

Identifying Strategies for the Development and Implementation of Digital-ready Legislation

Inception report

Technical Support Instrument

Supporting reforms in 27 Member States



Funded by
the European Union

Federal Ministry
Republic of Austria
Digital and
Economic Affairs



This document was produced with the financial assistance of the European Union. Its content is the sole responsibility of the author(s).

The views expressed herein can in no way be taken to reflect the official opinion of the European Union.

The project is funded by the European Union via the Technical Support Instrument, managed by the European Commission Directorate-General for Structural Reform Support (DG REFORM).

This report has been delivered in January 2025 under the EC Contract No. SRSS/2018/01/FWC/002. It has been produced as part of the project “Identifying strategies for the implementation of digital-ready legislation”.

© European Union, 2025



The Commission's reuse policy is implemented by Commission Decision 2011/833/EU of 12 December 2011 on the reuse of Commission documents (OJ L 330, 14.12.2011, p. 39 – <https://eur-lex.europa.eu/eli/dec/2011/833/oj>).

Unless otherwise noted, the reuse of this document is authorised under the Creative Commons Attribution 4.0 International (CC BY 4.0) licence (<https://creativecommons.org/licenses/by/4.0/>). This means that reuse is allowed, provided that appropriate credit is given and any changes are indicated.

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

Contents

1	Introduction	3
1.1	Initial situation & challenge	3
1.2	Target Situation	3
2	Project Approach	5
2.1	Deliverable 1: Project inception report	5
2.2	Deliverable 2: Current Situation Report (as-is analysis)	5
2.3	Deliverable 3: Catalogue of requirements	6
2.4	Deliverable 4: Evaluation of alternative “to-be” scenarios and recommendation report	8
2.5	Deliverable 5: “To-be” situation report	9
2.6	Deliverable 6: Implementation Roadmap	10
2.7	Deliverable 7: Project closure report, presentation, project description and communication material	11
3	Project organization	12
3.1	Project structure	12
3.2	Communication structure	13
4	Project plan	15
5	Appendix	16

1 Introduction

The project was funded by the European Union via the Structural Reform Support Programme and implemented by PwC in cooperation with the European Commission's Structural Reform Support (DG Reform).

1.1 Initial situation & challenge

Austrian legislation with its numerous exceptions, technical and vague terms as well as many procedural rules is challenging to comprehend and therefore a very complex matter. As such it makes digital administration less efficient and, in addition, the legislative process in Austria is designed in such a way that the automation and digitalisation potential is not used to the extent possible. Although the Federal Ministry of Digital Affairs and Economy (BMDW) has already initiated several projects to implement legislation suitable for the digital era (especially in the project "Digital Administration - Legislation"), the underlying systemic problem needs to be addressed in order to improve Austria's digital competitiveness, increase efficiencies and decrease public costs.

In response to the priorities set by policymakers, the Austrian Federal Ministry for Digital and Economic Affairs ("BMDW") launched its "Digital Office" project in 2019. The objective of the project is to implement and offer fully digital administrative services for citizens and businesses as extensive as possible. Therefore, the "Digital Office" project combines technical, organisational and legal perspectives and processes with a cross-administrative approach that is citizen oriented. The cross-administrative approach is ensured through the involvement of all relevant stakeholders at federal, provincial and municipal level.

The project "Digital-ready legislation" will build strongly on the status-quo and working results of the "Digital Office" project and specifically on the legislation work package. To transform and digitalise the public administration services, a dual-purpose approach is pursued. This means that on the one hand the legislative process itself shall be digitalised and on the other hand tools shall be introduced in the legislative process, which enable a later digitalisation of public services and procedures.

This initial situation results in the following **challenges** within the framework of this project:

- For automated enforcement of generally abstract standards (federal and provincial laws, ordinances of Austrian administrative bodies; EU ordinances, partly also EU decisions), the standards to be enforced automatically must meet certain requirements. They must be "digitisation-friendly".
- The fulfilment of these prerequisites requires that due attention is already paid to them in the legislative process.
- When developing generally abstract standards, in the drafting process "IT compatibility" should also be taken into account. Examples at EU level (such as the Services Directive or the Regulation establishing a Single Digital Gateway) show that in the legislative process, sometimes too little emphasis is placed on how an "IT target model" or a digital implementation architecture should look and function in practice.
- Part of the "digitisation friendliness" to be considered is therefore also the "IT feasibility" in the sense that the feasibility and practicality of the digitisation implementation must be examined in advance.

1.2 Target Situation

Based on the initial situation and the challenges described the achievement of the following short- and long-term outcomes presents the target situation:

Short term project outcome

- Austria is equipped to implement digital-ready legislation¹ through sounding out and subsequent adaptation of the current and draft future legislation, which supports the further digitalisation of businesses and public services. This will be strongly reinforced by knowledge transfer and exchange with other Member States (with focus on the Danish experience).

Long term impacts and objectives²

- The implementation of a digital-ready legislation will be accompanied by a variety of long-term impacts and objectives, such as
 1. streamlined, quicker and flexible legislation processes,
 2. an easier manageable digital administration,
 3. strengthening the resilience of Austria against future crisis scenarios and
 4. freeing up resources during the legislation processes.

More specifically, the following project objectives were agreed between the project partners:

- the modelling of the process scheme of digital-ready legislation in a European comparison by identification of best practices in member states (in particular from the Danish example) and abstracting their set of tools;
- the conceptual design of the incorporation of a potential digitisation check in the legislative process;
- the development of the organisational, operational and technical framework conditions for this integration;
- the integration of the principles for digital-ready legislation into the legislative processes (mostly focussing on legislative procedures concerning national and federal laws and directives as well as participatory legislative procedures at EU level);
- the categorisation of already identified obstacles to digitisation and the creation of a uniform definition of these obstacles.

To bring about the desired changes the BMDW applied for support by the European Commission (EC) via Structural Reform Support (DG Reform). The approved support is for the project conception – the analytical work and specification of the requirements for the planned target solutions. The conception phase is estimated to last for 16 months and is planned to end on March 24th, 2023.

For the provision of the support, a contract between the DG Reform and PwC was signed on 23.11.2021 with a duration of 16 months and an additional safeguard of two months.

¹ We understand that by implementing the DG Reform contract we enable Austria to initiate digital-ready legislation, provided that the concepts and recommendations will be incorporated in the operational landscape.

² The long-term impact heavily depends on the further political endorsement and subsequent implementation of the digital reform by the beneficiary after the completion of the DG Reform contract.

2 Project Approach

2.1 Deliverable 1: Project inception report

The first deliverable was carried out within a major kick-off meeting and several follow-up meetings to shape the project objectives and approach, to set up the project structure, and to nominate the project core team and therefore identify all stakeholders in the project. The following is a brief summary of the kick-off meeting and first round meetings:

Kick-off Meeting (21.12.2021)

The formal kick-off for the project between all parties (DG Reform/BMDW/PwC) to define the project approach, objectives and project organisation took place on 21.12.2021. PwC gave a presentation explaining their understanding of the project objectives and the steps needed to achieve them. Further, the roles of the parties were finalized as follows: The BMDW holds the decision-making authority for the project within the framework of the contract and will provide comments and confirmation on the deliverables before their formal approval by the contracting authority - DG Reform. PwC is responsible for the delivery of the tasks and deliverables under the contract, project coordination, and operational support in managing the tasks defined for the project.

DG Reform is in charge of managing the contract and for the formal approval of the deliverables in the project. DG Reform receives progress reports for each deliverable, which includes a (virtual) Steering Committee meeting every 3 months between BMDW/PwC/DG Reform project management.

Follow up Meeting (22.12.2021)

The objectives of the follow-up meeting between the BMDW, their project partners from the Danube University Krems and the Johannes-Kepler-University, and PwC partners and project management were an initial fine-tuning of the project objectives and setting the next steps (e.g. finalising the project plan and stakeholder matrix within the next meeting, signing of NDA's, creating a draft inception report).

Follow-up meetings with project stakeholders/core team

- **11.01.2022**

At this meeting, the project objectives were further agreed with the beneficiary and the partner universities, and a joint review of the proposed project procedure was carried out and any adjustments discussed. Furthermore, the project organisation was finalised, i.e. the organisational chart was completed and participants for the steering committee and status report meetings were determined. Finally, the joint project plan was presented and finalised.

2.2 Deliverable 2: Current Situation Report (as-is analysis)

The second deliverable is comprised of capturing and mapping the current situation regarding the Austrian legislative process. This analysis will cover all necessary steps, starting from the proposal of a new law to the publication and entry into force. Furthermore, the current IT architecture and data sources, organisational structures, and internal governance will be analysed. Additionally, potential constraints from a legal, organisational, operational, and technical perspective are recorded. Based on the results the current situation report shall be created to capture and document the "as-is" situation. The report will be the basis for the further project activities to achieve a digital-ready legislation.

As of now, the approach is as follows:

Targeted interviews

In order to gain a general understanding of the current situation and the electronic procedures, PwC will conduct preliminary research. Additionally, targeted interviews will be organised with stakeholders and staff (BMDW, other relevant ministries/authorities, etc.) from (at least) the following areas/departments to capture and understand the current situation, potential pain points, constraints, and feasible solutions for the transformation:

- **Legal**
Understanding the current legal framework and context; the EU level is also to be taken into account
- **Processes management**
Identification of relevant processes for deeper analysis and visualisation. In particular legislative procedures of the federal government; procedures for the enactment of ordinances of the federal government; procedures of participation of the federal government and the federal states in EU legislative procedures (EU regulations and directives, including delegated acts and implementing acts).
- **Data and information management**
Identification and understanding of current data input/output logic, i.e., what data is generated and used in the processes; can data be reused and if so, what are the limitations of data availability and accessibility.
- **IT management**
Identification of technical measures, application and data sources used in the legislative procedures
- **Other relevant areas of expertise/departments**
Inclusion of other areas of expertise if they are impacted

Finalised Report

Based on the targeted interviews and in addition to involving experts from the BMDW, it might also be useful to consult departments of other ministries. Additionally, PwC will consult experts within its network who have already gained experience with similar initiatives in other countries (e.g. PwC Denmark). Finally, PwC will incorporate the results gathered in this phase and **create the current situation report.**

2.3 Deliverable 3: Catalogue of requirements

The objective of deliverable 3 is to produce a catalogue of requirements needed to implement a digital-ready legislation. The requirements are based on the input of the experts of the beneficiary as well as authorities from other member states that have already gained experience with similar initiatives. In this context, requirements are understood as all conditions that have to be implemented in order to achieve digital-ready legislation.

Identification of requirements

To identify and document functional and non-functional requirements, PwC will conduct workshops with experts from BMDW and other identified departments, ministries and consult external sources (in order to obtain public opinion). The requirements will be collected on a legal, organisational/governance, operational and technical level so that they can then be included in the gap analysis and mapped with the current situation:

Legal

The legal framework should not only enable but also facilitate digital-ready legislation. In the context of this project, the main aim is to summarise the components of digitisation-friendly legislation, which will provide lawmakers with useful application criteria for and against the use

of the individual building blocks (i.e., legal requirements for the minimum content of a law to be considered digital-ready).

Organisational/Governance

It will be necessary to adapt the organisation or internal governance to meet the framework conditions required to achieve the goals. For example, the guidelines and directives related to the legislation will have to be adjusted. Capacity building of the involved staff might be a requirement. In addition, it may be considered to form new departments that will be responsible for digital-ready legislation in the future.

Operational

At the operational level, the focus will mainly be on the legislation process, while it should be ensured that the principles of a digital-ready legislation are considered. To define the requirements for a digital-ready legislation process, a framework must be established allowing the end-to-end legislative process to run digitally and efficiently, e.g., through automation of processes. Furthermore, the process must ensure that new laws comply with the defined minimum requirements.

Technical

In order to support both the digital legislative process and the principles of digital-ready legislation, the alignment and potential adaption of the existing IT infrastructure using new technologies could be considered. Therefore, the technical requirements are identified and documented in this context.

Non-functional requirements

Those requirements describe parameters that do not concern the function of a system, but areas such as performance (e.g., data protection, scalability, and availability).

Benchmarking

This project is aligned with the Danish experience, as the Danes are considered pioneers in the field of digital-ready legislation. In addition, the Danes were supported by PwC Denmark in the implementation of their digital-ready legislation³. Therefore, the PwC team is already in close contact with the Danes through the PwC network, which facilitates a smooth knowledge transfer. Other authorities for exchange will be selected largely on the basis of their similarity to the Danish approach.

General research

In order to identify potential other best practices beside the Danish concept, first, an initial general research will be conducted using available public data analysis and reports as well as research already done by PwC experts within the PwC network. The general research will enable a better understanding of the current progress and degree of digital-ready legislation in the respective authorities. The research will be mainly based on the following considerations:

- Similarity to the legal framework in Austria
- Comparability of the organisational structure with the public administration in Austria
- Advanced digital administrative processes
- Degree of digital-ready legislation
- The kind of technology that is used

Based on the general research a number of countries will be suggested as best practice examples to the project partners. Next, a shortlist of 3 - 5 countries will be created in close alignment with the BMDW project team. In order to complete this task, PwC will strongly leverage on the PwC network by contacting experts across the European member states. Therefore, we can use their close contacts with a number of public administrations in countries such as Netherlands, Finland, Estonia, and Portugal, which are recognized as advanced in the field of digital legislation. Hence, it is plausible to include those countries in the shortlist.

³ <https://en.digst.dk/policy-and-strategy/digital-ready-legislation/guidances-and-tools/guidance-on-digital-ready-legislation>

Based on our knowledge transfer with Denmark, our project team will create a customised digital questionnaire to get structured information from the shortlisted countries. The questionnaire will especially target experience regarding potential project constraints, (successful) stakeholder integration, IT-infrastructure, legislation principles, digital legislation processes, necessary changes in legislation etc. PwC will provide the questionnaire to the shortlisted countries for completion. Depending on the situation, a video call or on-site appointments will be organised for the knowledge transfer.

Since there is a more or less constant need to transpose EU law into national law within the EU, legislation needs to be comprehensively “digitalisation-friendly” already on this level. Thus, an attempt is also being made to explore and map the European Commission's mechanisms for enacting digital-ready legislation. The main aim is to demonstrate and enhance the IT compatibility of EU legislation. In order to achieve this, PwC will request an appointment with the Directorate-General for Informatics (DIGIT) through the DG Reform Project Management.

The information received from the questionnaires are clustered in the four levels legal, organisational, operational and technical. The project team will evaluate the information based on parameters such as feasibility and applicability for the Austrian context, relevance for the project, usability, added value, cost benefit etc. Therefore, we propose to define indicators to measure the relevance of the data and information collected. For example:

- **Legal:** Legal framework adaption applicable for Austrian legislation
- **Organisational:** Specific skills in areas such as digitisation necessary / Changes in organisational structure applicable for Austria
- **Operational:** Similarity of legislative processes / Requirements for digital readiness
- **Technical:** Feasibility of new technology and digital trends in Austria

Finalised Report

The identified requirements, which were documented in the course of Deliverable 3, are comprehensively summarised by the project team in a **requirements catalogue**. The catalogue will include legal, organisational, operational, and technical as well as non-functional requirements.

2.4 Deliverable 4: Evaluation of alternative “to-be” scenarios and recommendation report

The objective of deliverable 4 is to conduct a gap analysis, comparing the analysed current situation (deliverable 2) with the defined requirements, documented in the requirements catalogue (deliverable 3). Based on the identified gaps, alternative implementation scenarios that enable the target situation to be achieved will be derived and compared by quantitative and qualitative analysis within the framework of a cost/benefit analysis. The analysis will be the basis for the beneficiary's decision and will form the foundation for deliverable 5.

Gap analysis and scenarios

The project team will map the “as-is” situation with the requirements based on the four levels legal, organisational, operational, and technical to identify existing gaps. The project team will determine critical areas in the organisational structure, the operational procedures and the technical prerequisites which will be the focal point of the gap analysis. PwC will create an inventory of all gaps identified within the project scope including a short description. The gaps will be clustered into three different types: “No gap identified”, “Adaption or removal required” or “New requirement”.

Based on the gap analysis, the project team will formulate at least three scenarios and ensure that those, with the exception of the “do-nothing” alternative, are suitable to close the identified gaps. The scenarios are identified in a workshop with the experts of the BMDW, taking into account the results from Deliverable 3 (Requirements, Benchmarking) and the gap analysis.

Description of scenarios and business case

In a first step, the formulated scenarios in task 1 will be described and aligned with the relevant stakeholders in order to define the scenarios precisely. This will enable the preparation of a business case, which will form the basis for the BMDW decision regarding the preferable scenario. The business case will be comprised of the scope and objectives as well as structured in the following categories:

General advantages: The general benefits achievable by implementing digital-ready legislation are described in this section. These are independent of the different scenarios.

Description of scenarios: The scenarios are described in detail. It states why these scenarios were selected by the project team and how they will help achieving the requirements of deliverable 3.

Qualitative evaluation: Based on the scenarios and the previous steps, a SWOT analyses will be conducted to map the strengths, weaknesses, opportunities, and threats on the operational, organisational, technical, and legal levels. The qualitative evaluation includes the technical and non-technical feasibility, critical uncertainties, constraints and risks. In order to enable a comparison of the quantitative and qualitative evaluation, each level is assigned a degree of fulfilment. This represents the extent to which the scenario is suitable to fulfil the requirements for each level and can range from values 1 = “worst” to 10 = “best”.

Quantitative evaluation: The quantitative evaluation breaks down the costs that a scenario will cause. Historical data from similar projects, data from benchmarking and expert estimates are used as input. The costs are divided into one-off costs and ongoing costs and should be calculated over at least 5 years. Analogue to the qualitative evaluation, the project team also assigns a degree of fulfilment to the cost aspect in order to compare the quantitative and qualitative evaluations.

Summary of results: In order to obtain a basis for decision-making, the results of the qualitative and the quantitative evaluation will be summarised, weighted and compared on the legal, organisational, operational and technical level. The scenario with the highest score will be recommend as the most suitable solution to the BMDW.

Finalised Report

The results of the quantitative and qualitative analyses of the scenarios are presented to the decision-makers of the BMDW. Based on the outcome of the meeting the business case is finalized and incorporated into the **recommendation report**.

2.5 Deliverable 5: “To-be” situation report

For deliverable 5, the processes for a digital-ready legislation are defined, modelled, and described based on the decision made by the BMDW. The focus will lie on activities, events, process participants and data inputs, outputs and exchanges. Also, the project team will define a high-level data target model, the necessary IT architecture to support the planned “to-be” and describe the changes in the organisation and governance required to implement the future processes. Those include capacity building, internal guidelines, and policies. The “to-be” model will support digital-ready legislation by ensuring that laws adhere to certain principles, which are also defined at this stage.

Conduction of co-creation workshops to design the to-be model

Co-creation workshops to design the to-be organisational structures and business processes covering the previously defined business requirements will be organised in collaboration with the beneficiary and other relevant experts. The defined processes will be based on the scenario decision in Deliverable 4 and will aim at meeting all requirements set in deliverable 3. Therefore, the process will be defined with certain gates, ensuring the digital readiness of legislation:

- Principles for digital-ready legislation are met
- Analysis of the impact on citizens/public
- Data usage and protection (e.g.: GDPR, “Once only”-principle)
- Analysis of IT impact

- Risk analysis
- Analysis of organisational impact (capacity building, guidelines, etc.)

Description, visualisation, and documentation of to-be model

The results of the co-creation workshops will be the basis for the description, visualisation, and documentation of the to-be model. With regard to the documentation of the to-be model we suggest as proposed under deliverable 2 to apply the BPMN format:

Modelling the organisational and technical target model

The project team will work out what impact the new processes and digital-ready legislation will have on aspects such as the organisational structure and the internal governance. Furthermore, the team will analyse the impact on a target data model and the underlying information system and technical architecture. After completing the to-be model, PwC will present the results and discuss the main takeaways identified during its preparation. The outcome of the discussion, as well as any comments and observations will be incorporated in the documentation of the to-be model, thus ensuring a comprehensive deliverable - **the “to-be” situation report**.

2.6 Deliverable 6: Implementation Roadmap

In deliverable 6 an overall strategic implementation roadmap for the preferred “to-be” scenario will be developed in alignment with the relevant stakeholders. The overall context and the main challenges will be summarized. Subsequently, specific milestones will be defined based on activities identified during the gap analysis. Milestone will be assigned to a responsible organisational entity as well as given a timeline for completion.

Summary of overall context

First, the relevant results of the previous deliverables describing the overall context of the reform will be summarized. A brief recap of the “as-is” and the “to-be” situation will help in identifying the current pitfalls, the areas to be addressed as well as potential benefits that can be gained by the implementation. The main challenges will be summarized on the technical, political, organisational, financial, and resourcing levels.

Definition of roadmap

Next, PwC will define the roadmap in alignment with BMDW and outline the specific activities that need to be fulfilled and milestones required to be completed within an appropriate timeframe to transition from the “as-is” to the “to-be” situation. The milestones will be designated to the according classification: culture, people and processes, technical. Further, the strategic objectives will be aligned in accordance with the government program and the defined “to-be” situation. The roadmap will at least include the following categories:

Culture

A change like the digital-ready legislation reform has to start at the top-level and, therefore, the responsible organisational entity at BMDW as well as at the co-competent ministries (especially Ministry of Justice) decision-makers has to be involved. Additionally, the responsible change managers will be identified and involved in the formulation of the roadmap as they will be the enablers in the future. This topic will be addressed as part of the concept for change management.

People and processes

The affected organisational areas for improvement and operational optimisation have to be revealed and the respective processes that were designed in the “to-be” model need to be incorporated in consideration of the current context to other projects (e.g. “Digital Office”). This topic will cover how the planned changes will be implemented into the daily routine of the employees. Furthermore, required training and communication actions must be planned.

Technical

The impact on the current IT landscape will be covered by demonstrating which applications need to be modified, which are potentially obsolete and how IT change can be managed. It is

necessary to clarify the critical data sources to be considered for the realisation of the “to-be” model.

Capacity building

Finally, in order to finalize the implementation roadmap 2-3 interactive workshops will be organised with the identified change managers to build capacity and facilitate for the later implementation. The workshops will tackle topics such as strategies to improve dialogue with the political level, set-up of a change management strategy, employee training plan, adaptation of the organizational structure, set-up of communication channels and resource management. The objective is to equip the change managers with the necessary tools to enable transformation. This deliverable will result in a final and aligned **implementation roadmap**.

2.7 Deliverable 7: Project closure report, presentation, project description and communication material

The closure report is a final presentation of all phases to give an overview of the project deliverables and outcomes and serve as a communication paper for other Member States as a blueprint for similar engagements. In addition, material for communication purposes will be created comprising of a project description and a recommendation report. The topics will be presented to the project partners in a closing workshop. Based on the feedback the closure report will be adjusted for approval by BMDW and DG Reform.

Project closure report and closing workshop

PwC will conduct a closing workshop in alignment with the BMDW to receive the approval of both project partners. Prior to the workshop PwC will send out an agenda with a Power Point slide-deck that will include the project deliverables, key findings and lessons learned as well as the project description (max. 250 words according to the RFS) and a recommendation report for communication purposes (unpublished social media texts and visual material).

Adjustment of project closure report

PwC will incorporate the feedback received during the meeting and finalise the report, where all results as well as lessons learned during the project delivery will be summarized. The final **closure report** will include the **project description** and the **recommendation report**.

3 Project organization

3.1 Project structure

In the following chapter the project organization agreed with the BMDW will be introduced. The project stakeholders and the set-up of the organisation in general have been defined by BMDW and PwC.



*Depending on the area of expertise needed

Project Steering Committee

The project steering committee serves as the decision-making panel and is scheduled every three months between DG Reform, BMDW and PwC. The PSC aims at making decisions and solving issues that occur. PwC will prepare the steering committee slide deck at the end of the respective month in which the SC will occur in alignment with the BMDW project management and send it to the participants for every upcoming SC meeting/call.

Project Management (PM)

PwC, in cooperation with BMDW, will guarantee an efficient project management to ensure that the objectives of the project are achieved on time, on budget and identified risks and issues are dealt with as soon as possible. The PwC project manager will act as the main point of contact for the BMDW, DG Reform and any other relevant stakeholders.

The PM further coordinates the work packages and keeps an overall project overview and is also responsible for the timely delivery of work packages.

Core team members

The core team members are responsible for the completion of the allocated work packages. For the first deliverable, the core team members support the definition of work packages. In case of any potential risks, the team members shall escalate the issue to the project management. In addition, the team members participate in the weekly Jour Fixe meetings.

Experts

A pool of experts is provided by PwC and BMDW upon request. These experts cover various areas, such as data management, machine learning, artificial intelligence, etc., and will support the project with their knowledge if required for completion of the individual deliverables. Furthermore, they can attend and offer their expertise in workshops and various meetings.

3.2 Communication structure

Central project storage

A central project storage ("teamroom" in the electronic filing system of the BMDW) was provided by the BMDW, where every project member has access. The storage enables efficient project work and supports communication within the project. Each deliverable has its own area where the work packages are stored.

Meeting calendar

In order to ensure optimal communication within the project, different meetings were agreed upon, which are conducted with different stakeholders and have a different frequency.

Jour Fixe

The core team has agreed on a weekly meeting on **Tuesdays from 10:00 to 11:00 a.m.** to provide a status for the completed work packages and to discuss the upcoming tasks. These regularly scheduled meetings support the overall management of the project, aid in the definition and distribution of tasks and make it possible to keep a close eye on the project plan and other tasks.

Status Report

This meeting takes place on a monthly basis on the **last Friday of the month from 11:30-12:00 a.m.**, to keep DG Reform informed and to jointly monitor the project (the status document will be sent out on the preceding Thursday at the latest). Generally, the PwC and BMDW project management will give an overview to DG Reform about the current project progress and an outlook concerning upcoming milestones and events. Furthermore, the PM will give a status regarding completed, in progress and upcoming work packages. The meeting shall also give the chance for an open forum to discuss potential risks and issues that might impact the project.

Steering Committee Meeting

DG Reform receives a three-monthly progress report of the project status, which includes a call between the BMDW/PwC/DG Reform project managers including their respective management. The call is scheduled on the **last Friday of every third month from 11:30-12:30 a.m.** and is primarily used to discuss and assess potential project obstacles and risks, next milestones and necessary decisions. Note: The SC also serves as a substitute for the status report meeting every three months.

Meeting name	Participants	Topics	Frequency
Steering Committee	<ul style="list-style-type: none"> • DG Reform Project manager • BMDW Management • BMDW Project manager • PwC Management • PwC Project Manager 	<ul style="list-style-type: none"> • Presentation of the project status • Next milestones • Potential project risks • Decisions at management level 	<ul style="list-style-type: none"> • Every three months • Duration 1 hour
Projekt Jour Fixe	<ul style="list-style-type: none"> • BMDW PM • BMDW/Partner core team • PwC PM • PwC core team 	<ul style="list-style-type: none"> • Overall management of the project • Definition and distribution of tasks • Monitoring progress per stream • Dealing with risks, open issues, etc. • Updating the project plan • Planning next steps, workshops, etc. 	<ul style="list-style-type: none"> • Weekly • Duration 1 hour
Status Report	<ul style="list-style-type: none"> • DG Reform PM • BMDW PM • PwC PM 	<ul style="list-style-type: none"> • Discussion of status and current activities • Necessary decision at project level • Monitoring of project risks • Next milestones and deliverables 	<ul style="list-style-type: none"> • Monthly • Duration 30 minutes

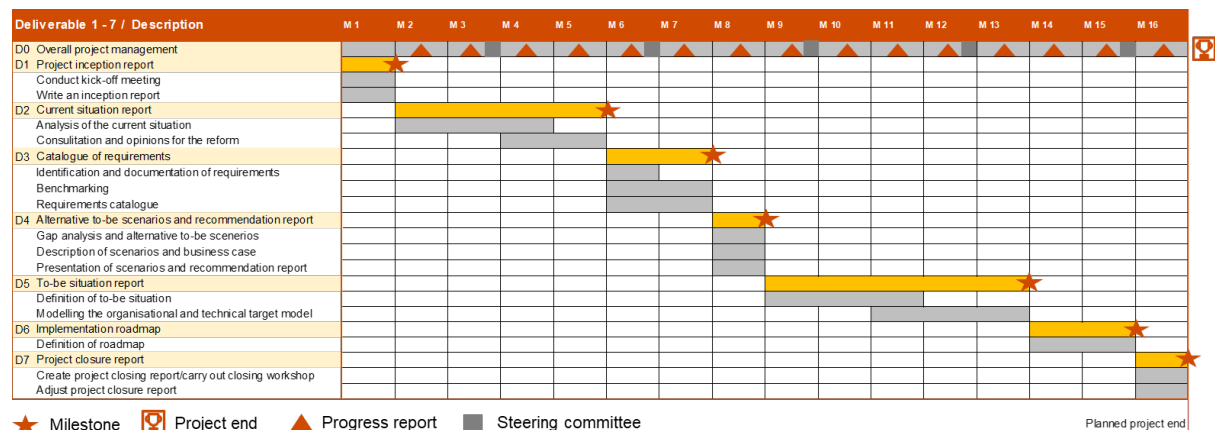
4 Project plan

Based on the planned phases and approach the project was set to be completed within a duration time of 16 months starting from the date of the signature of the contract from both parties. However, the maximum project time was calculated with 18 months by DG Reform, which is a safeguard of 2 months in case of delays.

Project start: 23.11.2021 - **Project end:** 24.03.2023

The project plan was set up by the BMDW and PwC project management. The phases, work packages and milestones are in line with the proposed PwC approach and the requirement of DG Reform. The detailed project plan is attached in the appendix (As the project plan is a regular work in progress, the status is from 20.01.2022).

The definition and allocation of every respective work package in the project plan were carried out in the kick-off follow-up meetings. A detailed project plan can also be found in the appendix.



5 Appendix

The following appendix is a collection of relevant data, documents and other information used to carry out the inception phase and to deliver the final inception report.

Documents and presentations



Kick-off_Slides_BMD
W_1.0.pptx

Meeting Minutes

- Kick-Off Meeting Minutes (21.12.2021)



211221_BMDW_Kick
off_minutes_final.doc

- Follow-up Meeting Minutes (22.12.2021)



221221_Follow-up_M
inutes.docx

Project Team (Stakeholder Overview)



Stakeholdermatrix_1.
0.xlsx

Project Plan (as of 07.02.2022)



Project
plan_BMDW.xlsx

A list of relevant data, documents and other information analysed during the inception phase

- Project outline



Projektskizze
Digitalisierungsfreund

- BMDW presentation “Digitales Amt – Legistik“



2021-12-Digitales
Amt-Legistik.pdf



Funded by
the European Union

Visit our website:



Find out more
about the Technical
Support Instrument:

