

Implementation Roadmap

Technical Support Instrument

Supporting reforms in 27 Member States



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Directorate-General for Structural Reform Support

REFORM@ec.europa.eu
+32 2 299 11 11 (Commission switchboard)
European Commission
Rue de la Loi 170 / Wetstraat 170
1049 Brussels, Belgium

Table of content

1	Introduction	3
1.1	General background	3
2	Main Challenges	4
2.1	Technical level	4
2.2	Political level	4
2.3	Organisational level	5
2.4	Financial level	5
2.5	Resourcing level	6
3	Implementation roadmap	7
3.1	Project Management.....	10
3.2	General Framework	13
3.3	Technical infrastructure & Regulatory impact assessment (RIA) tool	15
3.4	Rollout – Deployment strategy.....	18
4	Workshops & Conclusion	20
4.1	Capacity building workshops	20
4.2	Conclusion & Outlook	21

Table of figures

Figure 1 - Project Streams	10
Figure 2 - Risk management approach	12

List of tables

Table 1 - Challenges and supporting actions.....	6
Table 2 - Milestones to be achieved	7
Table 3 - Milestone Implementation Timeline	9
Table 4 - Actions: Project Management	10
Table 5 - Actions: General framework.....	13
Table 6 - Actions: Regulatory impact assessment tool	15
Table 9 - Actions: Rollout	18

1 Introduction

Deliverable 6, the roadmap, is part of the specific contract REFORM/SC2021/044 carried out with funding by the European Union Directorate-General for Structural Reform Support (DG REFORM) of the European Commission with the goal to provide support for the preparation and implementation of growth-enhancing administrative and structural reforms by mobilising EU funds and technical expertise.

The report provides an outline of the overall context and a strategic plan to reach the envisioned to-be situation (deliverable 5). In this report the implementation roadmap will be presented including the identified major challenges, milestones required, actions to be performed as well as timing considerations for transforming the Austrian legislative process to be digital-ready.

1.1 General background

Austria faces the challenge of adapting current and future legislation so that it is easy to handle and enables digital administration. Digitalisation aspects such as digital communication, possible later automation, data usage and the usage of public IT infrastructure should be taken into account when drafting new laws. To meet this challenge, Austria successfully requested support from the European Commission under Regulation (EU) 2021/044 for establishing a Technical Support Instrument ("TSI Regulation"). The resulting project on the strategies for digital ready legislation – of which the current report is a part of – forms a cornerstone of the larger project "Digital Office - Legislation" at the beneficiary's administration. The project highlighted the current legislative processes and the digitisation aids already located within them. These include, for example, the ICT guide, which is intended to support legislators in formulating legislative texts with regard to ICT suitability, or the e-law, which provides the technical basis for the legislative process. Furthermore, the project identified the biggest challenges and stumbling blocks as well as best practice examples. In the end, it was decided to follow the example of the Danish secretariat for digital-ready legislation (at least in part) for the further course of the project and the description of the target image. In concrete terms, this includes the integration of the impact dimension "digitalisation" in the regulatory impact assessment, as well as the establishment of a body that monitors compliance with digital-ready requirement and, if necessary, points out deficiencies or calls for improvements to the draft.

If these and corresponding steps are implemented in a potential follow-up project, the project team is confident that the long-term goals of

- 1) making legislation easier to manage and enabling digital transformation;
- 2) a smoother legislation process;
- 3) improved resilience for future crisis scenarios; and
- 4) potentially freeing up parts of additional resources (e.g. time) during the technical implementation after legislation

are achievable.

To support such a potential implementation, this report has provided, in addition to the challenges to be overcome, an implementation roadmap outlining the respective milestones needed to achieve the desired outcome.

2 Main Challenges

In this chapter the main challenges associated with the implementation of digital-ready legislation in Austria will be presented on the technical, political, organisational, financial as well as resourcing levels. In the course of developing the previous deliverables, various challenges have already been identified that need to be overcome in a potential implementation. These are described below with regard to their area of impact as well as a description on how to deal with them.

2.1 Technical level

On a technical level, the main challenges concern the adaptation of the tools used in the legislative process. For instance, since the Austrian legislative process will be supported centrally by the once-only platform in the future, it will be important to provide all necessary interfaces to systems used in the legislative process. At this point, however, it is pointed out that the Once-Only Platform is a separate project that is being implemented independently of the digital-ready legislation. However, a link or regular coordination between these two projects makes sense. Furthermore, a key challenge will be to embed the impact dimension for digitisation in the tool used for the regulatory impact assessment – the RIA tool. The key challenge in that regard is not to extend the tool, but not to expose it to a long downtime, as the RIA tool is crucial for legislators in the legislative process. In addition to the once-only platform and the RIA tool, adjustments to E-Law should also be considered, as this is used for drafting legislative texts.

In order to avoid a long downtime of the RIA tool or to schedule this downtime at a time when the tool is not heavily used, it will be necessary to develop an appropriate deployment concept and maintenance plan for the tool – and possibly also for other tools, should they also be expanded.

2.2 Political level

One of the biggest implementation challenges can be found on the political level. In this dimension, it is required to ensure political agreement, not only within the Austrian Ministry of Finance but beyond all ministries and governing parties. Political agreement or the green light at the political level is thus the basic prerequisite for starting the implementation project in the first place, as is also customary for decisions with a legislative scope. This aspect of political consensus is also central at the level of adapting the legal framework, since without the necessary legal changes the implementation project cannot be fully carried out. For example, in addition to the two RIA ordinances, the words "digitisation and the" should be inserted before the word "administrative costs" in Section 17 (1) second sentence of the Federal Budget Act. Since the BHG is a federal law and must necessarily apply at least at the same time as the two ordinances, a broad political consensus of the government is also required here, as otherwise this amendment cannot be passed in parliament. If an implementation project is underway, the political level serves as the driver of the planned project. Thus, internally, it will be essential that all decision-makers are on the same level with regard to project implementation. Other identified challenges at the policy level are the following:

Reservations about digitisation measures: It must be assured that people who do not want to or cannot make full use of digitalisation measures are not disadvantaged. If they are disadvantaged, the reputation of the project could suffer.

Potential cost saving measures: At the political level, there could potentially be cost-cutting measures from which the implementation project could suffer. For example, the need for a multidisciplinary team could be questioned.

In order to create consensus at the political level for an implementation project, it will first of all be necessary to create documents that clearly present the benefits of digital-ready legislation to all stakeholders. The communication documents that PwC is developing in the last deliverable of the current project are suitable for this purpose. If the decision for an implementation project is made, the challenge of political agreement will further be tackled by conducting regular alignments, e.g. on the level of heads of division (“Sektionsleiter”). This could be achieved, for example, within the framework of a steering committee in which relevant strategic decision-makers will participate for the duration of the implementation project.

2.3 Organisational level

The envisaged transformation of making the Austrian legislative process digital-ready has major impacts on the organisational level. It is necessary to prepare employees in ways to accept the changes and be part of those. These changes concern both the legislative process mentioned and various documents to be changed that support this process, such as the organisational handbook, process handbook, the ICT guide and potentially the legal guidelines of the Constitutional Service. Therefore, it is advisable to include those employees in the implementation project who will also be part of the changed processes after successful implementation. In this sense, especially legists should be involved in the implementation project, possibly even the to be established multidisciplinary team. This could be carried out by initially introducing change managers at the BMF to the adapted legislative and accompanying changes. The change managers could then be tasked with selecting suitable candidates for the multidisciplinary team to participate directly in the implementation project and beyond. Further, the experts from the multidisciplinary team as well as other experts selected to accompany the implementation should receive proper trainings and materials to fulfil the updated tasks. These aspects are all to be integrated in a personnel development and change management plan to ensure a smooth roll-out and to reduce the resilience to change by tackling the culture of the ministry of finance.

2.4 Financial level

This level includes the necessary investments for the sum of the parts of the "to-be" situation. As elaborated in the business case, the decision was made to pursue the scenario similar to the “Danish experience” which will require time and budget to be implemented, including the recruitment/appointment of experts for the central multidisciplinary team, which is one of the focal points of the target situation. This will include an organisational and operational effort to identify, hire and gather a team of experts with different

functions and expertise (e.g. legal expert, business analyst, technical experts etc.). Besides the costs for the implementation, the required training for the different job functions needs to be addressed (see Deliverable 4 Business Case).

The biggest challenge at this level is closely linked to the challenges at the political level, as the necessary financial resources for implementation can only be released through appropriate political backing. Therefore, as at the political level, compelling arguments are necessary to convince the political level of the necessity of digital-ready legislation.

2.5 Resourcing level

A project is always demanding resources. As was said for the political and financial levels, for an implementation, the Austrian Ministry of Finance has to receive the political sponsorship in order to plan out the project. This includes the establishment of communication and commitment throughout the Austrian federal legal system (e.g. Contribution and Resources of other Austrian Ministries and organisations). As was developed in the “to-be” situation, digital-ready legislation is not restricted to one ministry but needs to be initiated on a higher political level. Following such an initiation, key experts can be nominated – including change managers – to plan out specific milestones and activities and based on them perform an effort estimation in FTEs. Further, it needs to be stated that key experts, as well as participants of a “core project team” – unless they are hired specifically for the implementation project – will have to perform their regular activities (daily business) and therefore have double duties. Hence, the required participation can be an issue, which needs to be addressed with the decision-makers to free them up from their daily business as much as possible. This should be addressed in a resource plan to calculate the capacity of every project member resulting in a total sum of FTEs.

The following table summarises the key challenges and the proposed supporting actions:

Table 1 - Challenges and supporting actions

Level	Challenges	Supporting action
Technical	Expanding the tools that are needed in or support the legislative process	<ul style="list-style-type: none"> Develop an appropriate deployment concept and maintenance plan for all tools that are to be adapted/updated
Political	Achieve political agreement for the legislative adjustments and the corresponding support for an implementation	<ul style="list-style-type: none"> Create communication documents that clearly present the benefits of digital-ready legislation to all stakeholders Conduct regular alignments
Organisational	Prepare employees accordingly to accept the changes and be part of them	<ul style="list-style-type: none"> Select change managers who are in charge of selecting the multidisciplinary team, which will in turn train staff in relevant departments Personnel and change management plan
Financial	Receive political backing for the required financial resources	<ul style="list-style-type: none"> See political
Resourcing	In order to be dedicated to the implementation project, relevant experts and change managers have to be freed up from their daily business	<ul style="list-style-type: none"> Develop a resource plan to calculate the capacity of every project member in a total sum of FTEs

3 Implementation roadmap

The implementation roadmap presented in this chapter is displayed in two ways. First, the milestones to be achieved are presented chronologically (according to the start state) in tabular form. These are numbered, each briefly described and categorised into culture & people, processes or technical. In addition, it is indicated whether there are dependencies to other categories, which unit is responsible for its fulfilment and who supports it. This presentation is rounded off with milestone-specific recommendations and the expected lead time per milestone.

Following the presentation of the milestones, a detailed implementation roadmap is presented, which deals with individual implementation streams and the corresponding tasks and activities to be fulfilled within them.

Table 2 - Milestones to be achieved

ID	Milestone	Description	Category	Interdependencies	Responsible unit	Contributors	Implementation recommendation	Expected timelines / duration
0	Political backing	The fundamental precondition for all milestones to be worked out is political support for an implementation project						
1	Legal adaptations	The Federal Organic Budget Act (Bundeshaushaltsgesetz – BHG) and the RIA Principles Ordinance was adapted to include the impact dimension of digitisation & a new RIA special ordinance laying down detailed provisions for determining the significant impacts of digitisation was passed.	Culture & people	Training	BMF*	TBD**	-	M1-M12 (12 months)
2	Minimum requirements	Minimum requirements for a law to be considered digital-ready have been defined	Processes	Culture & people, Training	BMF*	TBD**	See to-be report → an adaptation of the ICT guide is advisable	M4-M7 (4 months)
3	RIA-tool expansion	The impact dimension of digitisation is included in the RIA-Tool	Technical	Culture & People, Training	BMF*	TBD**	In addition, corresponding control questions are to be added to the tool	M10-M14 (5 months)
4	Decision to anchor the team	Political decision on where to locate the multidisciplinary team stands	Culture & people	-	BMF*	TBD**	-	M10-M11 (2 months)

5	Nomination of experts	A group of experts who meet the selection requirements were nominated to form the new multidisciplinary team reviewing legislative drafts for digitisation-friendliness.	Culture & people	Culture & people, Training	BMF*	TBD**	This team should at least be comprised of legal experts, business analysts, and technical experts	M12-M14 (3 month)
6	Capacity building multidisciplinary unit	Capacity building measures (e.g. trainings) for the multidisciplinary unit which reviews legislative drafts for digitisation-friendliness are performed to prepare the team for the operational state.	Culture & People	-	BMF*	TBD**	-	M14 (1 months)
7	Guidelines adapted	The RIA handbook includes instructions on the new impact dimension of digitisation and organisational guidelines – e.g., ICT-guidelines – have been expanded and/or adapted	Culture & people	Training	BMF*	TBD**	-	M12-M14 (3 months)
8	Process adaption	Adaptions in the legislative process (e.g., process steps, adaptions of manuals, responsibilities etc.)	Processes	Culture & People, Training	BMF*	TBD**	Mainly adaption of process description	M13-M14 (2 months)
9	Digital-ready legislation	The legislative process has been adapted and made digital-ready	Culture & people, Processes, technical	Culture & people, Training	BMF*	TBD**	-	M15 (1 month)

* It is currently assumed that the Federal Ministry of Finance will take the lead for all milestones. However, this could change due to political decisions.

** Which units and departments will assist in achieving the milestones cannot be finally defined at the time of writing this report, as appropriate decisions still need to be taken on the political level.

In chronological order (according to the start date for each milestone), the milestone plan can be described as follows:

The prerequisite for a possible implementation project is a corresponding political decision and the following support (= MS0).

1. As soon as the decision for the implementation project has been made, work must begin on adapting the legal framework. These form the basis for all further milestones. (= MS1)
2. After the foundations for the legislative adjustments have been laid, the minimum requirements for a law to be considered digitally ready can be defined in parallel. (= MS2)
3. On the basis of the legislative adjustments, the expansion of the RIA tool can take place (= MS3).

4. At the same time as the RIA tool is expanded, a decision can be made as to which OU the multidisciplinary team should be anchored in (= MS4).
5. Based on this decision, experts are nominated to perform the roles in the new team. (= MS5)
6. As soon as the experts are nominated, their training can begin and the experts are then prepared for their role in the team (= MS6).
7. Beginning in parallel with the finalisation of the legislative framework, the adaptation and expansion of all relevant manuals (e.g. RIA-manual and ICT guide) are underway (= M7).
8. As soon as the legal framework has been finalised, the adaptation of the formal legislative process can begin on its basis in parallel with the adaptation of the necessary manuals. (= MS8)
9. Once all these milestones have been reached, the last milestone - the successful adaptation of the legislative process and the establishment of digital-readiness - can also be considered as fulfilled (= MS9).

In the following, what has been described above is presented in a timeline:

Table 3 - Milestone Implementation Timeline

Milestones (MS) / Months (M)	M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12	M 13	M 14	M 15	
MS0 Precondition: Political backing ★																
MS1 Legal adaption	█															
MS2 Minimum requirements				█												
MS3 RIA-tool expansion										█						
MS4 Decision to anchor the team										█						
MS5 Nomination of experts												█				
MS6 Capacity building multidisciplinary unit														█		
MS7 Guidelines adapted												█				
MS8 Process adaption													█			
MS9 Digital-ready legislation															█	

Planned project end

★ Precondition for an implementation project and project start

The detailed implementation roadmap below shall give an overview of the main work streams, actions and activities to be completed in order to achieve the milestones defined above. The roadmap was categorized into 6 main streams, that will be presented and elaborated. Based on stream 1, the project management, 3 additional streams were identified and documented including their tasks and activities that need to be completed for that respective stream. The streams are: General Framework, Technical infrastructure & RIA-Tool, Rollout.

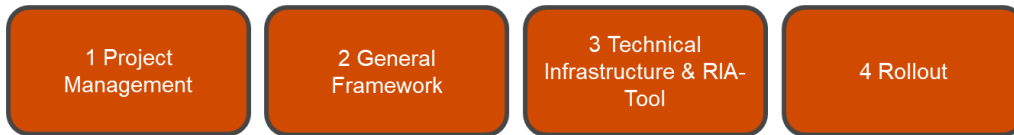


Figure 1 - Project Streams

In the tables below, which are intended to provide an overview of the individual streams, the milestones corresponding to this stream or those milestones that are to be fulfilled with this stream are also shown – with the exception of the higher-level project management stream.

The tables describe the milestone plan, which will be adjusted accordingly, should an implementation project materialise. The plan is divided into the following streams:

- Project management
- General Framework
- Technical infrastructure & RIA-tool
- Rollout

3.1 Project Management

Table 4 - Actions: Project Management

Title			Actions: Project Management	
Responsible Entities	Austrian Federal Ministry of Finance (BMF)			
Impacted Stakeholders	<ul style="list-style-type: none"> • BMF project management • Project core team • Other relevant/impacted stakeholders 			
	Description		Assigned to	
Action 1	Set up project organisation		BMF PM	
Action 2	Definition of project plan		BMF PM	
Action 3	Create and sign project order		BMF PM	
Action 4	Create project manual		Project core team	
Action 5	Conduct project controlling		Project core team	
Action 6	Conduct project marketing		Communication team	
Action 7	Project completion		Project core team	

In the first place it will be fundamental to assess the resources, employee capacities (are resources available or are the key employees already involved in other projects) as well as capabilities in order to set up the project organisation and to create a project and

milestone plan. A well-defined project management will enable a frictionless and immediate start of the pilot implementation phase. Thus, a successful and smooth project flow can be ensured.

An anticipated timeframe for the individual streams is shown below:

Project plan

Based on the milestone plan, a preliminary project structure plan has been defined, where single activities of each stream have been outlined.

The description of activities will subsequently be provided in this chapter below. A detailed project plan would be defined based on these activities during an actual implementation project.

In order to align the project set up and bring all participants on the same page, the creation of a project handbook is advisable, where the project set-up is described in detail including the following aspects:

- Initial situation and project objective
- Project environmental analysis
- Structure/organisation of the project including project organisation chart and role description
- Project organisation including project rules, documentation and administration
- Project risk analysis

Communication

Project success depends on good communication. To ensure this, a communication plan shall be drawn up. Consequently, project controlling is to ensure timely completion of tasks and deliverables and to anticipate any upcoming project risks. For this purpose, regular project controlling meetings shall be organised. Additionally, a project jour fixe as well as other necessary recurrent meetings should be set. All communication and decisions in the meetings should be documented in a shared collaboration platform.

To build capacity on the implementation roadmap, workshops have been organised with change managers appointed within the BMF (see chapter 4.1). The workshops fulfil the purpose of providing an overview of the planned project for the management, including a short overview of project objectives, risks, resources, (and costs) on a management level. This assignment is necessary to initiate a potential implementation project.

Carry out project communication activities

In case the BMF receives the necessary political decision to execute an implementation project, different project communication activities shall be planned to ensure that all the stakeholders are informed about the project progress and advantages of digital-ready legislation. Internal as well as external communication channels will be set up for this purpose. Internal communication is essential to reduce resilience to change of the employees. External communication might be considered to inform citizens about digitisa-

tion initiatives at the ministry level and to involve public stakeholders. To facilitate communication, the BMF could, for example, make use of the communication material that PwC is producing in the last deliverable of the current project.

For the internal marketing activities, publishing of articles in the staff newspaper, the ministerial intranet, newsletters and events to inform the employees shall be planned. External communication could commence in the form of a press conference. Furthermore, publications in the local media and newsletters shall be released.

Risk management strategy

It is necessary to derive a risk management strategy that enables the identification and treatment of any risks. PwC proposes the following common risk management approach, which is based on a cycle, containing of 4 steps:



Figure 2 - Risk management approach

The following preliminary risks have been identified:

- Risk of changing the project organisation, especially of key personnel
- Risk of losing the political backing (e.g. due to a change in government)
- Large number of project members with different points of view
- Deadline risks if unforeseen difficulties occur, such as e.g. difficulties in project implementation with the external organisations, inadequate provision of data/information, and lack of communication/cooperation may lead to delays
- Risk associated with changes in working practices and culture. (Building of barriers in the implementation phase). Resistance to Change
- Risk of a shortage of budgetary resources and associated necessary external support (training of staff, etc.)
- Technical risks that arise, for example, due to the existing technical equipment (e.g. delays in the expansion of the RIA-tool)
- Risks that correspond to the utilisation of human resources
- Risks that arise due to events and influences of the project environment
- Schedule risks in the event of unforeseeable difficulties occurring
- Risk of changes in political priorities
- Loss of responsible persons due to structural adjustments

3.2 General Framework

Table 5 - Actions: General framework

Actions: General framework		
Responsible Entities	Austrian Federal Ministry of Finance (BMF)	
Impacted Stakeholders	<ul style="list-style-type: none"> • BMF project management • Project core team • Legal experts • Other relevant/impacted stakeholders 	
	Description	Assigned to
Action 1	Selection of experts for multidisciplinary team	Project core team
Action 2	Definition of requirements for a law to be considered digital-ready	Legal experts + Multidisciplinary unit
Action 3	Implementation of legal measures	Legal experts
Action 4	Adaption of internal guidelines	Project core team
Action 5	Adaption of organisational handbook	Project core team
Action 6	Adaption of RIA handbook	Legal experts + Multidisciplinary unit
Action 7	Definition of rules for procedures, sample processes and templates	Project core team
Action 8	Define training concept	Project core team
Action 9	Define key user concepts	Project core team
Corresponding Milestones		
Milestone 1	Legal adaptations (Federal Organic Budget Act, RIA Principles Ordinance & RIA special ordinance)	
Milestone 2	Minimum requirements for a law to be considered digital-ready	
Milestone 4	Decision to anchor the multidisciplinary team	
Milestone 5	Nomination of experts for multidisciplinary team	
Milestone 6	Capacity building multidisciplinary unit	
Milestone 7	Guidelines adapted	
Milestone 8	Adaptions in the legislative process	

In this working package, legislative adaptations will be initiated, the multidisciplinary team will be established and internal manuals and organisational handbooks will be created or adapted accordingly to create and adapt the governance for the target state. For instance, the integration of a new impact dimension of digitisation makes it necessary to adapt the legal framework as well as the internal governance for the handling of legislative drafts and the respective formalities. This can be achieved – among others – through adaptation of the office rules.

Implement legal measures (corresponds with MS 1)

As already described in the to-be situation, legislative adjustments are required in case of implementation. These adjustments represent the central levers without which an implementation project could not be meaningfully carried out, which is why these are assigned the greatest relevance and should meet with approval at the political level from the outset. Legal experts from the BMF will be consulted for this purpose. The exchange with the Beneficiary over the previous deliverables revealed that at least an amendment of the Federal Organic Budget Act (BHG), RIA Principles Ordinance to include the impact dimension of digitisation and a new RIA special ordinance on the impact dimension of

digitisation are required. The political decision for these legal adjustments should be made as early as possible in the implementation project, so that the activities required for legal changes do not exceed the time frame of the implementation project.

Definition of minimum requirements (corresponds with MS 2)

In a cooperation of various legal experts, the requirements that a law must fulfil in order to be considered digital-ready are to be defined. These minimum requirements are partly derived from the laws to be drawn up but are precisely defined in an ordinance. Once these requirements have been defined, they should be integrated into the RIA tool in a later step (see chapter 3.3).

Multidisciplinary team (corresponds with MS 4-6)

Starting change in an organization is always related to personnel. To convince the employees involved in the legislative process of the planned changes and to win their support as important enablers of the implementation, it is necessary to include them in the change from the beginning. Based on a start of the implementation in the Federal Ministry of Finance, therefore, above all legists, digital experts and, if possible, business architects of this ministry are to be involved in an implementation project. Thus, forming a new multidisciplinary team. This to be established team could play a central role here, as the employees involved could serve as enablers and ensure the necessary knowledge transfer in the respective departments.

Organisational handbook (corresponds with MS 7)

Depending on where the multidisciplinary unit for assessing digital readiness in legislative drafts is placed, the organisational handbook shall be adapted accordingly regarding organisational structure changes, access rights, roles etc. The handbook shows the organisational structure of the organisational unit (OU) and the tasks and duties of all persons working in the OU. In particular, the organisation handbook shall show:

- The tasks of the OU as well as of any subdivisions (e.g. main units, divisions),
- The structure of the OU, including any subdivisions within the department (e.g. main units, divisions) as well as any subordinate offices and branch offices
- The management of any further subdivisions (e.g. main units, OU),
- Authority to issue directives,
- Signatory powers,
- Other organisational regulations,
- The powers and areas of responsibility of the heads of the other subdivisions (e.g. main units, departments) as well as any subordinate departments and branch offices.

RIA handbook (corresponds with MS 7)

Organisational adjustments include not only the adaptation of the organisational manuals, but also that of the RIA. In accordance with the legal adaptations and the adaptation of the RIA tool, the latter must be expanded to include the impact dimension "digitalisation", and the expansion of the handbook must be announced and corresponding training provided.

Legislative process adaption & Rules for procedures and sample processes (corresponds with MS 8)

The formal legislative process must be adapted with regard to the innovations (check of digitisation agendas and RIA-tool extension). Furthermore, there is a need to develop a methodology/guidance on how to properly draft legislation (in a digital-ready way), including who to contact if there are any questions. For this purpose, an exemplary process should be made available that illustrates the entire legislative process, which can serve as a guide for legists.

Training concept (corresponds with MS 8)

Considering the expansion of the RIA tool and the RIA manual, a training concept must be developed to train all affected employees regarding the changes. In order not to have to train all employees individually, a train-the-trainer concept should be considered, in which, for example, experts from the multidisciplinary team could act as trainers. Beyond the BMF, experts from the individual ministries would have to be nominated and trained accordingly, who in turn would carry the knowledge into their departments.

Key user concept (corresponds with MS 8)

A key user concept should be created. The definition of key-users is necessary in order to gain user feedback and to fix potential bugs. In order to support users directly in the OUs, key users will be deployed in each OU. These are specially experienced RIA-tool users who can provide on-site support.

3.3 Technical infrastructure & Regulatory impact assessment (RIA) tool

Table 6 - Actions: Regulatory impact assessment tool

Title			Actions: Regulatory impact assessment tool	
Responsible Entities	Austrian Federal Ministry of Finance (BMF)			
Impacted Stakeholders	<ul style="list-style-type: none"> • BMF project management • Project core team • Legal experts • IT experts • Other relevant/impacted stakeholders 			
	Description		Assigned to	
Action 1	Align roll-out plan		Project core team	
Action 2	Creation of concept for interfaces		IT experts + multidisciplinary unit	
Action 3	Integration of minimum requirements for digital-ready legislation		IT experts – multidisciplinary unit	
Action 4	Define Hardware/Software IT infrastructure		IT experts + Project core team	
Action 5	Adapt operating concept/manual		IT experts + Project core team	
Action 6	Perform Know-How Building IT Admin		IT experts	
Action 7	Perform pilot installation		IT experts	
Action 8	Carry out load and penetration tests		IT experts	
Corresponding Milestones				
Milestone 3	RIA-tool expansion			

Create a rollout plan

In this stream the delivery strategy and a roll-out plan for the adaption of the RIA-tool will be defined. Furthermore, in the delivery strategy, dependencies on other programs and projects will be considered and the implementation scheduled accordingly. For a seamless transition, the deployment concept shall include a fallback scenario and mitigation plan for issues that might arise during execution.

Create concept for interfaces to specialised applications

To make the most extensive use of the once-only platform in the legislative process, the relevant system architecture shall be analysed in detail with a focus on interfaces and data architecture (data domains, primary entities and primary data flows). Furthermore, the current integration architecture shall be analysed including technical interfaces based on the data architecture. Finally, the current architecture and landscape will be mapped in a consolidated documentation. During this stream, dependencies are to be analysed and affected interfaces are to be identified.

A deployment plan for the adaption of the RIA-tool and the increased use of the once-only-platform shall be defined by the responsible IT office based on a preceding analysis.

Integrate minimum requirements for digital-ready legislation into the RIA-tool

The minimum requirements that have been defined in the general framework stream have to be integrated into the RIA tool together with the IT experts in the form of sequential control questions. In addition to meeting content requirements, it is also essential for this step to involve lawyers who regularly use the RIA tool in order to take aspects such as user-friendliness into account.

Definition of Hardware/Software IT infrastructure

The technical architecture, which consists of both the hardware and the software, must be captured in this step, firstly, to prepare for the adaptation of the RIA tool and secondly, to show any necessary interfaces with regard to the once-only platform. The as-is analysis and the to-be model of the current project can serve as a basis for this. It must be checked whether the existing hardware meets all the requirements formulated by IT experts. On the software side, all the necessary interfaces must be defined to enable smooth working with the RIA tool, e-law and the once-only-platform.

Adapt operating concept/manual

The operating concepts for the RIA-tool and possibly e-law need to be adapted, while an operating concept for the once-only-platform needs to be developed, describing, among others, the following points:

- System overview
 - Owners, Responsible Parties and Contacts
 - Hours of Operation / System Classification
 - System History / Revisions History
 - Restore / Recovery Tests

- Legal and Regulatory Requirements (“Compliance”)
- System architecture and interfaces
 - External / internal interfaces
- Installation and system requirements
 - Non-standard operating system parameters
 - File system
 - Non-standard database parameters
 - Installing the application / Initial configuration
 - Client hardware requirements
 - Released operating systems and version
- The ongoing operation
 - The daily / monthly operating plan
 - User management
 - Daily, weekly, monthly and other recurring duties and tasks
 - Data backup
 - Monitoring, troubleshooting, fault resolution and escalation
- Performance metrics – performance indicators (PI’s, KPI’s)
 - Application-related performance indicators
 - Performance metrics
- Archiving and deleting data
 - Transaction data / Master data
 - Log files and error files
 - Capacity management, recording and monitoring
 - Corrective intervention to eliminate misuse
 - Capacity planning

Perform Know-How Building IT Admin

With reference to the updated operating manuals, training courses and manuals need to be adapted for the administrators to be able to fulfil the following tasks:

- Support and further development of the internal IT infrastructure and central IT components (network, firewall, office, etc.)
- System administration and operation
- Analysis and elimination of bugs & problems
- First-, second- and third-level support
- Contact person for external service providers and software vendors

Perform pilot installation

For this purpose, joint design workshops will be organised and conducted where the functional concept for the impact dimension of digitisation will be defined in accordance with existing impact dimensions in the tool. The preparation of a prototype, which can be used interactively in the design workshops is advisable.

Carry out load and penetration tests

Extensive testing is necessary to ensure an error-free rollout. Therefore, the following actions must be performed:

- Create testing environment
- Define testing personnel
- Perform load and penetration tests in the testing environment

The RIA-tool should be subject to regular testing to identify possible bugs. In this stream iterative user acceptance tests (UATs) including GO/NO-GO for go-live and system integration tests (SIT) shall be performed and a successful defect and incident management will be set up. In order to ensure a complete testing phase as well as successful entering into the go-live phase, the following aspects need to be taken into account:

- Functional validation – broad functional E2E-test cases
- Database validation – validation of the data relevant aspects
- Performance testing – Assessment of the system performance, identification of bottlenecks and finetuning of the system
- Technical testing – Verification of all technical aspects
- Usability testing
- Acceptance testing

3.4 Rollout – Deployment strategy

Table 7 - Actions: Rollout

Title		Actions: Rollout	
Responsible Entities	Austrian Federal Ministry of Finance (BMF)		
Impacted Stakeholders	<ul style="list-style-type: none"> • BMF project management • Project core team • Other ministries • Other relevant/impacted stakeholders 		
	Description	Assigned to	
Action 1	Conduction of rollout (depending on strategy)	Project core team	
Corresponding Milestones			
Milestone 9	Legislative process has been adapted and made digital-ready		

In this stream roll-out activities will be performed which include the definition and training of key-user teams, testing and fine-tuning of the set-up, as well as the start of the regular activities of the multidisciplinary team. Finally, an end-user training is to be carried out based on the previously formulated training plan.

The deployment strategy depends on all the activities previously defined, if all the streams are successfully completed and the whole project team agrees on going live. The next step is to create a Go-Live checklist in order to ensure completeness. On the technical side, before going live the UATs, SITs and security testing needs to be effectively completed: It is important to have an exact timeframe and to define a go-live date and as always to have a rollback plan, if something does not work out as planned. To finally complete the project the following activities should be completed:

- Last check-up regarding the dependencies
- All needed software and systems are fully updated
- Go-live testing
- Go-live support and assessment
- Go-live communication
- Post go-live activities (3 months)
- Post go-live training delivery
- Transfer to departments

Rollout in the Austrian Ministry of Finance and other ministries

Two different options are considered for the rollout at the federal administration, Big Bang rollout or incremental rollout.

For the first option, the technical and organizational changeover would take place over a weekend, whereas it would be up to discussion, whether the BMF or other ministries would be the first to undergo the rollout. A rollout in all ministries at the same time would also be an option. The “Big Bang” option provides the benefit of quick implementation and immediate availability. It is, however, a more complex solution to organize since it requires a high amount of support and training personnel at the same time.

The incremental rollout, on the other hand, consists of two different sub-options:

- Sub-Option 1: By Department
- Sub-Option 2: BMF vs. other ministries

Nevertheless, the implementation would happen gradually. Therefore, the infrastructure would be updated in small streams in order to reduce risk. This type of slow deployment would allow the BMF to test new processes with real users and to compare the new application with the old setting side-by-side in a smaller and less complex setting.

In general, the choice of the preferred option (and in case of the incremental option the sub-option) would be tackled within the core project.

4 Workshops & Conclusion

4.1 Capacity building workshops

As required by the RFS, workshops were held with persons identified by the Federal Ministry of Finance to build capacity for the implementation roadmap. Whether these people will actually act as change managers in the implementation project could not be finally determined at the end of the deliverable. However, it is clear that the people involved in the workshops could act as enablers.

The workshops took place on the one hand with representatives of the Johannes Kepler University (JKU) accompanying the project – who were to take a legal look at the Implementation Roadmap – and on the other hand with cabinet members at the Federal Ministry of Finance – who were to take a holistic and organisational look at the Implementation Roadmap. The following central contents can be noted from the workshops:

Meeting with the JKU (14.12.2022)

At this meeting, the implementation roadmap, which had already been agreed with the beneficiary, was presented to two legal experts from JKU. The feedback on the Implementation Roadmap was consistently positive. The milestones and work plan presented were described as comprehensible and sensible. The core element of the feedback was that for the implementation of digital-ready legislation, above all, a high degree of flexibility is required in the timetable presented. This means that it is highly unlikely that a legislative implementation project can be carried out in a waterfall, but rather that some of the milestones – as already shown in parts in Table 3) – are carried out in parallel.

Meeting with cabinet members (22.12.2022)

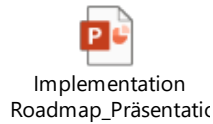
A condensed version of the Implementation Roadmap was prepared as a presentation for the meeting with Cabinet members. Basic project information on the progress of the project to date was added to this presentation in order to familiarise the respective cabinet members with the project procedure and to prepare them accordingly for the implementation roadmap.

Feedback on the roadmap from the Cabinet was extremely positive. As it was mentioned several times in the presentation that an implementation project requires appropriate political backing (see Main Challenges), the Cabinet assured the audience that the project to implement digital-ready legislation in Austria would receive its full support. It was merely pointed out – as at the meeting with JKU – that a certain degree of flexibility is required to implement the roadmap. For example, it was pointed out by the cabinet that a RIA extension would have to be postponed for now, as this tool is to be completely revised at the beginning of 2023. Therefore, an enhancement could not take place until after the revision. In addition, a legal amendment to the BHG may not take place until after the Budget Law Committee in the spring of 2023. It was assured, however, that these circumstances would in no way stand in the way of implementing the roadmap, but that it might be delayed.

Furthermore, it was pointed out with pleasure that the present project (and its implementation) not only correspond to the current Austrian governmental program, but at the

same time with the implementation of general plans to improve and innovate the European Digital Single Market and thus also the EU interoperability policy.

The presentation delivered in this meeting is attached below.



4.2 Conclusion & Outlook

On the basis of the points 1 a-c listed in the Request for Service under Deliverable 6, the objective of this deliverable was to outline a strategic implementation plan. The project team achieved this by deriving a preliminary action plan, lining out necessary activities and milestones to ensure a successful implementation. The action plan and the associated tasks are based on the input elaborated in collaboration with the beneficiary. This plan can be used as a basis for setting up a potential implementation project. However, it should be noted that this is only a preliminary action plan and that the actual project plan will differ from it in terms of streams or tasks as a final implementation plan can be modified by various factors (e.g. different stakeholder influences).

The strategic implementation roadmap was presented in joint workshops to change managers identified by the BMF in order to prepare them for a possible implementation project and to build capacity.

The work fulfilled with this report has formed the final substantive deliverable of this project. The following deliverable 7, which concludes this project, fulfils the function of a final project presentation. In addition, PwC will provide communication materials with the final deliverable that can be used by the beneficiary to support any necessary internal decisions. With the acceptance of the project results by the beneficiary, this project will ultimately be completed.



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