



# EUPAN Director- Generals Meeting

1<sup>st</sup> and 2<sup>nd</sup> of December



# Welcome

Line Nørbæk, Director General of the Agency for  
Public Finance and Management





# ***The Danish National ICT Council - IT-governance***

## **Keynote by Betina Hagerup – Chairman**

December 2025



# Who am I?



**2020-present: The Danish National ICT Council, Chairman**

**2019-2022: Danish Chamber of Commerce, Executive Vice President**

**2017-2019: KMD, Director General**

**1998-2017: The Danish Business Authority, Executive Director General**



# Agenda

1. Key takeaways from the EUPAN-survey
2. A brief overview of the history of digitalization in Denmark
3. Introduction to the Danish National ICT Council
4. How the Danish National ICT Council guide governmental authorities
5. Transparency and knowledge sharing in IT-governance
6. Lessons learned
7. Summary
8. Questions?





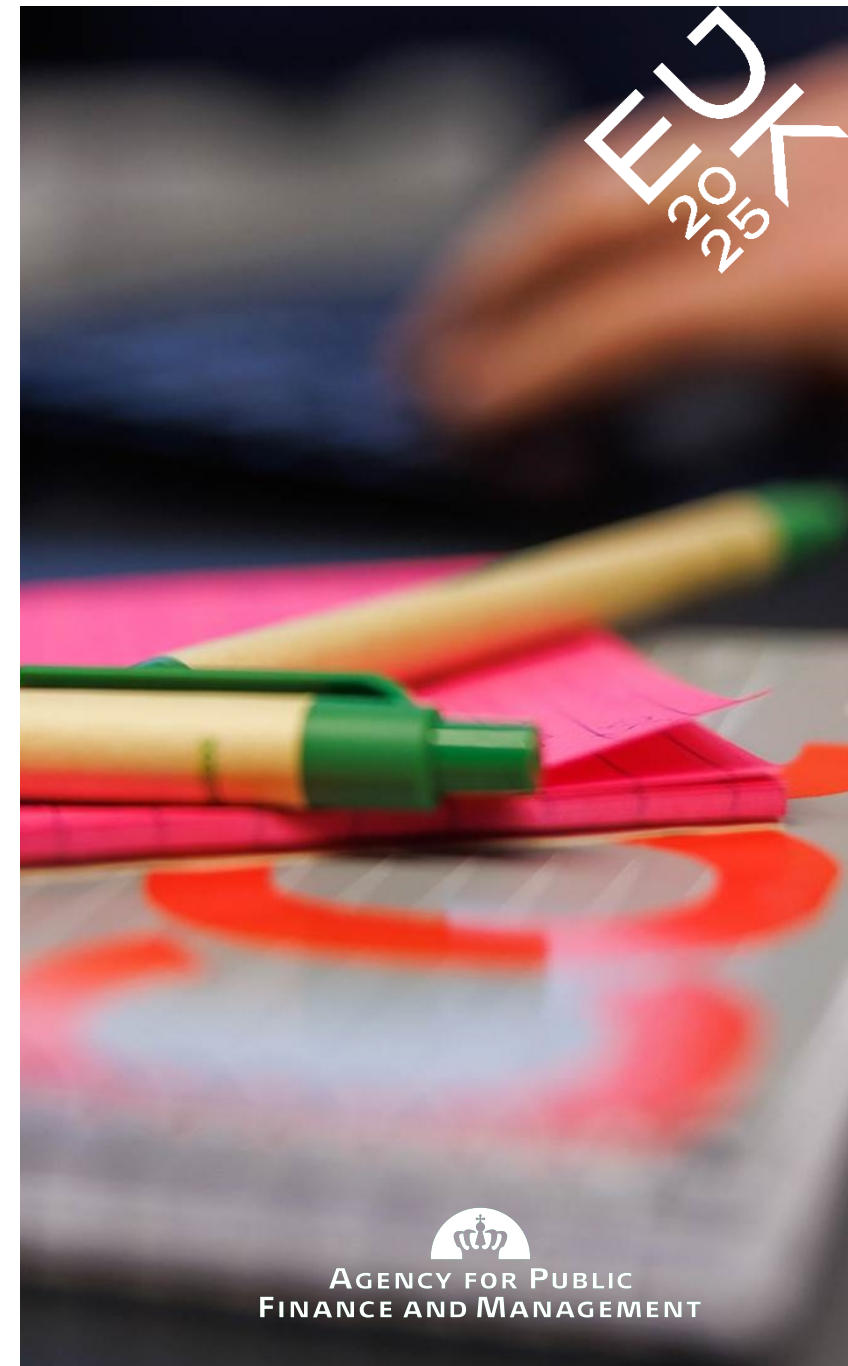
# Key takeaways from the EUPAN-survey



AGENCY FOR PUBLIC  
FINANCE AND MANAGEMENT

# EUPAN-survey on IT-management

- We have explored the diverse management traditions across EU and observer countries and focused on overarching rules and organizational setups that guide IT-governance.
- The purpose of this survey has been to investigate the extent to which the management of existing IT-systems, IT-projects and existing digital infrastructure within ministries and government agencies is centralized and how it is coordinated in the EUPAN member and observer countries.
- Data was collected via a questionnaire from June to August 2025.





# Key findings: General pattern of centralization in the governance of IT-management across EUPAN states

The survey identifies a general trend in the priority of IT-management across EUPAN member states:

1. Most countries have some level of **central digital infrastructure**.
2. Many countries have a degree of **central management of IT-projects**.
3. Two-thirds of countries have a degree of **central management of IT-systems**.



Central coordination located in a specific ministry (Digitalization, Finance or other) or a specific digitalization agency.



Most countries show a combination of both binding central regulations and standards/models for certain areas but also softer forms of coordination (white papers/guidance, dialogue) in other areas.

# Perspective on the future of IT-management in EUPAN



- EUPAN countries lean towards similar forms of IT-governance overall, perhaps more so than would be expected in other government fields, making digitalization a more centrally coordinated policy area.
- Overall, there are substantial country variations, with some having a rather decentralized governance of IT, and other countries being more centralized.
- The survey confirms a clear tendency toward increasing centralization of IT-governance expected over the next five years.
- Nearly all countries agree that IT-governance will become a greater priority in the future and that it will become more transparent, with government-wide information on existing IT-systems, running IT-projects, and IT-expenses.



EU  
2015

# A brief overview of the history of digitalization in Denmark



AGENCY FOR PUBLIC  
FINANCE AND MANAGEMENT

# The digital journey of Denmark

## Beginning of the journey

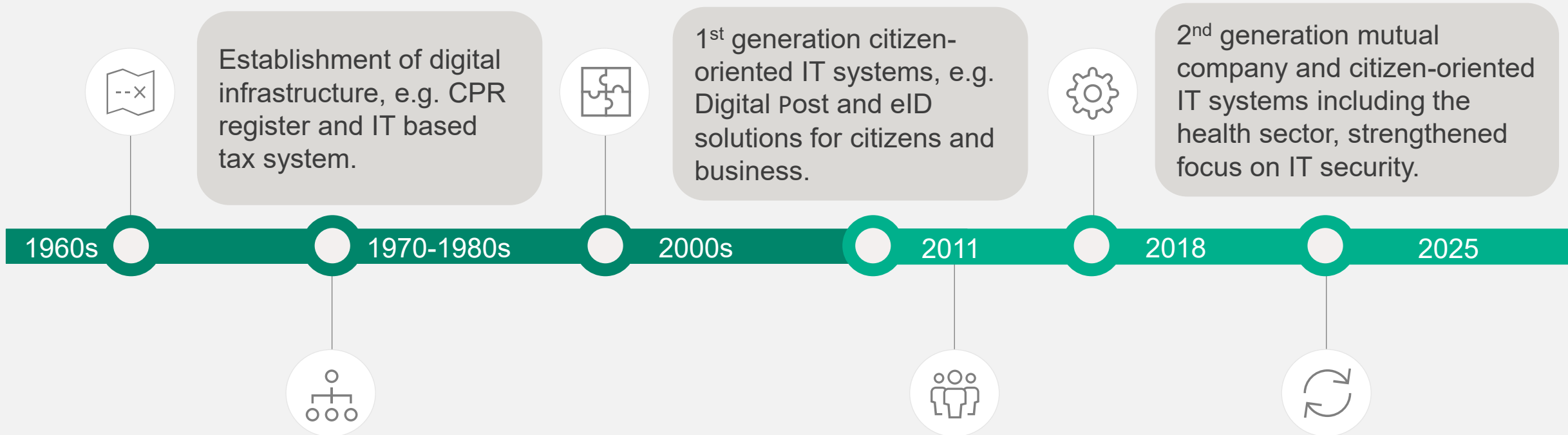
The Danish government began using computers for various tasks.

## Widespread use of IT in government

A well-established digital infrastructure

## IT portfolio management

Model for IT portfolio management



## An increasingly digital government

The use of IT in the government steadily increased.

## The Danish National ICT council

The Danish National ICT project council is established.

## Continuous renewal

The Council continuously renews and adapts itself to meet the needs of the authorities and the realities in which they operate.



EU  
2015  
K

# Introduction to The Danish National ICT Council



AGENCY FOR PUBLIC  
FINANCE AND MANAGEMENT

## MEMBERS OF THE COUNCIL



Formand  
**Betina Hagerup**  
Bestyrelsesmedlem



Næstformand  
**Birgit W. Nergaard**  
Bestyrelsesmedlem



Næstformand  
**Michael Moesgaard**  
It-direktør  
DSB



**Aino Olsen**  
Underdirektør  
DR Teknologi



**Anne Marie Jess Hansen**  
CEO  
CBS Executive Fonden



**Anne Nerkil Lønborg**  
CIO  
Ecco



**Charlotte Bang Arnvig Hersdorf**  
Head of IT  
Nordea Finance



**Christian Poulsen**  
CEO  
Københavns Lufthavn



**Jesper Riis**  
Group CIO  
DSV



**Kristina Skovdal**  
Direktør,  
Koncern IT, Københavns Kommune



**Kristine Steenhus**  
Bestyrelsesmedlem



**Marianne Seggaard**  
Bestyrelsesformand  
Evaxion-Biotech A/S



**Peter Trier Schleidt**  
Bankdirektør  
Jyske Bank



**Torben Ruberg**  
CIO  
Satair

# What is The Danish National ICT Council?

- Independent council formed in 2011
- Members are elected by the Danish minister of finance
- Former and current (IT) directors from the private and the (semi) public sector – with hands-on experience from big IT portfolios
- Conducts guidance and sparring to leaders of the public sector through assessments of IT projects and reviews of the authorities IT portfolio management

# Different careers – different perspectives



**SATAIR**

**DSV**



**CBS** EXECUTIVE  
FONDEN



**Nordea**

EVA  ION

*Københavns Lufthavne*



**eCCO**





## The Danish National ICT Council – key focus areas



### IT projects

IT project assessments model



### IT systems

IT portfolio management model  
Reviews



### Status reports



### ‘Ongoing consulting’



# Rules and guidelines

## Projects assessment

Governmental IT *project* must by law **follow a series of guidelines.**

IT projects exceeding **DKK 50 million (EUR ~7 million)** must undergo an assessment by the ICT council.

## It-portfolio assessment

Governmental authorities undergoes portfolio assessment by the ICT council if annual IT expenditure exceeds **DKK 70 (EUR ~9 million)** ore the portfolio includes **systems that are critical to society.**



EU  
2025

EU  
2025

# Finding the balance

”

*From the beginning, it has been important for the Council not to be perceived as a supervisory body. The Council has consistently, through both words and actions, conveyed that its role is to assist rather than to control. (ICT council, 2018)*







EU  
2015  
K

# Insight into the Danish portfolio



AGENCY FOR PUBLIC  
FINANCE AND MANAGEMENT

# The Danish project portfolio (2024)



PROJECTS IN  
TOTAL

**43**

PROJECTS EXCEEDING DKK 300 DKK  
MILLION (40 MILLION EUR)

**9**

TOTAL EXPECTED  
PROJECT EXPENDITURES

**15,5**

DKK BILLION (2 BILLION  
EUR)

AVERAGE EXPECTED  
DURATION

**5,4**

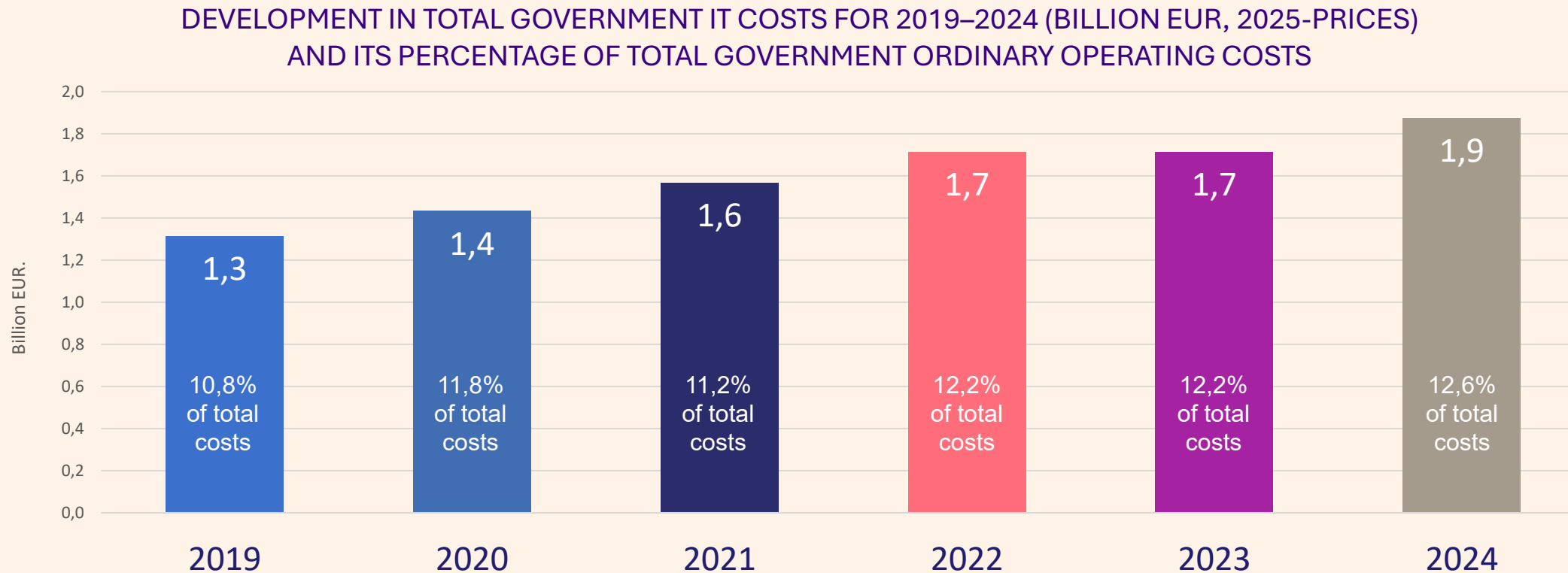
YEARS



AGENCY FOR PUBLIC  
FINANCE AND MANAGEMENT



# IT-costs are a growing part of the Danish government spending



#### 4. Understøttelse og udvikling af FMs koncern

Vi er ansvarlige for Finansministeriets økonomi-, HR- og servicefunktioner, der:

- Understøtter effektiv ressourceudnyttelse i Finansministeriets koncern
- Arbejder med driften og udviklingen af Finansministeriets institutioner som attraktiv arbejdsplads
- Er sparringspartner for chefer og direktorer
- Leverer økonomistyring og ledelsesinformation
- Er ansvarlige for den tværstatistiske opfølgning

# How the Danish National ICT Council guides governmental authorities

EU  
2025



AGENCY FOR PUBLIC  
FINANCE AND MANAGEMENT

# The National ICT Council is not operating alone

The Danish Ministry of Finance provides a secretarial service to The National ICT-council by:



Planning the processes of the assessments and reviews between the governmental authorities and the council.



Offering help to the authorities in the preparation of the mandatory materials that is central to the assessments and reviews.



Reviewing the materials made by the governmental authorities with the intention of preparing the members of the council with written key points.

Furthermore, in guiding activities the council is assisted by an assessment corps made up of voluntary experienced and professional resource persons from the public sector.



EU  
2015  
K

## Model for IT-project assessment

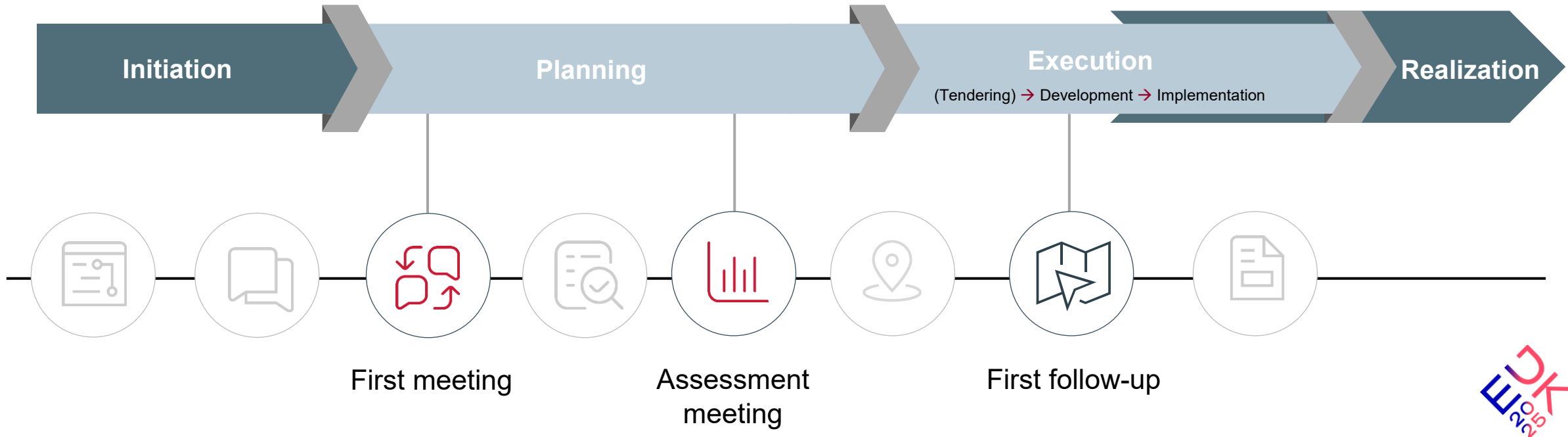


AGENCY FOR PUBLIC  
FINANCE AND MANAGEMENT



# The model for project assessment – a general project management framework

- The model includes a phase model for project implementation, a set of management documents, and Business Case Model.
- The ICT Council meets with the project several times during its course.
- Projects exceeding DKK 300 million (40 million EUR) are subject to a more extensive 'regime'.

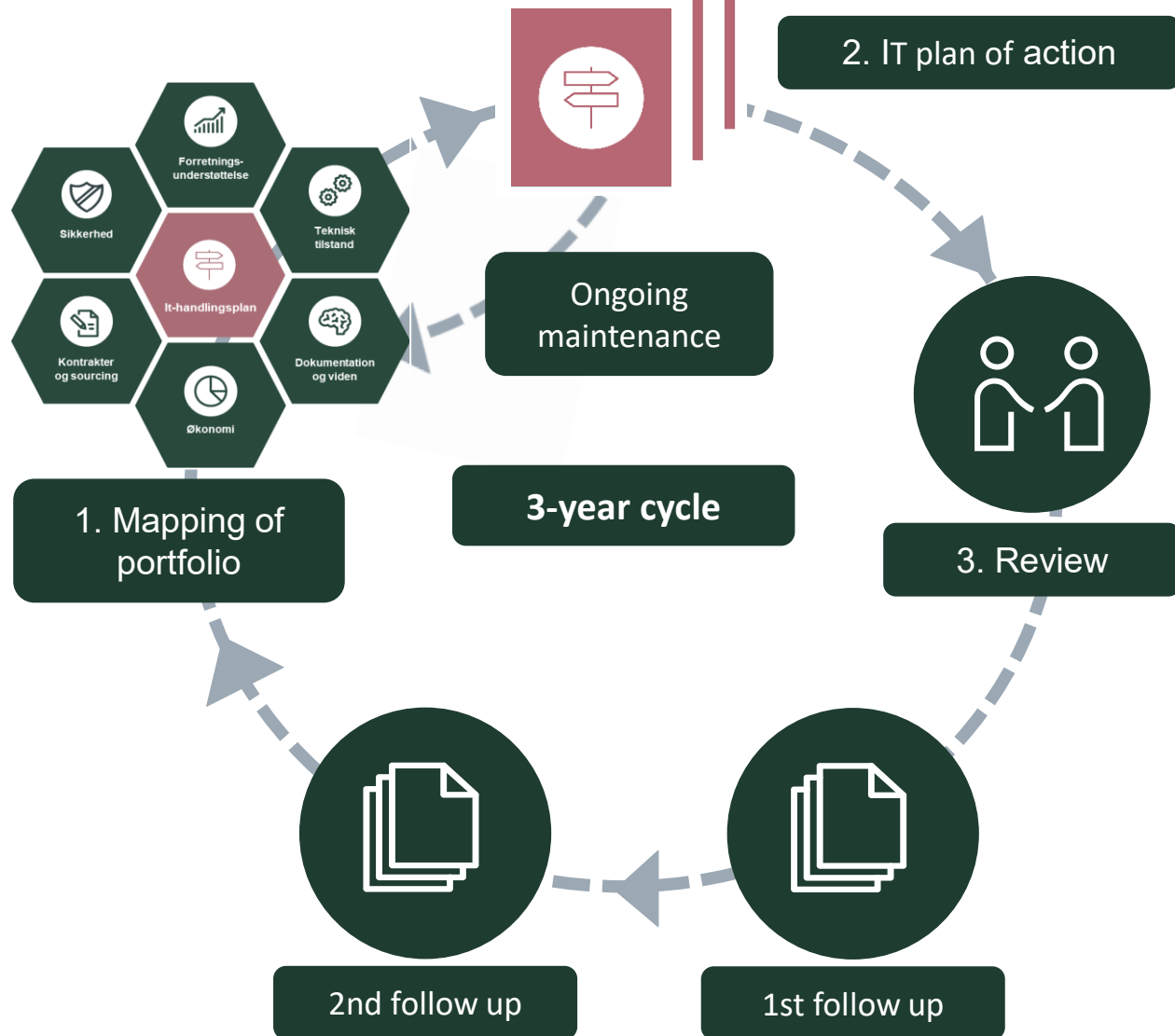




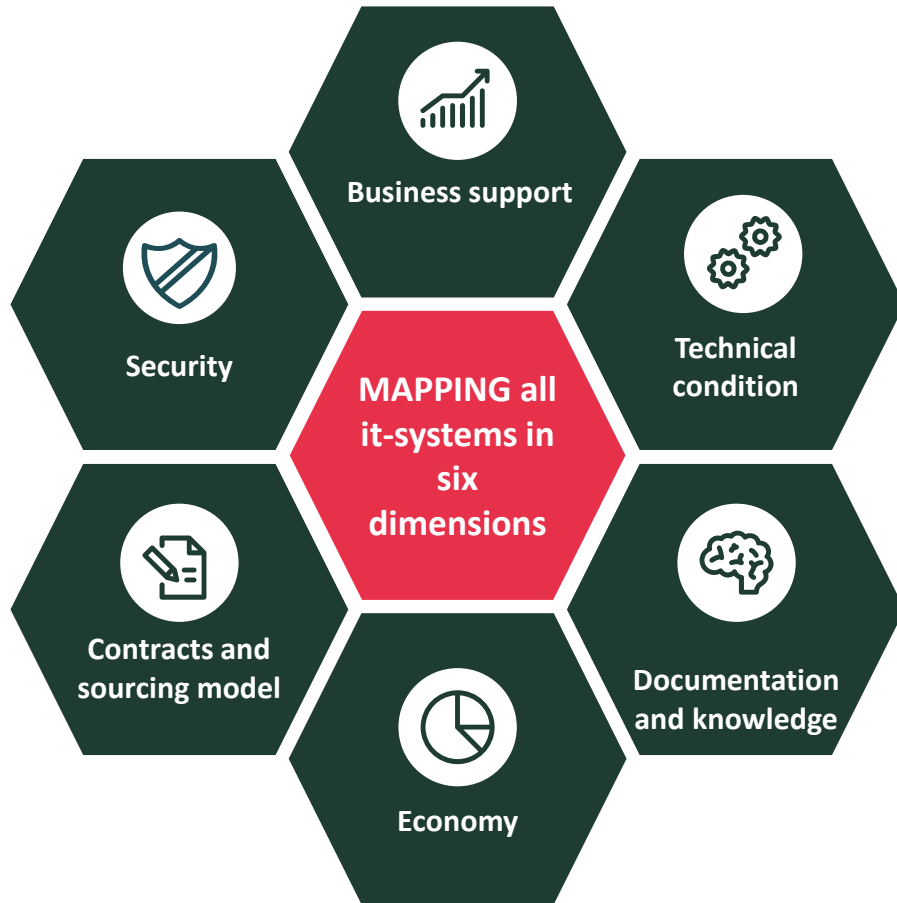
EU  
2025  
K

# Model for IT portfolio management

# Reviews of the authori portfolio management



# Reviews of the authorities IT portfolio management



The authority maps each IT system in the portfolio in six dimensions:

- Security
- Business support
- Technical condition
- Documentation and knowledge
- Economy
- Contracts and sourcing model



# Status reports

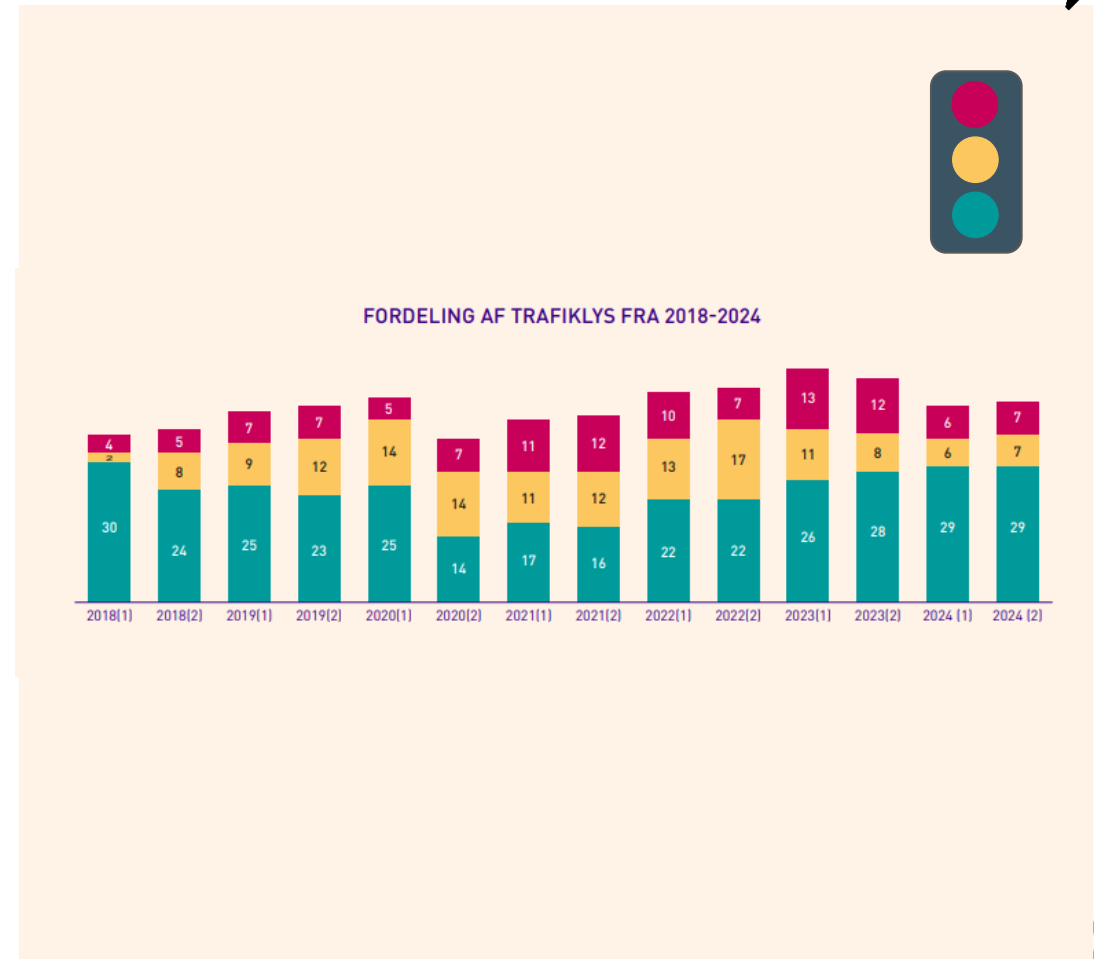
*A way of keeping an overview and promoting transparency*



- All assessed IT projects must submit biannual progress reports to the Council on expectations regarding: schedule, project economy and realization of gains.
- Every six months the Council will submit an overall progress report including traffic lights to the Danish Government.
- Once a year a more comprehensive report is published with a status on both IT projects and IT systems.
- Status reports promotes transparency.

## Other ways that the council creates transparency

- “Afternoon meetings”
- Network meetings (working level)
- Newsletter from the secretariat



# 'Ongoing consulting'

- Beyond the framework of the mandatory models.
- Available to offer flexible advisory support to the management of individual governmental authorities.
- Ongoing dialogue with leading IT suppliers and the association of IT suppliers.



EU  
2015  
K

# Lessons learned ...and adjustments made



AGENCY FOR PUBLIC  
FINANCE AND MANAGEMENT

# How the Council's role has developed

## Early years



## Moving towards





# IT governance in the public sector – what works well?

- A general professionalization regarding IT governance in the public sector
- A stronger top management commitment towards IT in the public sector
- More authorities' project portfolios primarily consists of small IT projects
- Both a better overview of the challenges in the IT portfolios and solutions to handle them is being created
- The governance of IT portfolios has been improved significantly
- An increase in willingness to share knowledge across the public sector

... But what are the challenges?



# Current challenges in public sector IT governance



**Too many ongoing activities**



**Projects are too long and costly**



**Challenges related to system condition**

## **The Council's three guiding principles for future advisory work**

1. The management of governmental authorities must take greater responsibility for ensuring the right balance between activities and capacity in IT governance.
2. Governmental authorities must improve their ability to successfully deliver IT projects by paying greater attention to streamlining and simplifying new IT initiatives as much as possible.
3. Public authorities should reduce their technical debt by dedicating a greater portion of their IT budgets to the maintenance and further development of their existing system portfolios.

# Adjusting the guidance to face current challenges



The IT plan of action has been adjusted to be more dynamic and leadership-oriented. The change has also been accommodated by adding chapters about capacity, economy and prioritizing

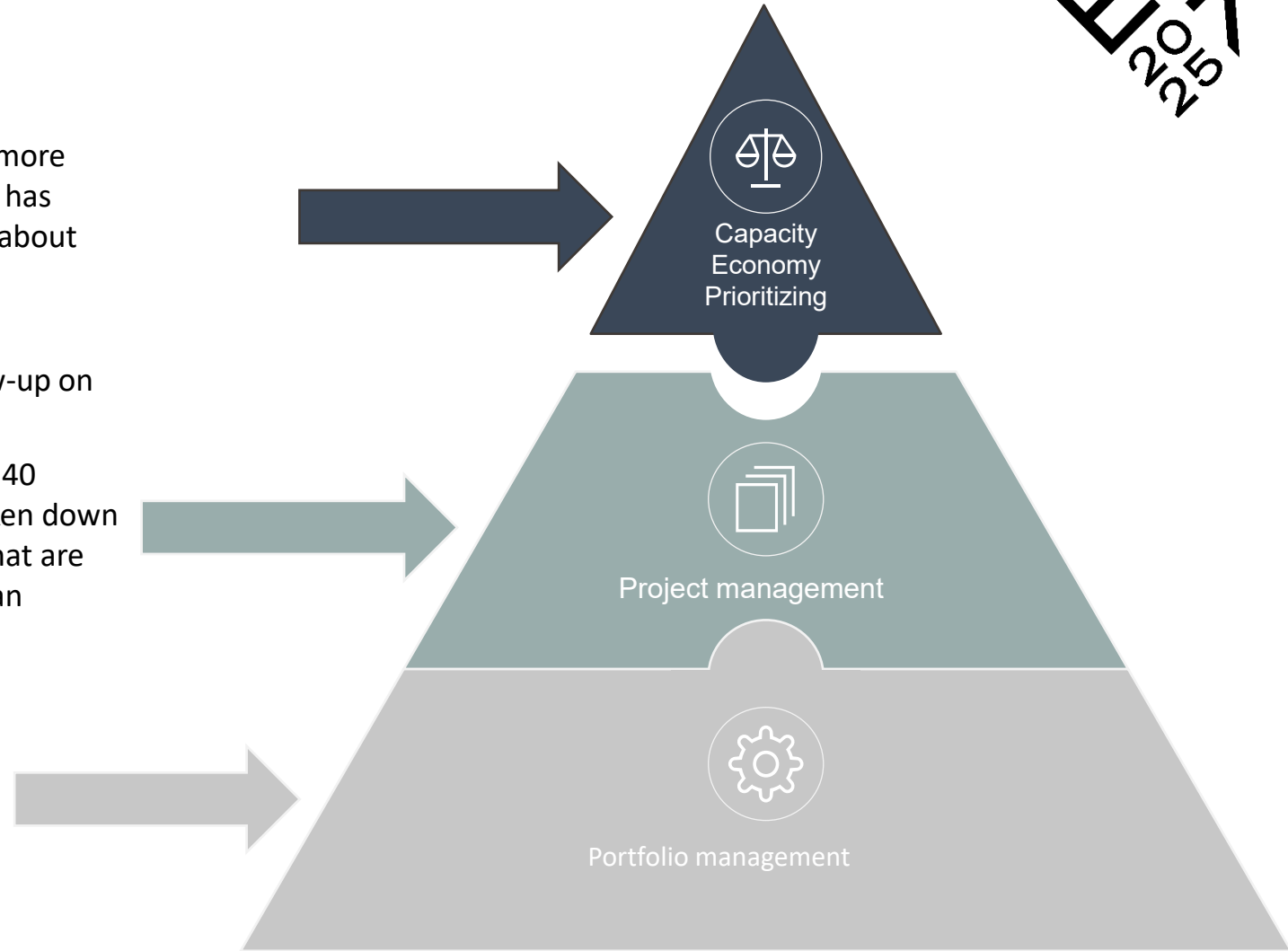


We have added principles for enhanced follow-up on large scale IT projects.

This implies that projects that are bigger than 40 million EUR should by all means try to be broken down into smaller projects. Furthermore, projects that are bigger than 40 million EUR are to go through an extended assessment.



To ensure that there is the correct balance between maintenance and development the portfolio reviews have been enhanced with yearly follow-ups on the IT plan of action.



# To summarize the Danish experience on central management of IT-projects and IT-systems



**An engaged top management is essential to make changes**



**Transparency creates value**



**Continuity and dialogue creates better results**



**Adjust accordingly if the effort doesn't succeed at first**



**A prioritization of IT and cybersecurity is essential**





# Questions?

# Break







02

December  
2025

From administrative support to a framework for re-inventing  
government:

The experience of digital-ready policymaking

DG DIGIT

Digital-ready Policymaking  
powered by **interoperable**  
europe



# About the speaker



**Kristoffer Olsen**

European Commission

DG DIGIT – General directorate for Digital Services

Unit B2: Interoperability and Digital Government

Seconded National Expert since March 2025

Formerly Head of Secretariat for digital-ready legislation in the Danish Agency for Digital Government, Ministry of Digital Affairs (2018-25)

Management consultant specializing in digital government for 10+ years

Background in information systems and business administration

# Agenda

- Setting the scene: The challenges we all face
- Digital-ready legislation in Denmark: Why and how?
- Potential for public administration in general
- Interoperable Europe Act: A ready-made legal basis for governance of expanded, digital collaboration
- Digital-ready policymaking and the use of AI in the European Commission

# European Public Sector: Structural challenges

## 1. Shrinking fiscal headspace

- EU government gross debt average 82 pct. of GDP (Q1 2025), interest now 29 pct. of general services spending

## 2. Demographic squeeze on public services

- Old-age dependency +5.6pp to 34 pct. (2024); 80+ population surging while public sector workforce ages

## 3. Rising digital investment

- EU Digital Economy & Society Index shows continuous progress; Recovery Plans allocate major funding to digital

## 4. Surging citizen expectations

- 79 pct. of Europeans expect digital tech key by 2030; Investment in generative AI drives demand for ROI

## 5. Regulatory competitiveness drag

- OECD: Fragmented rules limit scaling; Draghi report: burdens discourage EU investment

Sources: Eurostat, ECB, OECD, European Commission (2023-2025)

# Digital-ready legislation in Denmark: Background

## Agency for Digital Government:

- Founded in 2011 as an agency under the Ministry of Finance
- Moved to dedicated Ministry of Digital Affairs in 2022
- 400 FTE's across 14 divisions
- Covers the digitalisation of both public authorities and the private sector
- Responsible for central infrastructure solutions, digital strategy, digital inclusion, AI, digital sovereignty and digital-ready legislation
- **Secretariat for digital-ready legislation: 5 FTE's based in the Division for Architecture and Technology**



# Why digital-ready legislation?



Legislation can both promote and hinder effective use of digital opportunities to deliver good and coherent services for citizens in the most efficient way.



## Possibility

When the legislation provides clarity and a secure foundation to make things more efficient with a higher level of service, using digital, data-driven solutions, taking into account citizens' legal certainty.

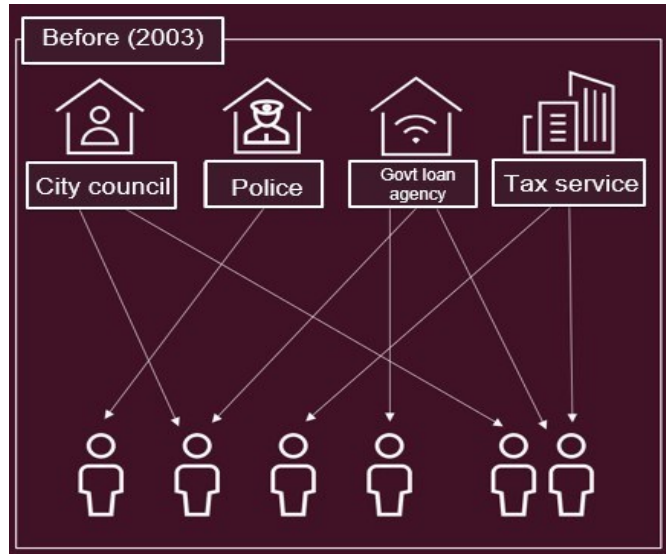


## Challenge

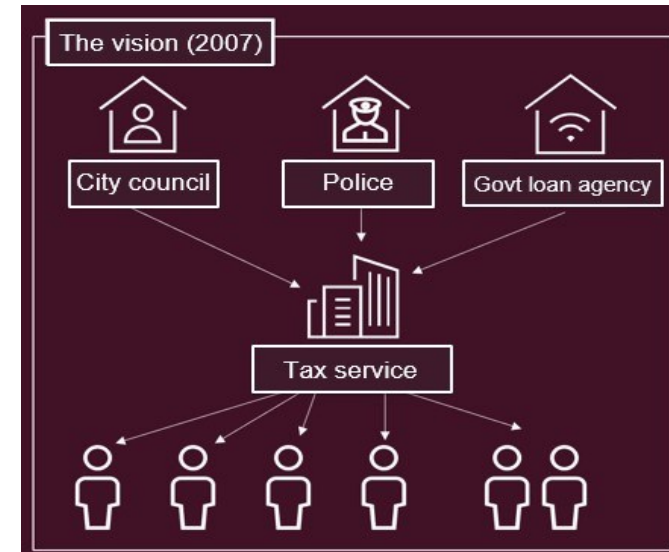
When the legislation involves significant implementation risks. Ex. in situations where complex rules and/or ambitious political objectives are unmatched by the digital platform or the allocated resources in an uncertain or unclear implementation landscape.



# Case in point: Debt collection – a great idea



In 2003, government debt collection was spread across 5 entities employing a total of **2,300 FTE's** for this purpose.



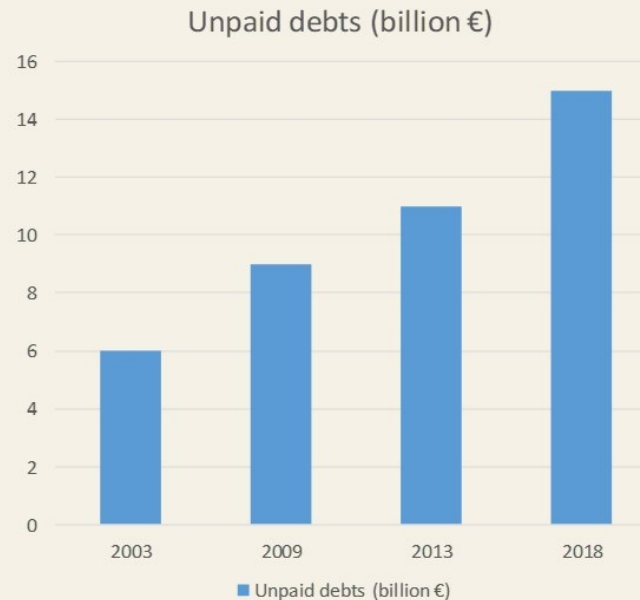
To centralize collection of unpaid debts utilizing the tax service's ability to automatically deduct debt payments from debtors' salaries and reducing the need for costly, bailiff-based collection.



# Case in point: Debt collection – how did it work out?

Background for digital-ready legislation

## How did it work out?



- Implementation of digital solution started in 2005 and expected to be ready by 2007
- Delivery of solution was delayed until 2013 because of errors in implementation
- Stand still in debt collection from 2015 because errors in implementation led to potentially unlawful administration
- Solution was never successful and in 2017 it was decided to scrap it and start over with a prior focus on legislation

# Case in point: Debt collection – what went wrong?

1. Highly complex legal basis
  - Multiple legislative acts governing debt arising in various areas of government services and functions
2. Great variation in paradigms
  - Seemingly arbitrary choices of interest rates, term limits, fees, opportunities for appeal, possibilities to withhold wages and tax returns
3. Incomplete and inconsistent data regarding the debt
  - Varying practices regarding registrations both in terms of timing and related to amounts

Conclusion: *The underlying legislation was not digital-ready, causing a lack of “interoperability” between and across rules, systems and data*

*Interoperability = when things can work together*



# When digital-ready legislation promotes good digital services

- From 2011 to 2015, four legislative acts introduced the obligation for citizens to be "digital by default" in relation to government services and digital post with reasonable exemptions for people with special needs.
- Today, 96,5 pct. of the Danish population today has an eID and 98,5 pct. of the age group between 16–74 engage with government digitally. (1H2025)
- Legislation has created a foundation to realize ambitious goals of good public services in a predictable environment mostly free of investment risks.

## Case in point

During covid-19, legislation was passed to automatically pay a "stimulus check" to recipients of welfare benefits.

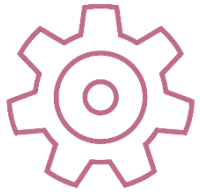
**2,2 million people** received this money over a period of **8 days** after the legislation came into force.

# Ensuring that legislation is digital-ready in Denmark

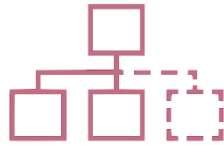
- Since July 2018, all **new legislation** in Denmark must be digital-ready
- This means they must be designed in accordance with **7 principles** and that their **implementation impacts** must be well described
- To support the process, a secretariat was established that screens all legislation and drafts consultation responses to draft legislation
- Since its establishment, the secretariat submitted **more than 600 consultation responses** to ministries
- Ministries and agencies incorporate the recommendations wholly or in part in approximately **80 pct. of cases**

# Designing digital-ready legislation

## Digital impact assessment



IT-systems, project management and risk assessment



Organizational changes



Data protection



Digital inclusion

## 7 principles for digital-ready legislation



1. Simple and clear rules



2. Use of digital communication



3. Automated digital case processing



4. Coherence through re-use of data



5. Secure data management



6. Use of public infrastructure



7. Preventing errors and fraud by digital means

# Describing digital implementation impacts

## 1. Digital inclusion

- "A growing number of citizens report feeling overwhelmed when navigating digital public services, with vulnerable groups and elderly populations particularly affected by the digital divide." (2017)

## 2. Data protection

- "Regional authorities discovered maintaining unlawful database containing sensitive citizen information. Regulatory bodies have ordered immediate deletion following a compliance review." (2014)

## 3. Organizational change

- "The relocation of 400 employees to new regional offices has significantly impacted service delivery, with case processing times increasing and support payment delays affecting citizens." (2016)

## 4. IT Management and Risk

- "17 years old criminal justice case management system plagued by legacy technology issues, with outdated infrastructure unable to comply with current legislation. The backlog contains more than 100 change requests arising from new legislation." (2018)



# DK's annual process for screening of legislation

Screening of legislative programme

Summary descriptions of 200 legislative proposals

Requests for early dialogue

Approximately 30 legislative proposals

Possible arbitration in government coordinating committee

5-10 legislative proposals

Requests for consultation involvement

Typically 100 legislative proposals

Early dialogue

Typically at least 30 meetings

Drafting of legislation

Consultation

Typically 100 consultation responses

BM	BUM	EM	FM	FMN	JM	KM	KEFM	KUM	MIM	MFLF	SKM	SIM	SUM	TRM	UFM	UIM	Status	Antal
OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	Ikke screenet	0
OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	Er modtaget, skal screenes	0
OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	Skal ikke i høring	90
OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	Er ikke modtaget i høring	1
OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	Er modtaget, skal behandles	0
OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	Er modtaget, behandles	0
OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	Er behandlet og afsluttet	26
OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	Behandlet og sendt tidligere	21
OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	Udgået	61
OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	Afklaret i tidlig dialog	30
OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	Ikke modtaget i høring	295
OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	OKT I	I alt	295

# Mandatory reporting of fertilizer use

## Problem

- Amount of revenue from agricultural production formed basis of reporting obligation
- Difficult to automatically determine what revenue should be included in this calculation.

## Solution

- Base reporting obligation on the size of the area used for agricultural production.

## How is it smart

- Enabling automated digital case processing in that decisions on reporting obligation can be made from lookups in existing registers.





# Calculation of quotas for allowed fertilizer use

## Problem

- Decisions on the permitted quota of fertilizer is based on the calculated soil quality based on a scientific model.
- Making a decision with financial impact on farmers without taking all factors into account.

## Solution

- Allow farmers to submit results of an independently conducted soil analysis

## How is it smart

- Majority of decisions can be reached immediately while retaining flexibility to handle special cases.



# Compensation for attendance at vocational courses

## Problem

- Vocational post-education encouraged by income compensation while attending a course.
- Applications had to be filed less than six weeks after attending a course. Many forgot to do so. Time-consuming to determine if course attendants or employers should be compensated.

## Solution

- Re-use existing data and application of general rule that can be automated: Data about course attendance is reused to automatically submit applications for compensation.

## How is it smart

- Decisions can be made from a single lookup in existing data.
- Flexibly to handle special cases is retained.





# Enforcing occupancy requirement in housing

## Problem

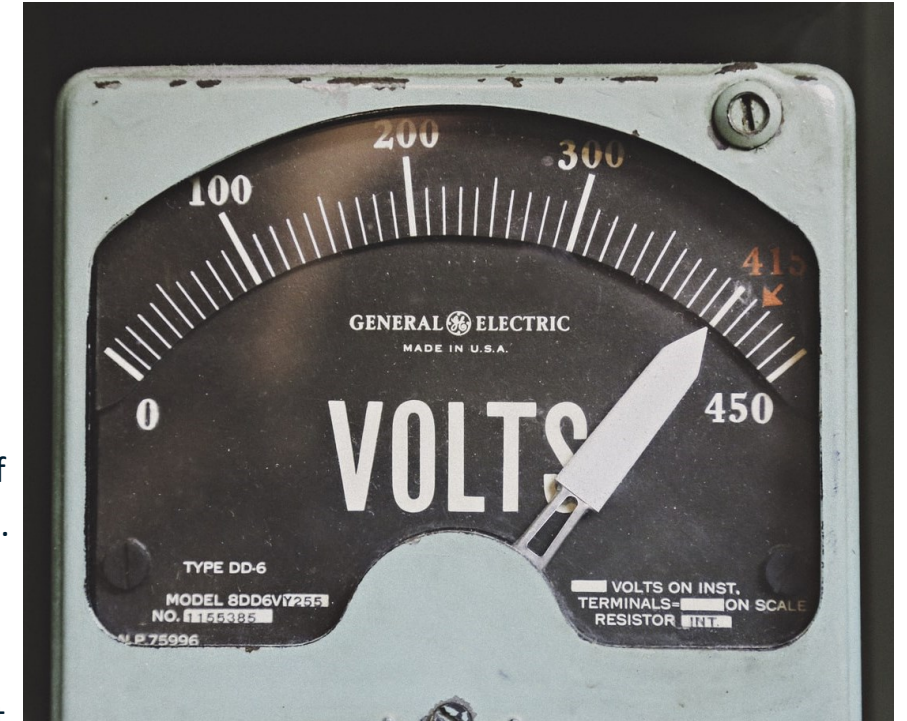
- In Denmark, municipalities can choose to oblige owners of housing to keep their property occupied rather than vacant.
- A cumbersome proces of manual inspection to determine whether housing was left unoccupied or used for short term renting in violation of the regulation.

## Solution

- Municipalities are entitled to request smart meter data from utility companies to assess if consumption for a given period corresponds with number of people registered at address.

## How is it smart

- Re-use existing data to facilitate light touch, data-based inspection improves enforcement based on automated case-processing.



# Countering company registration and accounting fraud

## Problem

- Digital services' increased reliance on real-time access to company and accounting registration data in digital economy necessitates redoubled efforts to prevent fraud and errors.

## Solution

- Digitally supported pre-check of all reports on accounting and company notifications. Objective criteria for what may constitute an error can lead to digital, immediate decision to reject submission of accounts or select for targeted audit.

## How is it smart

- Frees up resources from manual inspection of every submission to targeted, risk-based controls.
- Ensures quality of data in real-time with automated controls.





# Digital enforcement of low-emission zones in cities

Examples of digital-ready legislation

## Problem

- Increased air-quality requirements necessitate particulate filters be fitted on vehicles in dense, urban areas (LEZ). How to ensure enforcement?

## Solution

- Digital registration of vehicles entering LEZ supported by legislation introducing objective responsibility of owners for vehicle's presence within the zone.

## How is it smart

- Objective responsibility enables existing register data regarding vehicle ownership to become basis of automatic enforcement as an alternative to burdensome manual inspection.



# Handling of debt records with incomplete data

## Problem

- Failed attempt to centralise government collection of debt across five government entities has led to a pile-up of 24 million debt records with incomplete or inconsistent data regarding expiration, notification fees etc.

## Solution

- Ensure “legal interoperability” of the data collected by legislating to create legal certainty regarding how incomplete or inconsistent data will be interpreted.

## How is it smart

- Legislating to create legal certainty allows due consideration of the safeguarding of citizens' rights while enabling **automatic** debt collection through central withholding of personal income based on the accumulated debt records.





# One-off stimulus payment to benefits recipients

## Problem

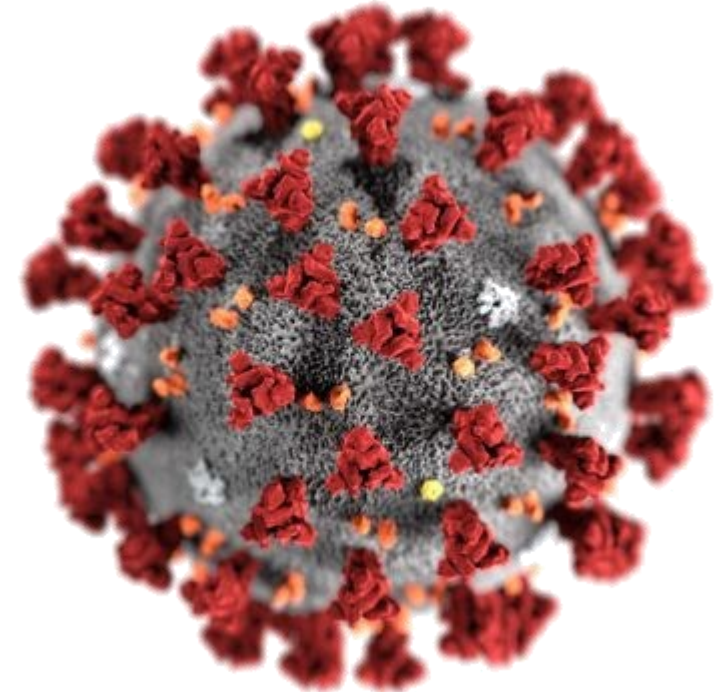
- Parliament decides that 2.2 million recipients of various benefits such as national pension, early retirement, unemployment, student allowance etc. should receive a one time subsidy of 150€ to stimulate post-Covid economy.

## Solution

- Establish legal basis to merge registers of 2.2 million known recipients of these benefits in the month of April 2020 to automatically deposit the subsidy in their registered “NemKonto” account, while allowing everybody else to file a claim to be considered for the subsidy in case of lacking records.

## How is it smart

- Legislatively providing a path to swift, automatic case-resolution for majority while safeguarding rights of citizens.



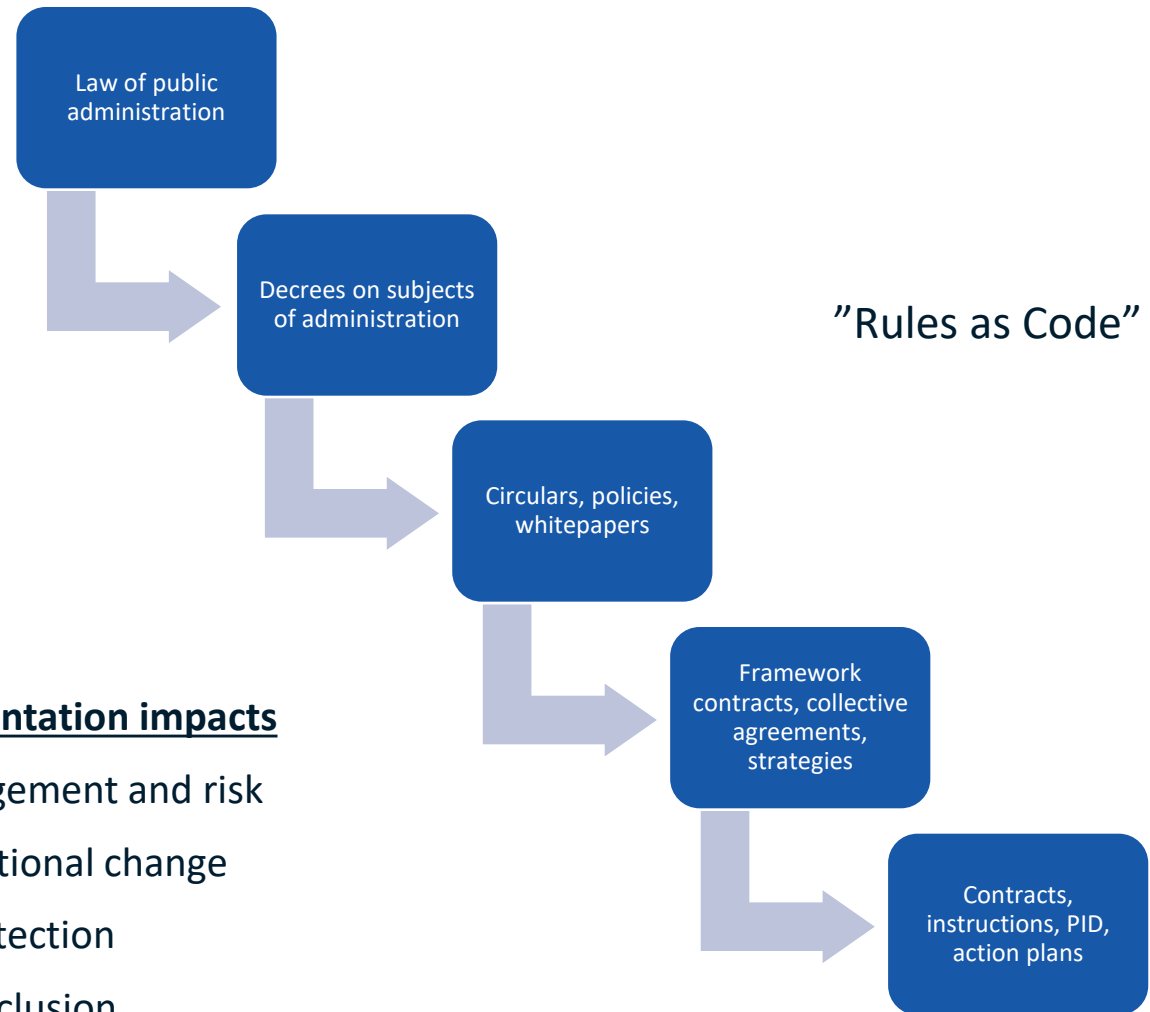
# Perspectives for public administration in general

## The seven principles:

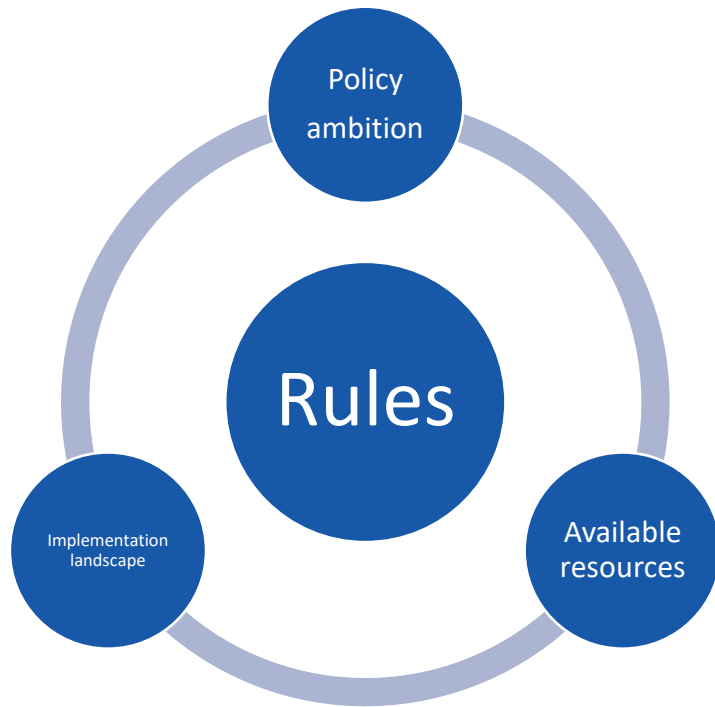
1. Simple and clear rules
2. Use digital communication
3. Automate wholly or in part
4. Coherence through reuse of concepts and data
5. Safe and secure data handling
6. Use shared infrastructure
7. Prevent fraud and errors

## Implementation impacts

IT-management and risk  
Organisational change  
Data protection  
Digital inclusion



# Balancing concerns in the design of policies and rules



## Three scenarios for "a tariff on mobility":

1. Euro-vignette: A flat fee for a fixed period
2. Zone map: Sub-division into zones with associated fees
3. Roadpricing: Tariff per kilometre differentiated according to time and place

Each scenario is plausible but expresses a different balancing between policy ambition, implementation landscape and available resources.

# Key pillars

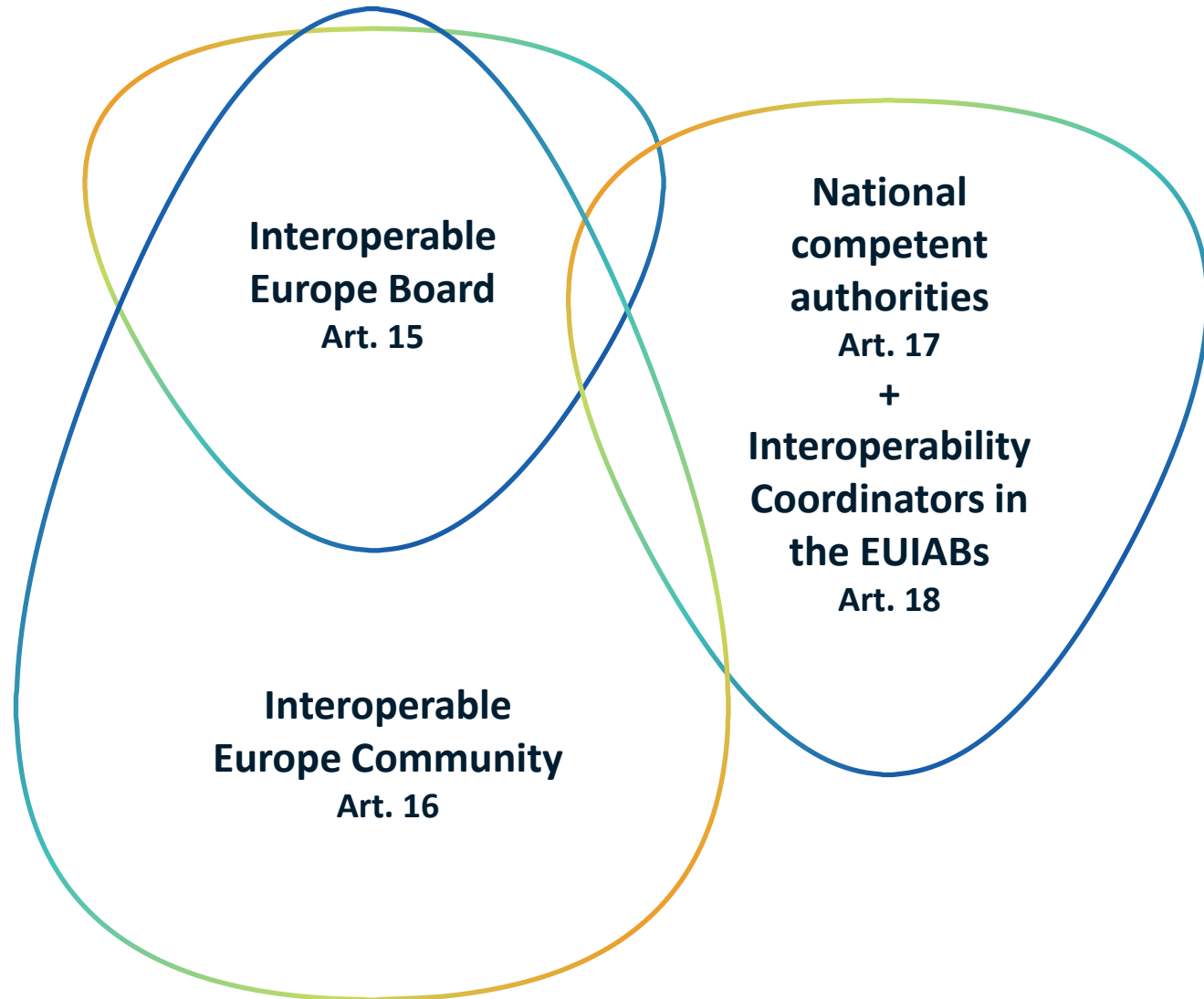
## Chapters

1. General provisions
2. Interoperable Europe Solutions
3. Interoperable Europe support measures
4. Interoperable Europe Governance
5. Interoperable Europe planning & monitoring
6. Final provisions





# Structured and co-owned EU cooperation



## Chapters

1. General provisions
2. Interoperable Europe Solutions
3. Interoperable Europe support measures
4. Interoperable Europe Governance
5. Interoperable Europe planning & monitoring
6. Final provisions

# Main deliverables of the Regulation

- **Mandatory interoperability assessment:** Impacts on cross-border interoperability of the legal, organisational, semantic and technical requirements for the IT system in scope (Art 3)
- Keeping ‘**European Interoperability Framework**’ (EIF) up-to-date and strengthening alignment (Art 6)
- Common ‘**Interoperable Europe**’ label for openly accessible & reusable solutions (Art 7), published in the Interoperable Europe Portal (Art 8)
- **Mandatory share and reuse** of publicly developed solutions (Art 4)
- **Innovation measures**, such as GovTech (Art 10) and regulatory sandboxes (Art 11-12)
- **Policy implementation support** projects (Art 9.), incl. trainings (Art 13) and peer reviews (Art 14)
- **Interoperable Europe Agenda** - annual strategic planning (Art 19)
- **Monitoring** - implementation of EIF, take-up of IOP solutions and development of OS solutions (Art 20)

# A ready-made framework for increased collaboration



The screenshot shows the European Commission's press release page. At the top, there's the European Commission logo and a search bar. The breadcrumb trail reads: Home > Press corner > Commission presents strategy to transform and digitalise justice systems across the EU. Below this, there's a language selector set to 'English' and a timestamp: PRESS RELEASE | Nov 20, 2025 | Brussels | 3 min read. The main heading is 'Commission presents strategy to transform and digitalise justice systems across the EU'. On the left, a 'PAGE CONTENTS' sidebar lists: Top, Quote(s), Related topics, Print friendly pdf, and Contacts for media. The main text begins with: 'Today, the European Commission presented the [Digital Justice package 2030](#), an initiative to modernise justice systems across the EU and ensure that justice professionals are equipped with tools fit for the digital age. This strategic roadmap aims to accelerate the digitalisation of justice systems across the EU, empowering citizens, businesses, and justice professionals through innovation and cross-border collaboration.' It then states: 'The Digital Justice package includes the [DigitalJustice@2030 Strategy](#) and the [European Judicial Training Strategy 2025–2030](#). Together, these strategies will drive the digital transformation of justice systems, leveraging cutting-edge technologies like artificial intelligence (AI) to enhance efficiency, reduce costs, and improve access to justice for all.' A paragraph follows: 'The **Digital Justice @2030 Strategy** outlines 14 actionable steps to help Member States unlock the potential of AI and digital tools in justice systems, for example:' This is followed by a bulleted list: 

- Promoting the **exchange of best practices** among Member States of digital tools used by legal practitioners across the EU, hosted on the [European e-Justice Portal](#);
- Developing a **toolbox to allow Member States to share IT and AI tools** used in justice to accelerate digitalisation and help generate savings;
- **Boosting the European Legal Data Space** to further facilitate online access to legislation and case-law, using the access to more judicial data to develop AI tools adapted to the needs of justice systems;
- The Commission will conduct a study to find a European solution to technical issues arising from judicial systems cooperating with each other, namely, to **help overcome interoperability challenges** in **cross-border videoconferencing**.

 The final paragraph states: 'By addressing technical barriers and promoting harmonisation, the strategy aims to create a justice system that is agile, inclusive, and fit for the digital age.'

# Background for the work on digital-ready policymaking

## Digital-ready policymaking@EC

Has long-lasting tradition at the Commission; momentum with the adoption of the Interoperable Europe Act.

### Interoperable Europe Act

A major change to the current state of play on how digital aspects are addressed in policymaking.

### Council conclusions on the future of EU digital policy

Call upon the Commission to put digital-ready policymaking into practice.

### **Mission letters to Commissioners**

"We will strive to make Europe faster and simpler in the way we act – and in the way we interact with people."

### Better regulation

'Digital-by-default' principle introduced in tool #28 on digital-ready policymaking.

### Commission Digital Strategy

Specific objective to enable EU digital-ready policymaking.

### The Internal Rules revised

Recast of the Financial Regulation and changes to the Legislative Financial Statement.





# Basis for the decision on the DRPM framework



Interoperable Europe Act mandates an **interoperability assessment** for policies with an impact on cross-border interoperable digital public services.



## Digital-ready Policymaking (DRPM)

- DRPM framework established in Commission
- Applies across the policymaking process
- Mandates assessments of the digital dimensions of new policy initiatives
- Structure complies with Interoperable Europe Act

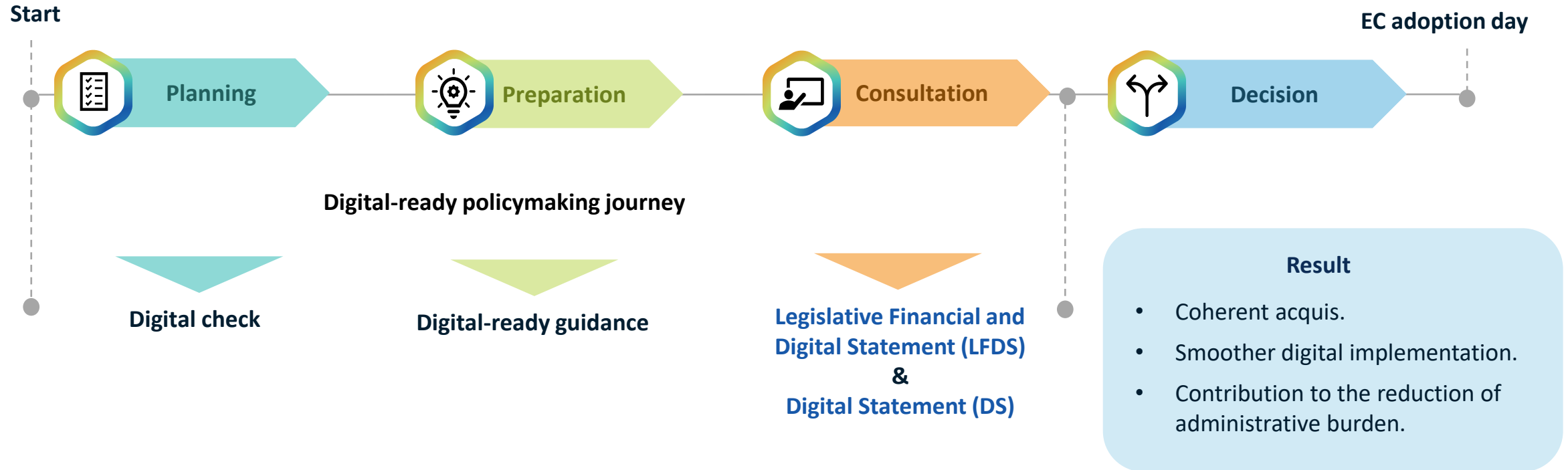


2024 Council Conclusions on the future of EU digital policy “[...] Commission to **put digital-ready policymaking into practice** to bridge the gap between policy design and implementation”

# The digital check of all draft EU legislation



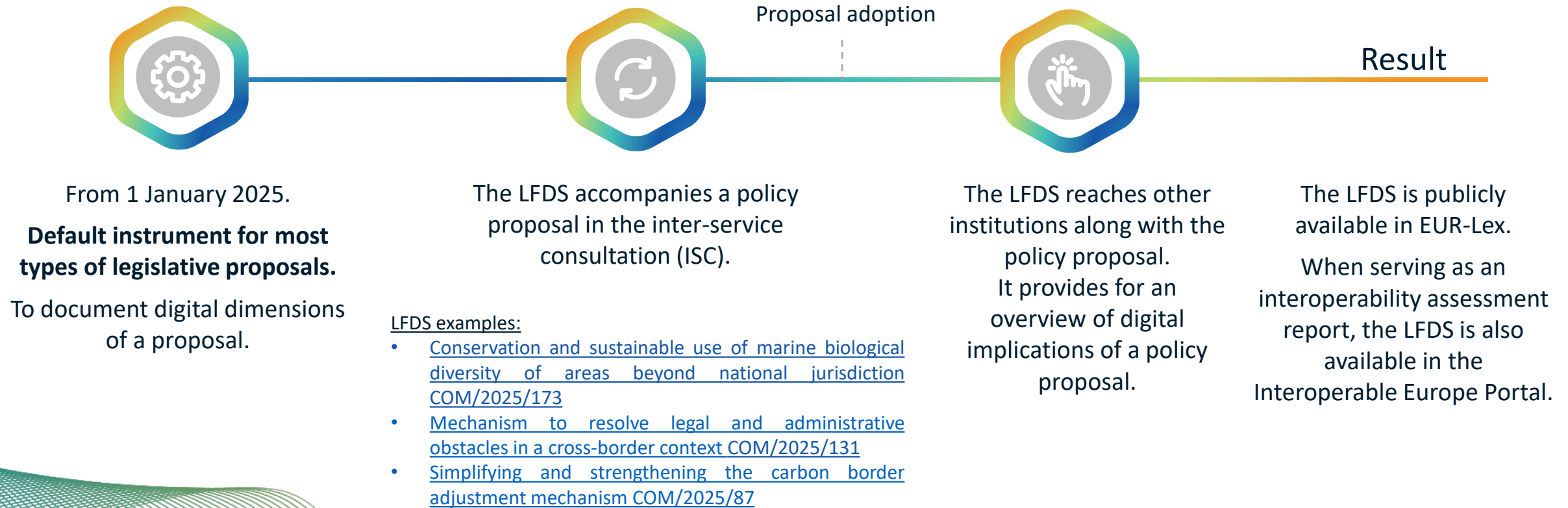
# Design: EC Digital-ready policymaking framework



Digital-ready Policymaking support service plus oversight by the Interoperability Coordinator.

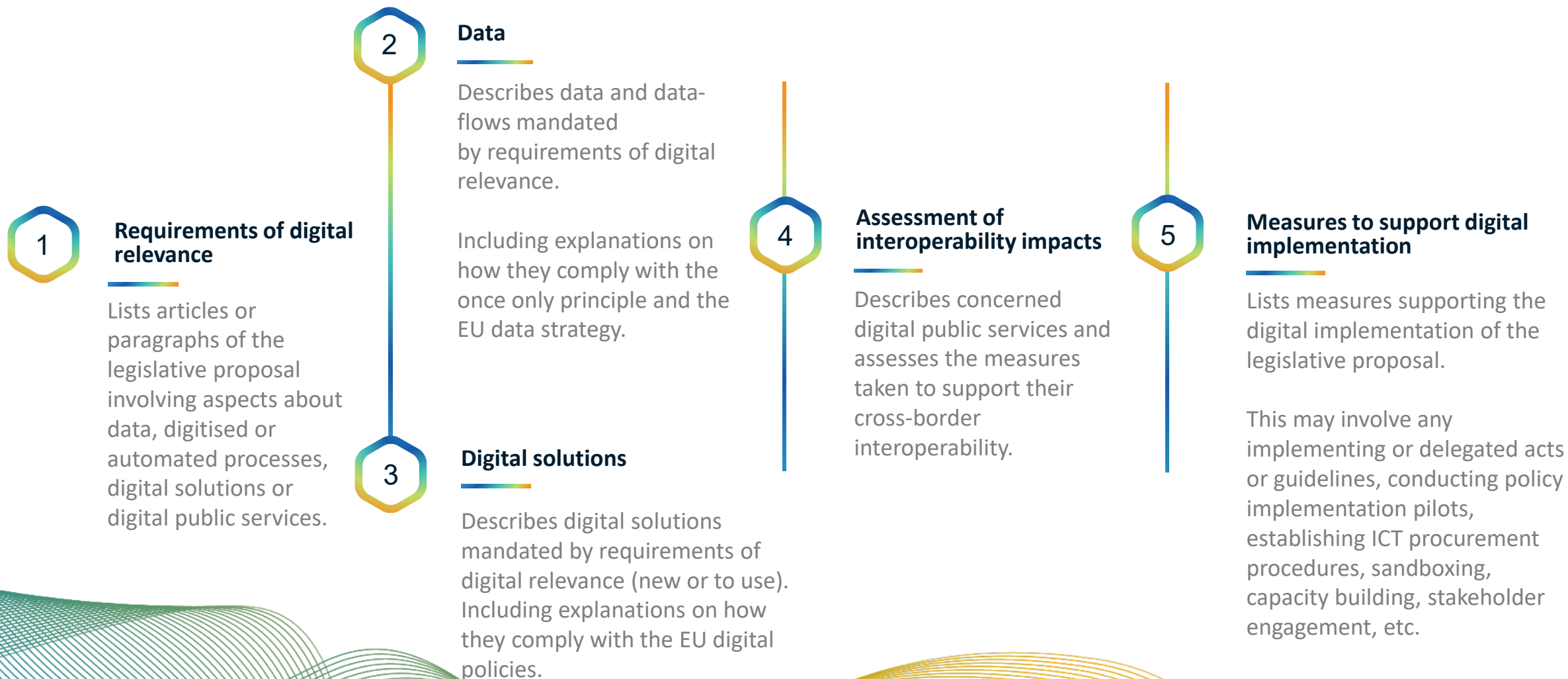
# Legislative Financial and Digital Statement (LFDS)

The LFDS is the interoperability assessment at the Commission.





# Digital dimensions chapter of the LFDS



# Potential benefits of the LFDS



Use the insights on digital dimensions of proposals to **involve the right experts and stakeholders** from the start.



Quickly see whether proposed changes or compromises **affect** key **digital implications**.



Share input and feedback to **continuously improve** the Commission's ability to identify implementation impacts of proposals.

# Perspectives for future development

- Iterative improvement based on identification of best practice
- Feedback from supplementary interoperability assessments
- Utilizing AI in support of generation of LFDS
- Supporting the once-only principle by modelling data flows in legislation
- Your ideas ... ?





Thank you





# interoperable europe

innovation ∞ govtech ∞ community

Stay in touch



@ IoP\_EU



Interoperable Europe



Interoperable Europe



[ec.europa.eu/InteroperableEurope](http://ec.europa.eu/InteroperableEurope)



IoP\_Europe\_COMM@ec.europa.e  
u

## DIGITAL STATEMENT

serving as the Commission's interoperability assessment report for delegated and implementing acts

### FRAMEWORK OF THE PROPOSAL/INITIATIVE

#### Title of the proposal/initiative

COMMISSION IMPLEMENTING REGULATION (EU) 2025/1290 of 2 July 2025 laying down rules for the application of Regulation (EU) 2024/1157 of the European Parliament and of the Council as regards the requirements necessary for the interoperability between the central system for the electronic submission and exchange of information and documents related to shipments of waste and other systems or software, as well as other technical and organisational requirements necessary for the practical implementation of such electronic submission and exchange of information and documents

#### Policy area(s) concerned

Environment, Transport

#### 1. Requirements of digital relevance which constitute binding requirements according to the Interoperable Europe Act

#### Link(s) to the base act and its LFDS(s), if applicable:<sup>1</sup>

Regulation (EU) 2024/1157, <http://data.europa.eu/eli/reg/2024/1157/oj> – LFDS not applicable

<sup>1</sup> "Link(s)" refers to the URL directing to the relevant document(s) on the Interoperable Europe Portal.

**Break**



# Panel Discussion





# Panel Discussion: Effective governance and professional IT management in various EUPAN countries

Facilitator

- **Gerhard Hammerschmid**, *Professor at The University of Governance in Berlin*

In the panel:

- **Betina Hagerup**, *Chair of the Danish IT Council*
- **Carsten Greve**, *Professor at Copenhagen Business School*
- **Bartosz Dominiak**, *Director General from the Ministry of Digital Affairs of Poland*
- **Ann Follin**, *Director General of the Swedish Agency for Government Employers*
- **Eva Heijblom**, *Director General of Public Administration at the Ministry of the Interior and Kingdom Relations in the Netherlands*
- **Luca Romanini**, *from Department for Public Administration, European Programming and International Relations in Italy*

**Family Photo  
and Lunch**



# Breakout Sessions



# Breakout sessions

Salon A

**IT-management as  
enabler of strategic  
decisions**

Sal 3

**Workshop on manager's  
well-being**

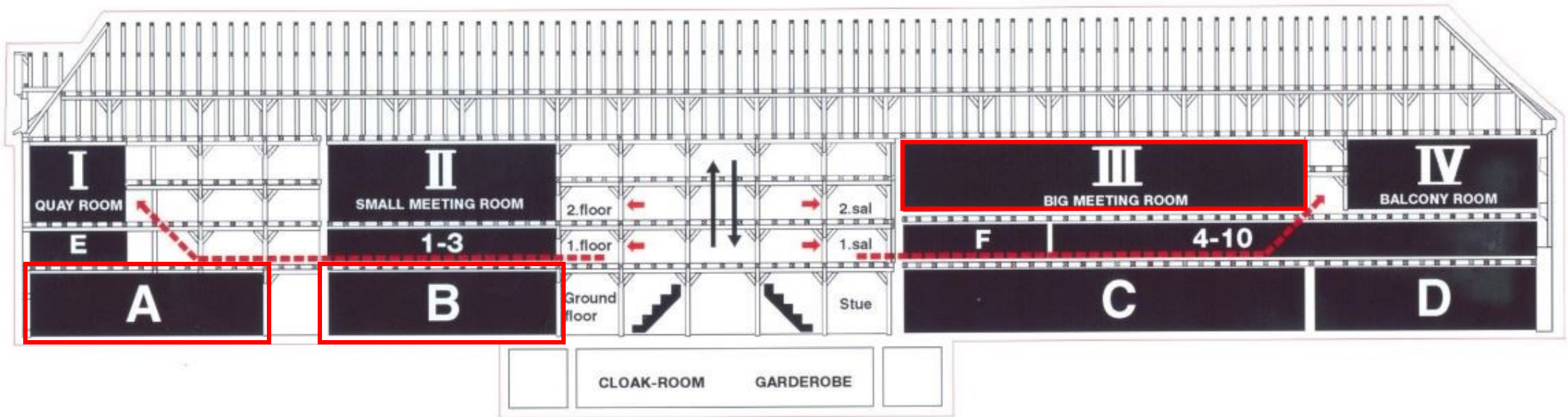
Salon B

**Strategic Scenario  
Thinking - AI and the  
Challenges it Poses for  
European Policy Making**



# Eigtveds Pakhus interior map

Big Meeting Room, Room A and B



# Break



# Summary from breakout sessions





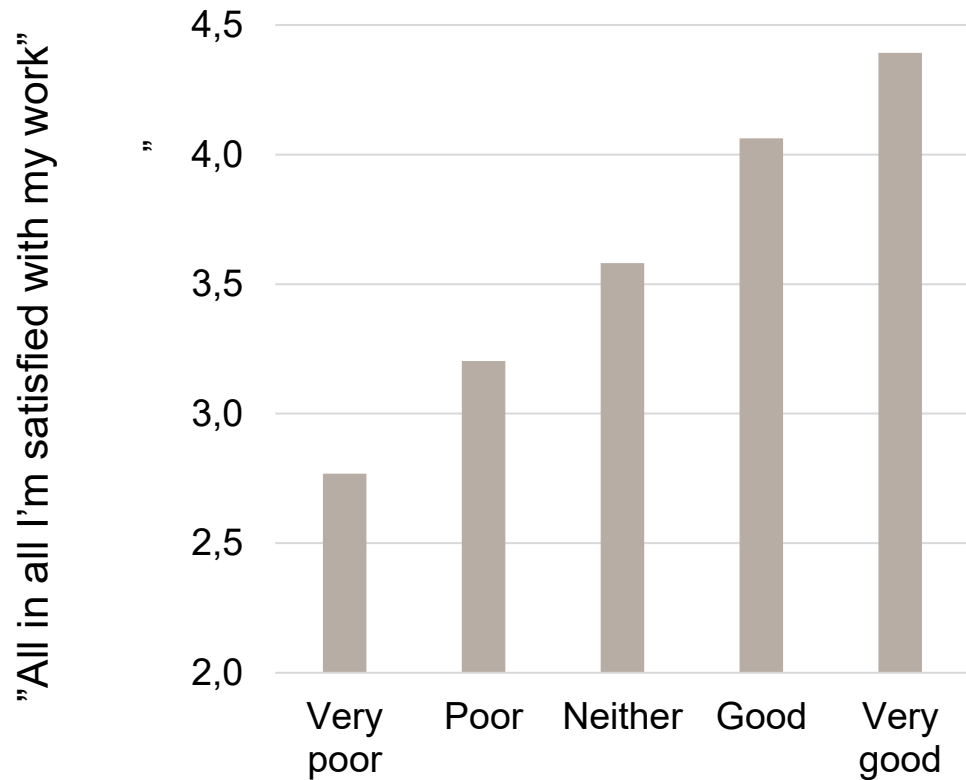


A photograph of three people in a professional setting. On the left, a woman with blonde hair is seen from the back. In the center, a man with a beard and glasses is looking towards the right. On the right, a woman with curly blonde hair and glasses is gesturing with her right hand towards a whiteboard. The background is a dark blue wall.

## **Introduction to the Danish ‘Programme for Leadership Development in the State’**

# Strengthening public leadership

*An enduring priority*



# Status and program

## Survey status

- Leadership values and leadership development programs
- Reports for consultation
- Published in goodbye package

## Program

- Introduction to PLUS
- Exercise on paradox leadership

# Paradox leadership – how to think

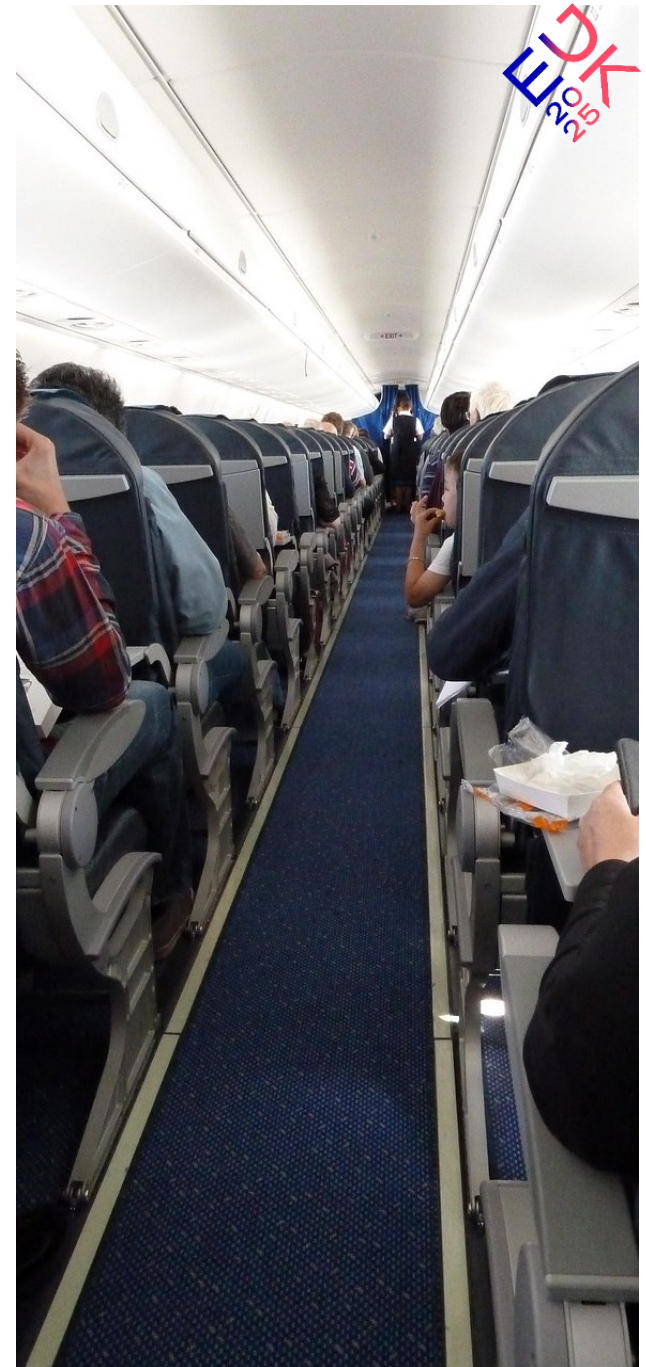


A sample from the Danish PLUS program for directors



# Being a Director in your country...

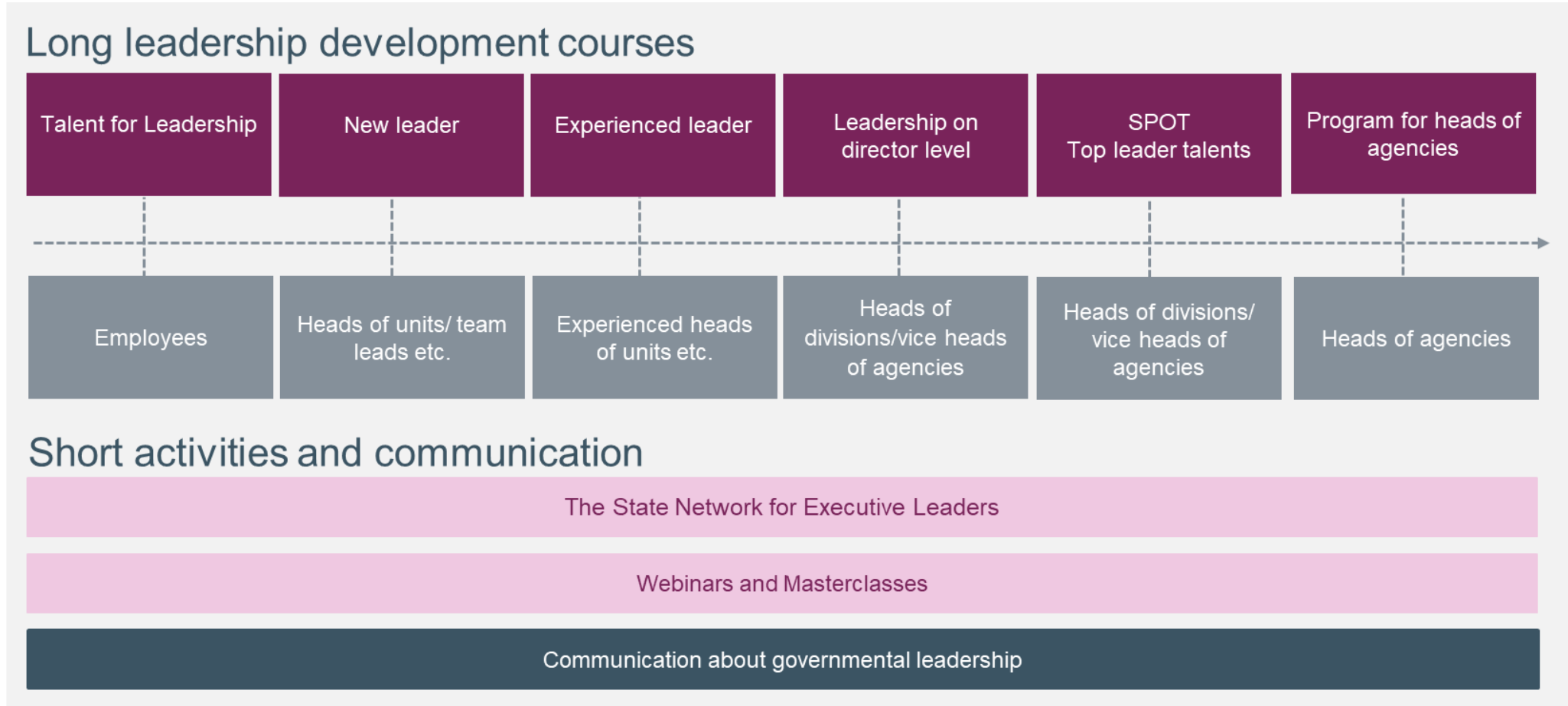
- What are the criteria for being a Director in your country?
- How do you work with development of Directors?
- If you have leadership development programs for Directors, how are you taken into consideration for participation?
- What is the overall purpose of developing Directors in your country?



# Program for Leadership Development in the State (PLUS)

- PLUS is the Programme for Leadership Development in the Danish Central Administration
- Hosted in the Danish Employee and Competence Agency - has a steering committee with top level leaders from the central administration
- A government initiative that complements local leadership development efforts in the ministerial areas
- A key objective is to support networking and knowledge sharing across the state
- The target audience is managers and management talents in the Danish Central Administration

# Program for Leadership Development in the Danish Central Administration (PLUS)



# Imagine that YOU are a director in Denmark...

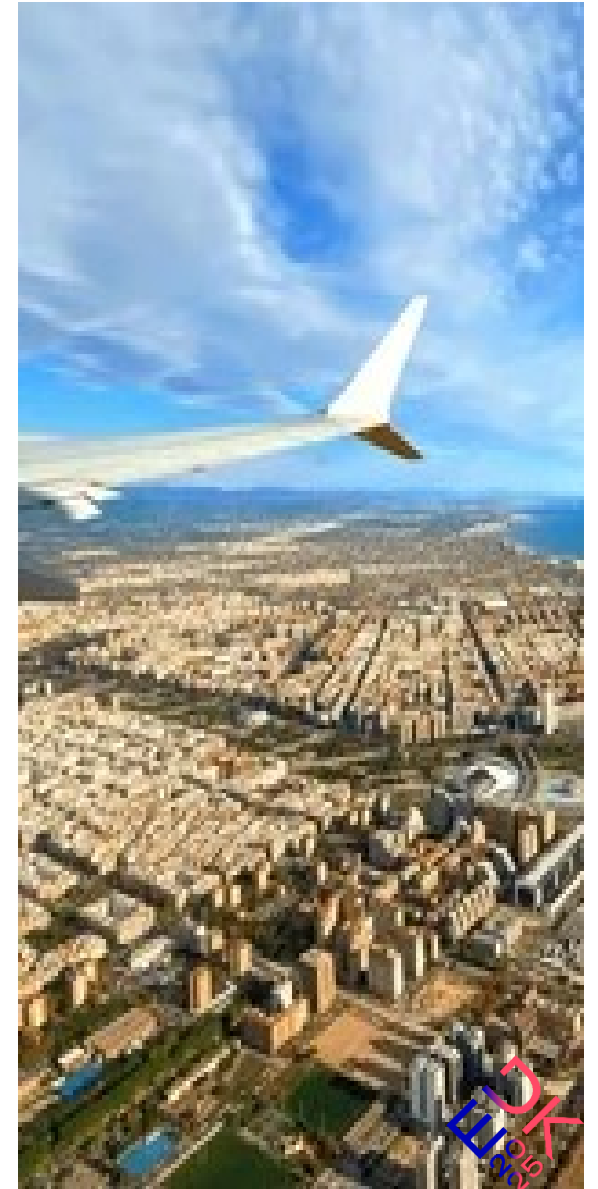
*Congratulations!*

*You have been centrally selected for the PLUS development program  
'Leadership on director level'...*

- Participants are newly assigned directors.
- 20 participants a class, 1 class a year.
- Supports participants in the transition from leader to director:

**Strategic and organizational leadership** – Inspiration for executive management work and tools to take a broader strategic view, unite the organization, and lead it through challenges.

**Top leadership competencies and leadership identity** – Focus on leading leaders, building legitimacy, and navigating complex and conflicting demands.





# Welcome to Paradox Leadership – a part of ‘Leadership on director level’

*For every complex problem,  
there is an answer that is simple, neat  
and wrong!*

H.L. Mencken



# What style fits the situation

Different types of situations call for different kinds of leadership

- Management - good solution to tame problems
- Command - good solution to critical problems
- Leadership - good solution to wicked problems



# What is a paradox?

**A paradox is a persistent contradiction between two interdependent elements that exist simultaneously.**

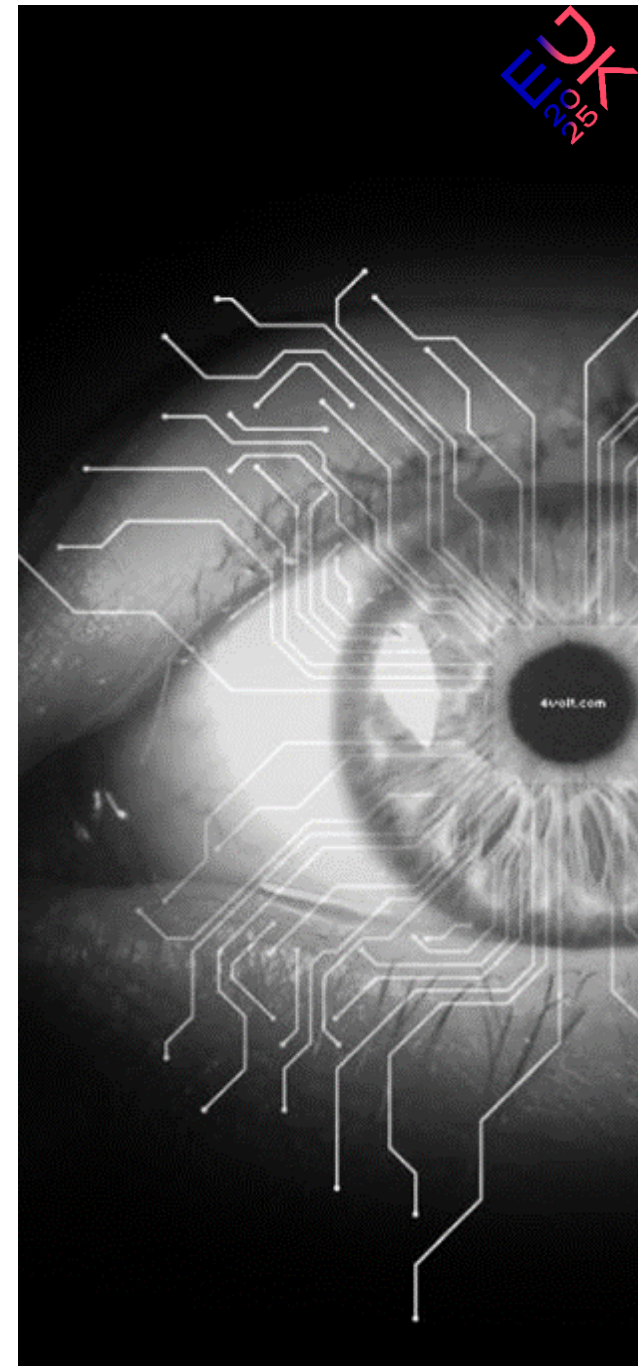
Schad et al. (2016)

- E.g. Trust-control, innovation-stability, work-life-balance.
- Not a dilemma. Cannot be separated, since they define each other.
- Not a problem to be solved once and for all, but a tension to be managed over time.



# Why is paradox leadership (especially) important in today's public sector ?

*Your reflections, please...*





# Paradox leadership – paradox mindset

- What to do?
- How to think!
- *Either-or...*
- *Both-and...*
- *More than...*



# Talk about it in groups...

- Chose a paradox that interests you:
  - **Innovation vs. Stability:** We must modernize to meet citizens' needs while maintaining stability and continuity.
  - **Efficiency vs. Equity:** We must achieve results with limited resources but also ensure that all citizens are treated fairly and equally.
  - **Control vs. Autonomy:** We must ensure compliance with rules and budgets while giving our teams the autonomy to act and innovate.
- Please discuss:
  - Why is this paradox relevant for a director?
  - What does it look like in your organisation?
  - How could you handle it as a 'both-and'?
  - How could you handle it as a 'more-than'?



# Meta-reflections

- What does this lesson and theory help leaders to understand?
- Is this 'good leadership practice' in your country? Why/why not?
- Could this be part of a leadership program in your country? Why/why not?
- Which other theories or understandings are central for your directors?



# Thank you for flying with PLUS Airlines





***This sentence is false!***

