



# INVEST Kick-off Meeting – MS Open Day, Athens, 31 January 2025

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## 1. Introduction

The **INVEST** (INTeroperability Vision in Europe - Strategy Timeplan) has the following main objectives :

- enhance interoperability across European public administrations through a strategic roadmap.
- identify and prioritize strategic actions for interoperability for the next years.
- deliver implementation plan, mapping solutions, and identifying potential gaps, regulatory sandboxes use cases and GovTech solutions.
- map initiatives and policies, identify synergies, and provide recommendations for policy alignment.
- disseminate the project's results, raising awareness, and promoting cross-border cooperation and data transfer.

To this end, INVEST project will perform the following actions:

- Stakeholder Engagement: Participants to engage with their colleagues back in their respective organizations to discuss and refine the stakeholder mapping exercise. Feedback and additional insights to be provided to the INVEST project team.
- Monthly Meetings: Regular monthly meetings to be scheduled. Workshops, Webinars for MS advise and guidance. The Outcomes will be presented in the Permanent Working Group and the Interoperable Europe Board.
- Strategic Priorities and Roadmap: focus on defining strategic priorities and creating a roadmap for the next years. This will include setting goals, activities, and timelines (M6).
- Implementation Plan Development: Interoperability Solutions Mapping Report (M3), identify gaps, and develop an implementation plan. This includes exploring the reuse of cross-border GovTech solutions.
- Synergies Identification: Analyze existing initiatives and identify synergies with relevant EU and national programs. Recommendations for policy alignment (M3).
- Dissemination and Awareness Campaigns: organize workshops, events, and awareness campaigns to promote cross-border cooperation and digital transformation. Be part of the Interoperable Europe portal.

In the next chapters, the summary of the workshop related to the stakeholders is presented (chapter 2) while in chapter 3, the summary of strategic priorities are illustrated identifying a wide list of best practices. Final chapter 4 provides in brief the outcomes of the roundtable discussion for potential synergies.

## 2. Summary of Findings of Workshop for the stakeholders collaboration

### 2.1. Workshop Purpose

INVEST WP2 main objective is identification of the EU's digital decade stakeholders, in terms of cross-border interoperability and data exchange. The main outcomes of WP2 have two products: a Stakeholder Engagement Plan and a sustainable multi-stakeholder collaboration (necessary for Stakeholder Engagement).

The workshop aimed to assess whether common approaches could be adopted **at the Member State level** (rather than the EU level) to engage different stakeholder segments in cross-border interoperability. Given the large number of stakeholders across various Member States, individual engagement is impractical. Therefore, classification into segments enables more effective stakeholder management by:

- Assigning ratings based on key attributes (e.g., interest, influence, knowledge).
- Prioritizing key stakeholders based on impact and influence.
- Tailoring communication strategies and engagement approaches.
- Utilizing insights for informed decision-making.
- Identifying trends in stakeholder support or opposition.

## 2.2. Approach

A stakeholder can be an individual or group with a relationship to a change, need, or solution. Stakeholders are typically defined by their interest in, impact on, and influence over the change. For effective engagement, stakeholders were grouped based on their relationship to interoperability needs, changes, and solutions.

Prior to the workshop, Member State stakeholders were categorized into mutually exclusive and collectively exhaustive groups:

- Mutually exclusive: Each stakeholder belongs to only one group, with no overlap.
- Collectively exhaustive: All stakeholders are categorized, covering the entire spectrum.

## 2.3. Defined Stakeholder Groups

1. Citizens/End Users – The primary beneficiaries of interoperability initiatives, ensuring a user-centered approach.
2. National and EU Institutions Managing Projects and Funding Programs – Provide financial support and strategic direction, influencing project success.
3. Institutions Responsible for National-Level Interoperability – Ministries or agencies overseeing legal regulations and digital coordination at the national level.
4. Local and Regional Authorities – Implement interoperability measures at local levels and engage directly with citizens.
5. Central Authorities (excluding digitalization/interoperability bodies) – Lead national policy formulation and implementation.
6. Technology and Software Providers – Develop infrastructure and digital tools for interoperability.
7. Universities, Research Institutions, and Think Tanks – Offer policy recommendations, technological research, and best practices.
8. Industry Media and Public Communication Channels – Enhance awareness and transparency of interoperability initiatives.
9. Advocates for Digital Inclusion and Accessibility (including legal and ethical experts) – Ensure equal access to digital public services, including for individuals with disabilities.
10. Professional Associations and Trade Unions – Represent professionals involved in digital transformation.
11. Standardization and Regulatory Bodies – Establish technical standards and regulatory frameworks for interoperability.
12. Non-Governmental Organizations (NGOs) – Advocate for citizen interests, transparency, and accountability.

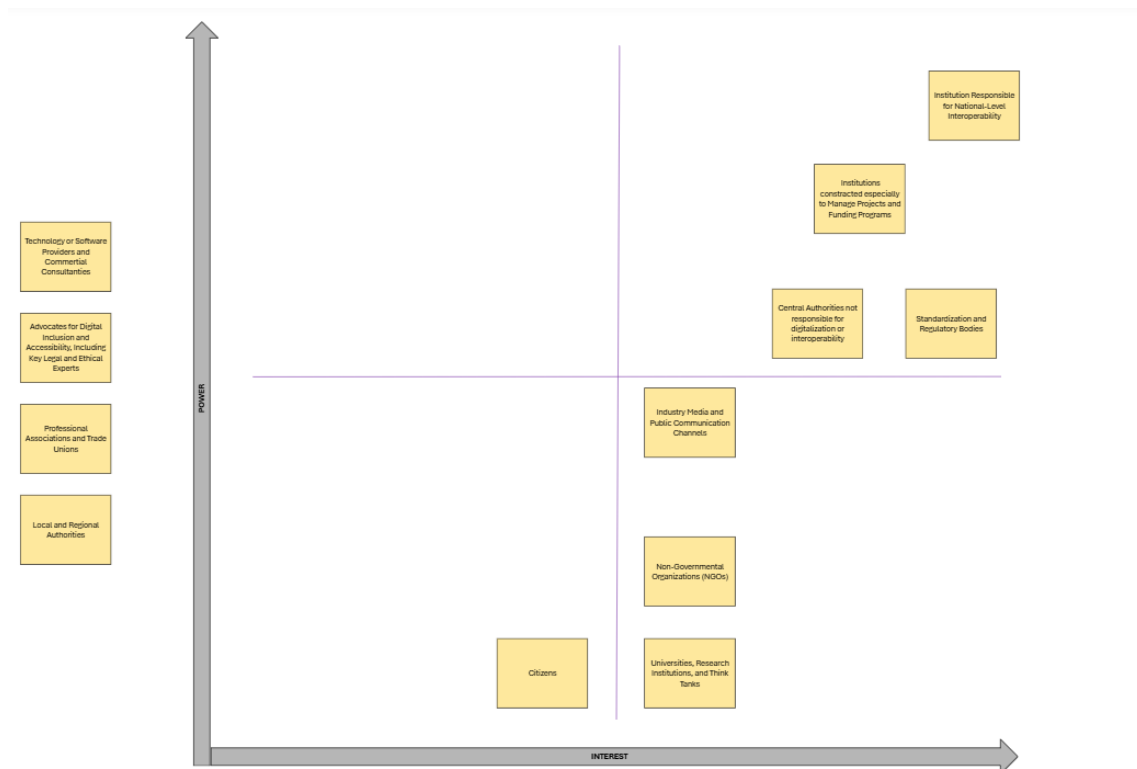
## 2.4. Workshop Execution

Participants were divided into three groups and used a power/influence matrix to place each stakeholder segment into appropriate quadrants. The results were later consolidated and analyzed by NASK to identify common characteristics.

## 2.5. Findings and Outcomes

For eight stakeholder segments, common characteristics were identified, while four require further analysis at the Member State level.

<b>Stakeholder Segment</b>	<b>Classification &amp; Engagement Approach</b>
Citizens/End Users	Treat as personas; monitor needs and keep informed via media.
National and EU Institutions Managing Projects and Funding Programs	Key stakeholders; require close management.
Institutions Responsible for National-Level Interoperability	Key stakeholders; require close management.
Local and Regional Authorities	Varies between Member States based on public administration structure.
Central Authorities (excluding digitalization/interoperability bodies)	Key stakeholders; require close management.
Technology and Software Providers	Requires further analysis.
Universities, Research Institutions, and Think Tanks	Keep informed.
Industry Media and Public Communication Channels	Logically classified as “Keep informed.”
Advocates for Digital Inclusion and Accessibility (including legal and ethical experts)	Requires further analysis at the Member State level.
Professional Associations and Trade Unions	Requires further analysis at the Member State level.
Standardization and Regulatory Bodies	Key stakeholders; require close management.
Non-Governmental Organizations (NGOs)	Keep informed.



## 2.6. Next Steps

- Conduct further analysis on the Technology and Software Providers, Advocates for Digital Inclusion, and Professional Associations and Trade Unions to refine their classification.
- Adjust engagement strategies based on the findings to ensure a structured and effective stakeholder approach across Member States.
- explore multipliers – try to identify all local and regional players through local organisations / initiatives that group them. Through this channels we intent to engage local players
- focus on public administrations on board (all levels, all sectors) and try to involve them, too.

## 3. Summary of Findings of round table on strategic priorities for the implementation of the Interoperable Europe Act

### 3.1. Introduction

The Interoperable Europe Act plays a central role in the European Union’s strategy to enhance collaboration on interoperability across public administrations within the EU. This legislation introduces a new framework for fostering cooperation on interoperability between EU Member States and EU institutions.

A primary objective of the INVEST project is to **develop a strategic roadmap for the implementation of the Act in Member States and for future multi country projects**. To gather insights and inputs from Member States regarding their needs and priorities, an open-day event was held on January 31st. During this event, roundtable sessions were

conducted to explore specific topics, enabling the collection of valuable feedback from Member States. In any case the scope of INVEST is to act as a tool to support the implementation of the IEA on the ground but should not duplicate efforts or define the IE Agenda for which the Interoperable Europe Board has the leading role. The Interoperable Europe Board is in charge of setting the priorities, while INVEST CSA will provide valuable contribution to the Interoperable Europe Act, among others.

This working document summarizes the feedback gathered from stakeholders during the event and sets the stage for future webinar sessions. The process will continue through future webinars, further engaging stakeholders to identify their needs, challenges, priorities, and potential synergies. The insights derived from these sessions will inform the final outcomes of the INVEST project, ensuring that its results are fully aligned with the priorities and needs of all involved stakeholders.

### 3.2. Strategic Roadmap discussion

Regarding the strategic roadmap, a focused roundtable discussion was held during the open day event. Additionally, a series of webinars are planned to comprehensively address all relevant areas of concern. The rationale behind the selected discussion topics is rooted in various articles of the Interoperable Europe Act. Specifically, during the roundtable held at the open day event, the following topics were presented for discussion:

1. Sharing and Reusability of solutions
2. Policy implementation support Projects

The feedback received on the above-mentioned discussion topics is going to be presented in the following subsections.

### 3.3. Sharing and Reusability of solutions

This discussion topic is based on Article 4 which creates the obligation of making available interoperability solutions to other Union entities.

Stakeholders identified several best practices that could be effectively applied in other Member States. Below is an indicative, though non-exhaustive, list of the proposed solutions:

- AI and omni-channel customer service solutions and Public Service Catalogue based on Core Public Organisation Vocabulary proposed by Finland.
- CPSV-AP and CPOV by the National Registry of Administrative Procedures “Mitos” as well as Gov AI ASSISTANT for public services from Greece.
- The formation of a network for implementing SDG OOTS by Nordic and Baltic countries together with the State Digital Government Architecture of Latvia.
- Austria’s approach and solutions on Mobile Government and mobile eID towards the development of a wallet.
- Luxembourg suggested their Peppol network for electronic invoicing.

Based on the feedback gathered regarding solutions deemed critical for interoperability, SDG appears to be widely recognized as a key solution by the majority of stakeholders. In terms of how these solutions should be implemented across other Member States, the feedback emphasized two distinct approaches. The first approach advocates for knowledge exchange workshops, leveraging tools such as TSI or ComPAct. The second approach suggests the adoption of a limited set of interoperability tools and standards, with their mandatory implementation across all Member States.

### 3.4. Policy implementation support Projects

This discussion topic is grounded in Article 9 of the Interoperable Europe Act, which mandates Commission-led projects aimed at assisting public sector bodies in the digital implementation of Union policies, ensuring the cross-border interoperability of trans-European digital public services (policy implementation support projects).

Feedback received indicated that policy implementation would be significantly enhanced by a clear, structured roadmap that guides organizations in developing EIF-compliant solutions across various sectors, including Health, Justice, Finance, Social Security, and others. Additionally, there was a proposal for the creation of comprehensive, content-focused checklists and guidelines to facilitate the assessment process.

## 4. Summary of Findings of round table for potential synergies

The session aimed to explore how synergies can strengthen cross-border interoperability by aligning efforts at European and national levels. It aims to identify best practices, address challenges and propose approaches for future cooperation.

Participants were asked to provide examples of synergies between cross-border interoperability initiatives in different sectors: work/employment/retirement, transport, education/science, health, tourism, business activities, etc.

The following initiatives were mentioned

- The European Health Data Space (EHDS)
- EUCARIS
- Single Digital Gateway and the Once-Only Technical System
- The Nordic DigiGov Lab

The Invest project partners have agreed to produce a joint survey to be sent to Member State representatives involved in the implementation of the Interoperable Europe Act, asking questions in areas agreed by the project team. Last but not least, coordination will take place to ensure synergies with other consultations planned in the scope of the Interoperable Europe Agenda development.