duly incorporated into the DNA of the organization, that it becomes everyday, normal, expert, transparent tools. This has often meant projecting, above all, how this connecting the dots and this deployment and institutionalization of infrastructure will be done. That is, how change will be managed, how it will be accommodated to the existing culture and how it will be accompanied to achieve a new vision that often and necessarily requires a new culture, a new collective identity for the organization.

Finally, connecting the dots, creating infrastructure and managing change has happened in increasingly complex environments. This has meant evaluating many variables, taking into account different visions and behaviours of actors, mapping the systems that interact within the ecosystem that contains them, having more and more instruments to have greater precision in the various interventions and actions to be carried out. And, in short, anticipate more and more and work on the diagnosis and design much more than the execution itself.

I have carried out these tasks in academia, the Administration, the private sector and organized civil society. I have done so especially in the area of the impact of digitalization on the development, learning and functioning of democratic institutions. I have done it in over 30 countries collaborating with the World Bank, the UNDP, the European Committee of the Regions, many governmental institutions at all levels (state, region, municipality), the IDRC-CRDI, Ericsson, the Jaume Bofill Foundation, the Esplai Foundation, the Tecnocampus of Mataró, the Maresme Foundation, and several political parties and citizen platforms and NGOs.

The last 2 pages feature a simplified outline of both what my personal workflow looks like and how I understand working for the public interest, and the development model which I directed and co-authored.

<b>Lecturer and researcher</b>			
<b>Open university of Catalonia</b>			
<b>Start:</b> 01/11/2024	<b>End:</b> Ongoing		Second stage
<b>Start:</b> 01/12/2005	<b>End:</b> 20/06/2018	12 years and 7 months	First stage
<b>Mission:</b> Teaching online for students of the faculty of Law and Political Science: various degrees, postgraduates and masters. Investigate the impact of digitization on society, especially in aspects related to development, learning and democratic institutions: digital divide, online training, social movements, citizen participation, gov-tech and civic-tech. Carry out transfer and dissemination activities. Accountable to the dean and the rector, as well as to agencies and accreditation committees.			
<b>Milestones</b>		<b>Functions</b>	<b>What I learnt</b>
<a href="#">PhD in Information and Knowledge Society on digital development</a> ; AQU Lecturer accreditation; Docentia Recognition of <i>Open Evidence</i> as an advanced research group funded by the government (2017 SGR 1679) International publications and conferences (+500).  Management of international masters. Collaborations with firms and Administrations on digitization in development and educational and democratic institutions.  Referent and collaborator in various media – press, radio, television – in matters of democratic transformation and educational innovation.	OECD/SIGMA collaborations for Moldova, North Macedonia and Lebanon  <a href="#">Evaluation of the Telecentre.org program</a> (IDRC + Microsoft) <a href="#">Evaluation of Open Data for Development</a> (World Bank + IDRC);  “Tools for e-learning and technology transfer in Food Technology - ETT-Food - Bosnia and Herzegovina” UE Tempus Joint European Project 2004-2007  “EL-MAROC: digital literacy program and e-learning methodology transfer for Morocco” Catalan Agency for Development 2005-2006	Teaching Research Knowledge transfer Scientific dissemination Design and management of training programmes	Quantitative research methods Qualitative research methods SPSS R Online learning and teaching Educational innovation Collaboration with the media
		<b>Competencies</b> Analytical Thinking Achievement Focus Quality Focus Communication Flexible Thinking Influencing Organisational Knowledge Strategic Thinking	

<b>Director</b>			
<b>School of Public Administration of Catalonia (EAPC)</b>			
<b>Start:</b> 09/06/2021	<b>End:</b> 09/10/2024	3 years and 4 months	
<b>Mission:</b> Design and implement a strategy of transformation of the mission, vision, culture and activity of the School of Public Administration of Catalonia to orient it at an integral management of the talent at the Administration. Turn the School a locomotive of the transformation of the Catalan Administration. Adapt the School for the growing demand of training of public servers maintaining the indulgence of the students.  I directly coordinate near 100 persons and 100 more indirectly, closely of 25 units/distinct institutions. I directly manage a budget circa 18M€.			
I am accountable to the minister of the Presidency, the Parliament, the community of training of public servers of Catalonia and the citizenry in general.			
<b>Milestones</b>	<b>Functions</b>	<b>Competencies</b>	<b>What I learnt</b>
<a href="#">Strategic plan EAPC 2022-2027</a> (1st of his history); <a href="#">Learning and development model</a> (1st of his history); Incorporation of research, innovation and transfer into the integral management of talent; <a href="#">Draft Law of the EAPC</a> .	Strategic planning Operative planning Management of change Team management Budget management Institutional relationships Innovation Knowledge transfer Network creation and facilitation Process engineering and data governance Learning design and training management	Analytical Thinking Achievement Focus Quality Focus Communication Flexible Thinking Managing Resources Teamwork and Leadership Client Focus Diplomatic Sensitivity Influencing Negotiating Organisational Knowledge Developing Talent Organisational Alignment Strategic Networking Strategic Thinking Innovation and management of change	Complex problem management Advanced knowledge of how the Administration works Management strategies for deep, organizational and cultural changes More human approach to teams Strategic alignment of various institutions

Director general of citizen participation and electoral processes			
Ministry of the Presidency, Government of Catalonia			
Start: 21/06/2018	End: 08/06/2021	2 years and 11 months	
<b>Mission:</b> Define and implement a new mission and portfolio of activities and services in the field of citizen participation in the Generalitat de Catalunya. Guarantee democratic participation, health security and total legitimacy during the organization and celebration of the elections to the Parliament of Catalonia during the COVID-19 pandemic.  I directly coordinated about 100 people and 100 more indirectly, from about 25 different units/institutions. I directly managed a budget of around €2M, close to €40M during the electoral organisation. I directly coordinated about 12 people and about 50 indirectly, from about 25 different units/institutions. During the electoral organization, direct coordination rose to 200 people, around 100,000 indirectly from various administrations (central, regional, local), bodies, parties and civil society. Accountable to the Minister of Foreign Affairs and Open Government, the Parliament, the open government community of Catalonia and the public in general.			
Milestones	Functions	Competencies	What I learnt
Reestablishment of the citizen participation policy in the Generalitat; Successful organization of parliamentary elections during the COVID-19 pandemic (2020-2021); Organization of various citizen participation processes; <a href="#">Guide to gender mainstreaming in participatory processes</a> ; <a href="#">Sectoral participation portal</a> ; Theoretical framework: <a href="#">Fomento de la participación democrática no formal e informal</a> ; Theoretical framework: <a href="#">L'Estat com a plataforma</a> ; Theoretical framework: <a href="#">El ecosistema de gobernanza pública</a>	Strategic planning Operative planning Management of change Team management Budget management Institutional relationships Innovation Process engineering and data governance	Analytical Thinking Achievement Focus Quality Focus Communication Flexible Thinking Managing Resources Teamwork and Leadership Client Focus Diplomatic Sensitivity Influencing Negotiating Organisational Knowledge Organisational Alignment Strategic Networking Strategic Thinking Innovation and management of change	Management of complex and wicked problems Deepening of citizen participation methodologies Incorporation of the gender perspective into public policies Incorporation of the vision of functional diversity in public policies Knowledge of the functioning of the Administration Strategic alignment of diverse teams

Director of Open Innovation Foundation Jaume Bofill			
<b>Start:</b> 01/11/2013	<b>End:</b> 20/06/2018	4 years and 8 months	Mitja day (2013-2015) Fellow (2016-2018)
<b>Mission:</b> Design and implement new projects, methodologies and instruments for the strengthening and dynamism of the educational community based on the identification and sharing of good practices, cases of innovation and their protagonists. Strategic advice, change management and support for the Jaume Bofill Foundation team to accompany a change in institutional culture within the organization and in its area of direct influence.  Accountable to the director of the Foundation. From 2013 to 2015 it was a paid professional activity. From 2016 to 2018, it was a pro bono fellowship.			
Milestones	Functions	Competencies	What I learnt
Promotion of social and open innovation at the Jaume Bofill Foundation; Implementation of new communication and dissemination tools: thematic blogs, online seminars; Impulse of expert networks: Design and implementation of methodologies for collecting and disseminating good practices; Impulse networks of interest	Management of change Innovation Network creation and facilitation	Analytical Thinking Achievement Focus Quality Focus Communication Flexible Thinking Teamwork and Leadership Client Focus Diplomatic Sensitivity Influencing Organisational Knowledge Strategic Networking Strategic Thinking Innovation and management of change	Design of educational research transfer programs in applied innovation Deepening of social innovation methodologies Deepening of open innovation methodologies Promotion of transmedia dissemination projects Educational innovation

Senior researcher and analyst			
Open Evidence			
<b>Start:</b> 01/01/2014	<b>End:</b> 31/01/2016	2 years and 1 month	Mitja day
<b>Mission:</b> Design and accredit the research group associated with Open Evidence, a spin-off from the Open University of Catalonia. Develop applied and competitive research projects for the European Commission, especially in the field of electronic government and the application of ICT in everyday life.  Accountable to the managing partner of the company. This occupation was compatible with the half-time professor and researcher at the UOC and the collaboration with the Jaume Bofill Foundation.			
Milestones	Functions	Competencies	What I learnt
Recognition of Open Evidence as an advanced research group and funded by the Generalitat de Catalunya (2017 SGR 1679) [preparations were made during the years of stay at Open Evidence]; Various contributions to research projects; Several publications related to research projects.	Research Support to research Scientific dissemination	Analytical Thinking Achievement Focus Quality Focus Communication Teamwork and Leadership Organisational Knowledge	Management of European research projects

<b>Director of Cooperation at the development</b>			
<b>Open university of Catalonia</b>			
<b>Start:</b> 01/02/2001	<b>End:</b> 30/11/2005	4 years and 10 months	
<p><b>Mission:</b>  Design and promote a development cooperation program for the Open University of Catalonia, based on its characteristic features (intensive use of ICT for learning and work), and using its knowledge and assets in a solidarity / not for profit  Carry out awareness and fundraising campaigns for the program.</p> <p>I directly coordinated 4 people and nearly 300 more indirectly, between virtual volunteers and collaborating institutions.  I directly managed a budget of around €200,000, although the social benefit was estimated at approximately €1M.  Accountable to two direct heads (a vice-chancellor, a vice-manager), the university community and the international development cooperation community.</p>			
<b>Milestones</b>	<b>Functions</b>	<b>Competencies</b>	<b>What I learnt</b>
Design and implementation of a pioneering solidarity e-learning program in the world; Design and implementation of a pioneer e-volunteering program in the world and recognized by the United Nations (Cravens, 2014); Generation of value of 500% of the initial investment; Completion of the doctoral thesis on the experience: " <a href="#">e-Learning for Development: a model</a> ".	Strategic planning Operative planning Team management Budget management Institutional relationships Innovation Network creation and facilitation	Analytical Thinking Achievement Focus Communication Managing Resources Teamwork and Leadership Client Focus Diplomatic Sensitivity Organisational Knowledge Strategic Networking Strategic Thinking Innovation and management of change	Design and implementation of development cooperation programs Advanced e-Learning Remote work / telecommuting Design and dynamism of virtual communities Digital innovation



<b>e-Learning management officer</b>			
<b>Open University of Catalonia</b>			
<b>Start:</b> 01/12/1999	<b>End:</b> 31/01/2001	1 year and 2 months	
<b>Mission:</b> Manage and improve the virtual secretariat [student-university interface in terms of academic management] of the Open University of Catalonia. Drive innovation in academic management applications, acting as a facilitator between academic management teams and computer engineers and programmers, working in a single team for engineering, design and process development.  Accountable to my head of area as well as the project managers.			
<b>Milestones</b>	<b>Functions</b>	<b>Competencies</b>	<b>What I learnt</b>
Digitization of various processes. Design and implementation of the virtual secretariat of the UOC in Spanish, a strategic activity initiated by the UOC in 2000.	User service Process engineering and data governance Academic management	Achievement Focus Quality Focus Communication Teamwork and Leadership Negotiating Organisational Knowledge Innovation and management of change	Advanced HTML, CSS and JavaScript Fundamentals of e-learning Work in multidisciplinary teams

<b>Academic and research management officer (permanent civil servant)</b>			
<b>Autonomous University of Barcelona</b>			
<b>Start:</b> 11/07/1995	<b>End:</b> 30/11/1999	4 years and 4 months	Several positions
<b>Mission:</b> Provide administrative support to academic management and research in the Faculty of Economic and Business Sciences, Faculty of Political Sciences and Sociology, and Olympic Studies Centre. In all positions a key task was to digitize processes, including the collection, storage and retrieval of data through databases.  I was accountable to my respective direct superiors, usually a head of area or service.			
<b>Milestones</b>	<b>Functions</b>	<b>Competencies</b>	<b>What I learnt</b>
Digitization of various processes: practice management, registration of validations, order management, etc. Member of the organizing team of the VII World Sports Congress for All; Provision of training on the Internet and Olympism at the International Olympic Academy	Secretariat Academic management Finance management Process engineering and data governance User service Support to research	Communication Client Focus Innovation and management of change	Design of relational databases Basic knowledge of Visual Basic for Applications (VBA) Advanced use of the Internet and office suites

## Training

### **Phd on the Information and Knowledge Society**

Open university of Catalonia. September 2006 – September 2009

Thesis: “Measuring digital development for policy-making: Models, stages, characteristics and causes”. Director: Tim Kelly. Tribunal of thesis: Tim Unwin, Bruno Lanvin, Robin Mansell, Joan Torrent, Laura Sartori.

### **Oxford Internet Institute / Harvard University Summer Doctoral Programme**

Oxford Internet Institute and Berkman Center for Internet & Society at Harvard University  
July 2007

### **Diploma of Advanced Studies on the Information and Knowledge Society**

Open university of Catalonia. February 2005 – October 2005

Thesis: “E-Learning for Development: at model”. Director: Jordi Planella.

### **Expert in knowledge management (postgraduate)**

Open university of Catalonia. March 2002 – July 2002

### **Master in Ecoaudits and Corporate Planning of the Environment**

Instituto de Investigaciones Ecológicas of Málaga. November 1996 – July 1998

Thesis: “Audit of the project Minimal Residue at the Universitat Autònoma de Barcelona”

### **PhD on Public Economics** (unfinished – 2 courses surpassed, thesis no realised)

Universitat Autònoma de Barcelona. September 1996 – July 1998

### **Bachelor’s Degree in Economics**

Universitat Autònoma de Barcelona. October 1991 – July 1996

Speciality in Applied Economics and Public Economics.

### **Erasmus Intensive Program on the Common Agricultural Policy**

Athens University of Economics and Business, Université of Montpellier 1, Ecole Nationale Supérieure Agronomique of Montpellier, Universitat Autònoma de Barcelona, Wye College University of London, Royal Veterinary and Agricultural University.

January 1994 – April 1994

It included a week in Athens for participation in a simulation of the Council of Ministers of Agriculture of the European Union with students from all member universities of the program.

## Teaching

As a professor at UOC and director at EAPC, I have designed, directed and taught doctoral, master's and undergraduate degrees in different subjects in the field of Law, Economics, Political Science and Sociology.

I have also designed, directed and taught lectures, seminars and workshops at UNDP Virtual School, various universities in various countries, EAE Business School, Barcelona Provincial Council, Catalan Association of Municipalities, etc. in areas such as public management, digital transformation, innovation, conflict management or development cooperation, among others.

I have collaborated as an external advisor with organizations in more than 25 countries.

## Languages

	Listening	Reading	Spoken interaction	Spoken production	Writing
Catalan	C2 - native	C2 - native	C2 - native	C2 - native	C2 - native
Spanish	C2 - native	C2 - native	C2 - native	C2 - native	C2 - native
English	C2	C2	C2	C2	C2
French	C1	C2	B2	B2	B2
Italian	B1	B2	A1	A1	A1
German	A1	A2	A1	A1	A1
Arabic	Took 1.5 years, had to quit due to the PhD, but it was worth mentioning here				

## Digital competence

Conscious and strategic use of one's own digital identity: personal website, social networks, others.

Advanced user of office applications: text editing, spreadsheets, presentations, databases.

Intermediate user of image, audio and video editing applications.

Intermediate programming knowledge: HTML, JavaScript, CSS, PHP, MySQL, Visual Basic for Applications (VBA, used in office applications such as MS Access)

Creator of BibCiter (PHP+MySQL), bibliography web manager, licensed under GPL.

## Memberships

Tecnocampus de Mataró, Senate  
 Foundation Maresme, Inspiring Council  
 Fundació Catalana de l'Esplai &  
 Fundación Esplai, Advisory Council  
 Fundació iSocial, Social Council  
 Zemos98, Advisory Council  
 Fellow co-owner of the newspaper Crític

### Past:

Universitat de Girona, Social Campus  
 Observatorio de la Cibersociedad, Board of Directors  
 Fundació puntCAT, Advisory Council  
 Several publishing councils of magazines and academic events

## Publications

Books (10)

[https://ictlogy.net/bibliography/reports/contacts.php?idc=1&id\\_type\\_project=6](https://ictlogy.net/bibliography/reports/contacts.php?idc=1&id_type_project=6)

Book chapters (32)

[https://ictlogy.net/bibliography/reports/contacts.php?idc=1&id\\_type\\_project=36](https://ictlogy.net/bibliography/reports/contacts.php?idc=1&id_type_project=36)

Academic articles (21)

[https://ictlogy.net/bibliography/reports/contacts.php?idc=1&id\\_type\\_project=3](https://ictlogy.net/bibliography/reports/contacts.php?idc=1&id_type_project=3)

Academic communications (39)

[https://ictlogy.net/bibliography/reports/contacts.php?idc=1&id\\_type\\_project=25](https://ictlogy.net/bibliography/reports/contacts.php?idc=1&id_type_project=25)

Learning resources (18)

[https://ictlogy.net/bibliography/reports/contacts.php?idc=1&id\\_type\\_project=16](https://ictlogy.net/bibliography/reports/contacts.php?idc=1&id_type_project=16)

All scientific and dissemination production (593)

<https://ictlogy.net/bibliography/reports/contacts.php?idc=1>

Figure 2. Personal workflow and personal approach to New Public Governance  
 Source: Peña-López, I. (2025). [New Public Governance in practice](#)

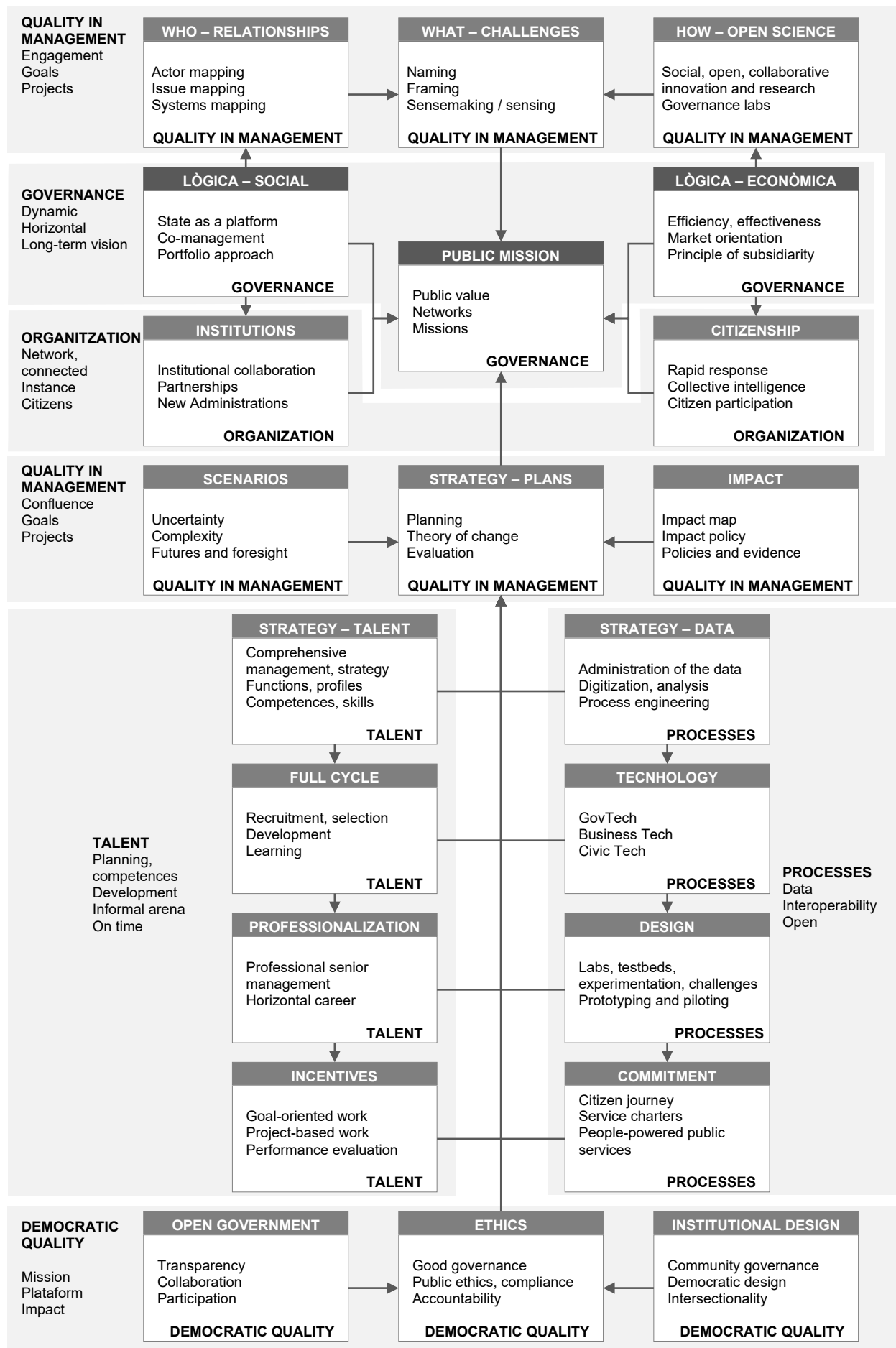


Figure 3. Learning and development model of the School of Public Administration of Catalonia (which I directed and co-authored)  
It sets a new model for public servants, from a bureaucracy/procedure-centred one to a challenge/citizen-centred one.

		<b>Architecture</b> <ul style="list-style-type: none"> <li>→ Areas of knowledge</li> <li>→ Professional profiles</li> <li>→ Competency frameworks</li> <li>→ Learning and development strategies</li> </ul>	<b>Guiding principles</b> <ul style="list-style-type: none"> <li>→ Integrity</li> <li>→ Digitization</li> <li>→ Innovation</li> </ul>	<b>Basic attributes</b> <ul style="list-style-type: none"> <li>→ Empowering</li> <li>→ Competent</li> <li>→ Experiential</li> <li>→ Social</li> <li>→ Transformer</li> </ul>
Layers	Levels	Level 1 – Acquisition Self-directed learning and open knowledge	Level 2 – Application Professional skills and collaborative learning	Level 3 – Transformation Challenge-based research and learning
Learnability Understand		<b>Learn to learn</b> <ul style="list-style-type: none"> <li>→ Awareness of control over one's own learning (metacognition)</li> <li>→ Self-diagnosis</li> <li>→ Perception of individual training needs, expectations and opportunities (reskilling and upskilling)</li> </ul>	<b>Growth mindset</b> <ul style="list-style-type: none"> <li>→ Awareness of team learning opportunities</li> <li>→ Identification of one's own professional skills and abilities</li> <li>→ Determination of the level of consolidation of personal professional skills and abilities</li> </ul>	<b>Interrogation and research</b> <ul style="list-style-type: none"> <li>→ Thematic interest</li> <li>→ Personal exploration</li> <li>→ Deep understanding of reality</li> </ul>
	Actions and instruments Be able	<b>Self-learning actions and resources</b> <ul style="list-style-type: none"> <li>→ Autonomy in the development of the learning experience</li> <li>→ Careful and personalized selection of learning actions</li> </ul>	<b>Personalized training and learning itineraries</b> <ul style="list-style-type: none"> <li>→ Appropriate skills development according to the professional profile</li> <li>→ Establishment of a possibilistic, distributed, evaluated and updated learning process over time</li> </ul>	<b>Ideation, prototyping, piloting and validation</b> <ul style="list-style-type: none"> <li>→ Ideation of solutions to real challenges</li> <li>→ Production (and evaluation) of prototypes</li> <li>→ Implementation of solutions with real agents and contexts</li> <li>→ Critical assessment of the application of solutions</li> </ul>
Environment Do		<b>Access to networks of experts</b> <ul style="list-style-type: none"> <li>→ Generation of the personal learning network</li> <li>→ Reception of knowledge</li> <li>→ Sharing applicable learnings</li> </ul>	<b>Projects and professional development</b> <ul style="list-style-type: none"> <li>→ Transfer of learning to the professional environment (reskilling and upskilling)</li> <li>→ Configuration of multidisciplinary and multi-skilled teams</li> </ul>	<b>Generation of new knowledge online</b> <ul style="list-style-type: none"> <li>→ Application of solutions with positive impact in the field of public administration and in the social context</li> <li>→ Co-creation of scalable answers to real problems</li> </ul>