

DELIVERABLE 8: Project closure report

Examining technology-driven solutions to facilitate third country nationals' access to essential information

Technical Support Instrument

Supporting reforms in 27 Member States



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2. Table of Abbreviations

Abbreviation	Description
AMIF	Asylum, Migration and Integration Fund
C.AI	Conversational Artificial Intelligence
DIA	Digital Information Agency
IPC	Information Portal for Foreigners
MOLSA	Ministry of Labour and Social Affairs
MEYS	The Ministry of Education, Youth and Sports
MOI	Ministry of Interior of the Czech Republic
MOH	Ministry of Health
NAKIT	National Agency for Communication and Information Technology
OAMP	Department of Asylum and Migration Policy
SUZ	Refugee Facilities Management
TCNs	Third-country nationals
TSI	Technical Support Instrument, DG REFORM
UPAAS	Universal Environment for Running Applications and Services

3. Purpose of the project closure report

The purpose of the project End Report is to summarize the overall implementation of the project, summarize the key Deliverables and activities that have been implemented throughout the project, conclude lessons learned and best practices, description of the pitfalls and solutions to the problems, post-project recommendations and follow-up plan.

4. Purpose of the project

In the context of Russia's invasion of Ukraine, an unprecedented number of people have fled and continue fleeing to the EU countries. These people are looking to apply for asylum and Temporary Protection Schemes. In the Czech Republic, this has overwhelmed communication capacities of the different Ministries which ultimately threatens the country's obligations under EU directive (The 2001 Temporary Protection Directive) to effectively communicate the rights and services of those fleeing from the armed conflict. This unprecedented situation has put more pressure on the organizational and technical capacities of the Ministries in scope of this project to enable access to essential information, e.g., residential information, access to healthcare, education, housing, integration into the labor market, etc. In addition, as there isn't a common communication strategy between the different Ministries involved, the information is provided separately resulting in a more challenging process for Third Country Nationals (hereinafter referred to as "TCNs") to get the proper information related to the swift access to basic rights and services. The effects of the military aggression in Ukraine have triggered new initiatives such as specialized telephone lines and specialized web portal for Ukrainian citizens to improve and streamline communication across the Ministries, but only as a temporary solution and for a specific group of TCNs – Ukrainian citizens.

The main purpose of the project was to assess the current communication channels going through Ministry of Interior (hereinafter referred to as "MOI") and to other ministries (Ministry of Education, Youth and Sports, Ministry of Labour and Social Affairs, Ministry of Health) to all Third Country Nationals residing in the Czech Republic and exchange of the information with Third Country Nationals. Together with main beneficiaries, Deloitte suggested the suitable technology to digitalize and automate the information exchange.

In the TO-BE design the goal was propose a technology solution to enable single and better entry point to information for the Third Country Nationals that would centralize the infrastructure scattered across many Ministries. The proposed technological solution is a conversational AI virtual assistant, who will guide the TCNs through different agendas of the Ministries related to them. The TO-BE model doesn't create a new information body, but it postulates a new collaborative approach for sharing information about overlapping agendas of the Ministries related to the TCNs residence agenda.

5. Summary of all tasks undertaken by Deloitte over all deliverables

This chapter provides a comprehensive yet concise summary of all tasks and activities undertaken during the whole project within each of the deliverable. Throughout the project, Deloitte was in constant communication with MOI representatives via email and ad hoc consultations. The table below presents submission dates of the project’s Deliverables:

Key deliverables	1 st submission date	Approval date
Deliverable 1 – Inception report	12.12.2022	19.1.2023
Deliverable 2 – As-Is Business Model	22.2.2023	23.5.2023
Deliverable 3 – Business requirement catalogue	28.2.2023	23.5.2023
Deliverable 4 – Business case, including the decision report of the preferred solution	3.3.2023	18.10.2023
Deliverable 5 – TO-BE model	18.4.2023	24.11.2023
Deliverable 6 – Proof of concept ¹	17.12.2023	3.1.2024
Deliverable 7 – Evaluation report of the Proof of concept²		
Deliverable 8 – Project Closure Report and updated Concept definition (TO-BE model)	20.12.2023	04.01.2024
Deliverable 9 – Communication Materials	20.12.2023	03.01.2024

DELIVERABLE 1: Project Inception

In the project Inception Phase, Deloitte organized an official kick-off meeting with the Contracting Authority (DG REFORM), the Beneficiary and other stakeholders as well as several initial meetings. The aim of the kick-off meeting was to launch the project with all stakeholders involved, fine-tune the project scope, its timeline, the information requirements and present the methodology that will be applied to produce the deliverables. A common understanding of all parties was reached in the process. In the Inception phase, the initial round of internal meetings (Deloitte) as well as meetings with the Beneficiary was organized where necessary inputs were identified and collected.

Deloitte arranged the kick-off meeting in coordination with DG REFORM and OAMP. The hybrid meeting took place in the premises of Deloitte in Prague and via videoconference on the November 23rd, 2022. The kick-off meeting was attended by representatives of DG REFORM, Beneficiary, Ministry of Education, Youth and Sports (hereinafter referred to as "MEYS"), Ministry of Labour and Social Affairs (hereinafter referred to as "MOLSA"), Ministry of Health (hereinafter referred to as "MOH"), Office of the Government and Deloitte.

The kick-off meeting served to discuss and finalize the methodology and approach for each activity, agree on the project scope, timeframe, stakeholders’ involvement, internal communication protocol, establish / gather possible data and information, and collect feedback from the stakeholders.

¹ The original name of the Deliverable 6 - “Proof of concept and associated intellectual property” was changed to “Proof of concept” upon agreement during Steering Committee meeting from 15.12.2023.

²Based on mutual agreement of all parties from 30.10.2023, Deliverable 7 has been excluded from the project and the budget has been reduced accordingly.

Round of initial meetings

The kick-off meeting was preceded and followed by a round of initial meetings. The aim of these meetings was to understand the needs of the Beneficiary and future for digital transformation in the public sector, gather data, documentation, requests, insights, and feedback from relevant stakeholders. Internal meetings of Deloitte were organized on the 14th of November 2022 and on the 21st of November 2022. First official meetings between Deloitte and the Beneficiary were organized on the 16th of November 2022 (DG REFORM was also present) and on the 2nd of December 2022, recapitulation meeting took place between Deloitte and beneficiaries. While the meeting organized on the 16th of November was rather introductory, meeting organized on the 2nd of December was already content-oriented. The Beneficiary had an opportunity to introduce the project objectives and their detailed expectations. On the meeting on the 2nd of December, the main topics of discussion was the involvement of secondary beneficiaries (MOLSA, MEYS and MOH) and goals of the project in the context of recent changes in legislation and the strategy of sharing information to and from foreigners – work in progress on the consolidating portal for foreigners.

DELIVERABLE 2: AS-IS business model

The purpose of the AS-IS analysis was to obtain a detailed and comprehensive understanding of the current situation in the Czech Republic for communicating with TCNs from the procedural, technical, and legislative points of view.

The analysis of the current situation was carried out in cooperation with the key Ministries involved in communicating information to TCNs: the Ministry of the Interior, mainly with the Department of Asylum and Migration Policy, the Ministry of Education, Youth and Sports, the Ministry of Labour and Social Affairs (mainly with the Labour Office department), and the Ministry of Health.

The main methodological procedures for obtaining and analyzing the necessary information included a combination of qualitative methodologies such as: i) thematic workshops, ii) semi-structured interviews with representatives of interested parties, iii) desk research, and iv) direct observation of communication to TCNs in physical locations and contact centers of the Ministries. Follow up discussions to conducted workshops and interviews were performed either through video-calls or email communication. Due to the complexity of the topic and number of involved actors from different departments, follow up discussions and clarifications were performed across all the Ministries.

The outcome of the presented analysis was the identification of shortcomings/deficiencies and risks, and a proposal to overcome them.

Table 1 Overview of workshops and interviews

#	Theme	Date	Participating parties
1a	Mapping of communication channels for foreigners with MOI	07.12.2022	MOI, NAKIT
1b	Definition of process requirements with MOI	07.12.2022	MOI
2	Communication with foreigners in the legislative context	13.12.2022	MOI, NAKIT
3	Mapping of Client Center Department's operator communication at OAMP	21.12.2022	MOI
4	Mapping of available technologies, applications, data flows and data repositories with technology providers from MOI	11.01.2023	MOI, NAKIT
5	Workshop on the newly launched IPC from MOI	17.01.2023	MOI, NAKIT, SUZ
6	Technical workshop follow-up with MOI	15.02.2023	MOI, NAKIT

#	Theme	Date	Participating parties
7	Infrastructure workshop with Universal Environment for the Operation of Applications and Services (UPAAS)	23.02.2023	MOI, Asseco
8	Follow-up on infrastructure workshop with UPAAS (1)	27.02.2023	MOI, NAKIT, Annex NET, Atlantis Telcom
9	Follow-up on infrastructure workshop with UPAAS (2)	03.03.2023	Microsoft
10	Follow-up on infrastructure workshop with UPAAS (3)	06.03.2023	MOI
11	Technology workshop with NAKIT	09.03.2023	MOI, NAKIT, Microsoft, Asseco
12	Informative meeting about the current state of the project, its goals and next steps	10.03.2023	MOI, MOLSA, MEYS, MOH, NAKIT, representatives from the private sector (health insurance companies, Health insurance office)
13	Follow-up on infrastructure workshop with UPAAS (4)	14.03.2023	Microsoft
14	Mapping of communication channels and definition of business requirements with MOLSA	14.03.2023	MOLSA
15	Mapping of communication channels and definition of business requirements with MEYS	16.03.2023	MEYS
16	Mapping of communication channels and definition of business requirements with MOH	16.03.2023	MOH
17	Follow-up on infrastructure workshop with UPAAS (5)	23.03.2023	MOI (UPAAS)
18	Follow-up on infrastructure workshop with UPAAS (6)	29.03.2023	MOI, NAKIT, Asseco

DELIVERABLE 3: Business Requirements Catalogue

The Business Requirements Catalogue serves as a comprehensive list of requirements for functional solutions. The requirements catalogue is one of the basic documents for the next phase of implementation, i.e., digitization of communication information channels.

The presented catalogue of requirements was elaborated in detail during thematic workshops and other interviews with representatives of the Ministries involved in this project which took place between 2022 and 2023 (table above in Del2). Further two follow-up meetings on business requirements took place on 5th April 2023 with MOI and 6th April 2023 with MOLSA. The requirements responded to identified key problems and risks analysed as part of the description of the current state in Deliverable 2.

A total of 223 functional and non-functional requirements were defined in 15 components. Business requirements were defined directly for the so-called ideal TO-BE state, based on an agreement with the Client. That is, the optimal functioning of the system.

The functional requirements placed emphasis on cyber security, compliance with the legislative framework, and connectivity to existing surrounding systems used in communication with the third country nationals, such as the newly launched Informational Portal or Foreigners and the future IFAS system. The most important requirements identified by the implementing partner together with the Ministries were:

- Scalability of the solution,
- Auditing and reporting,
- Ability to have an automated natural language conversation,
- Solutions supporting the future concept of a single access point and enabling integration with the internal IT systems of the Ministries.

Regarding the non-functional requirements, the main emphasis was placed on the user-friendliness of the implemented solution, such as customer journey optimization, guidance within the selected topic, notifications and alerts, a centralized source of information, and multilingual support. The main objective of the new technological solution was to provide a platform for automating communication and improve the TCNs user experience in accessing the residence, labor, educational and healthcare agenda.

DELIVERABLE 4: Business case, including the decision report of the preferred solution

The purpose of the deliverable 4 was to describe the business case of the technological solution facilitating third-country nationals' access to essential information. The business case selects and compares potential technological solutions that would address the communication needs the best and comply with the technological and business requirements. The business case is therefore primarily based on the analysis of the current state of play (Deliverable 2) and the catalogue of requirements for future solutions (Deliverable 3), which were collected during workshops with the participation of the representatives from all Ministries in the fields of information technology, cyber security, legislation, and business.

From a list of available technologies based on validated criteria, the three most relevant technologies were selected and subsequently analysed in detail:

- web portals,
- mobile apps,
- C.AI (Conversational Artificial Intelligence).

All three technologies could provide information, service, and support, they could also be integrated into internal systems if needed, verify users, and can be accessed from a variety of devices and platforms. These three technologies were subjected to profound comparative analysis, using a multicriteria framework to select the best option. This multicriteria analysis combined business and technological criteria, synergies and relationships between stakeholders, interoperability/interconnection among stakeholders, financial analysis, and a conclusion justifying the selection. The analysis was based on the data available and the experience and the existence of similar and connectable solutions among the stakeholders. Inspirational international comparison was conducted on preferred solutions in other EU Member States and Norway. The comparative analysis and final selection identified C.AI as the most suitable technological solution in the given context.

Furthermore, the Conversational AI also was confirmed from the analysis and discussions with the stakeholders as the most suitable and preferred solution. Stakeholders agreed it addressed the most deficiencies of the current communication and provided the best prospects for integration of various stakeholders' information.

DELIVERABLE 5: TO-BE model

The goal of the TO-BE design was to propose a technology solution, the technological architecture to support it, the legal framework for on-demand communication, propose a RACI matrix and KPIs to enable single and better entry point to information for the Third Country Nationals that would centralize the infrastructure scattered across many Ministries as described in Deliverable 2. The

technological solution will be a single entry point conversational AI virtual assistant, who will guide the TCNs through different agendas of the Ministries related to them. Each of the Ministries will still be the responsible and accountable owner of its agenda and information provided. The future solution (i.e., voicebot) will be accompanied by a chatbot following the same procedural pattern. Initially, Deloitte recommend launching a chatbot at the Portal for the Foreigner. The TO-BE model does not create a new information body, but it postulates a new collaborative approach for sharing information about overlapping agendas of the Ministries related to the TCNs residence agenda. This approach brings new legal, organizational, and infrastructural challenges.

The TO-BE model reflects challenges and implications related to providing legally binding information such as details on the TCN’s residence permit status. The legal framework and primarily the technologies available do not enable fully reliable identification of the TCN to provide such information but enable to provide non-binding information combining different knowledge sources of the Ministries.

The proposal for the TO-BE situation is based on the findings and results of the AS-IS analysis, which identifies and describes all challenges and current practices in the communication between the state and public authorities and TCNs from and outside the Czech Republic. The presented report described the conclusions of several consultations within the iteration process with key stakeholders including MOI, MEYS, MOLSA, MOH, and others. These organized sessions and workshops were accompanied by ad hoc individual consultations and continuous desk research. In addition to the consultations mentioned above with the other deliverables, three more were organized:

Table 2 Overview of workshops conducted in the TO-BE phase

#	Theme	Date	Ministry
1	Follow-up on Business Requirements and TO-BE with MOH	11.04.2023	MOH
2	Follow-up on Business Requirements and TO-BE with MEYS	12.04.2023	MEYS
3	Follow-up on Business Requirements and TO-BE with MOLSA	17.04.2023	MOLSA

DELIVERABLE 6: Proof of concept

For the purpose of the deliverable 6, Deloitte took structured and systematic approach toward defining a use case for a Proof-of-Concept (POC) voicebot solution. Deloitte has planned and conducted multiple business and technical workshops with the beneficiaries. During these workshops, we have identified 2 use cases per each beneficiary, one per different service line. After definition of the use cases, Deloitte have deployed and setup the C.AI platform environment hosted in Deloitte environment. We have created 12 separate projects³ within the platform which are accessible based on defined roles and accesses for each beneficiary.

The Proof of Concept (POC) was conducted within a non-production cloud sandbox environment, however simulating the real-world interactions between the TCNs and the beneficiaries. A group of designated “Champions” from the beneficiaries was provided access to this environment for the purpose of testing the POC.

Each of the beneficiaries participated in series of workshops including use case definition, platform walkthrough, platform technical training and basic voicebot design training with initial testing. All the

³ For the purposes of this POC, each beneficiary has 2 projects assigned, Mol has 4 projects assigned upon their request. One in English and one with Ukrainian scenarios, plus 2 main menu projects (English and Ukrainian version) for initial agenda distribution at the start of the phone interaction.

beneficiaries were provided with training materials and documentation on the use of the platform and how to design C.AI solutions (POC Development Guide and POC User Guide). These were custom created documents in English and Czech. Additionally, to the conducted workshops, an email conversation line was available for all the beneficiaries to contact the POC development team with any questions regarding POC setup, conversational trees adjustments, platform settings and testing questions.

POC user testing happened during November and December 2023 with MoI, MoLSA and MH. MEYS has opted out from the active participation on the POC. In total, 386 tests were conducted across the beneficiaries and their testing subjects, and 154 tests received written feedback from the testers.

DELIVERABLE 7: Evaluation report of the Proof of concept

Based on mutual agreement of all parties Deliverable 7 has been removed together with reduced budget (deduction of EUR 10 072.62).

DELIVERABLE 8: Project closure report

See this Report.

DELIVERABLE 9: Communication Materials

This deliverable brings the required project summary, social media texts and visual materials.

6. Project experience

This chapter is intended to describe project experience, best practice, difficulties, and lessons learned in overcoming them.

Main best practice of the whole project was **co-design approach** to the whole project. Deloitte consistently engaged beneficiaries, discussing their expectations, intent, their possibilities, and use of technology. This contributed to a better acceptance of project outputs by Beneficiaries and to keep the parties on the same page throughout the project and outputs.

Related to this, one of the bigger challenges on a project basis has been the **fluctuating interest of individual beneficiaries** (other than MOI). Deloitte sought to address this through **tailored communication** with each party, which further contributed to their engagement with the project. In addition, it was very important to maintain a **high degree of flexibility** on all sides and to be **agile** in our approach to the project.

One of the initial challenges was alignment of deliverables and RfS requirements, which caused delays in approval and drafting of subsequent deliverables, i.e. cohesion of the document, language errors etc. In Deliverable 2 initially only MOI communication channels were mapped and in Deliverable 4 only one technology type was initially proposed.

During the course of the project, it became clear that it is very difficult to push the project through in a ministerial environment unless there is a **leader** on their side **who will take ownership of the project**. Unfortunately, it happened that the main leader on the MOI side, i.e. the main beneficiary, left the ministry during the project and this subsequently affected the effectiveness of the communication and the ability to promote the technology solution.

The **transition of one of the MOI's subordinate organizations**, i.e. NAKIT to the DIA (Digital and Information Agency), also had a partial impact in the effectiveness of communication. Thus, at some point in the project, there was a lack of clarity of authority and delays in communication.

Below is an overview of the main pitfalls of the project:

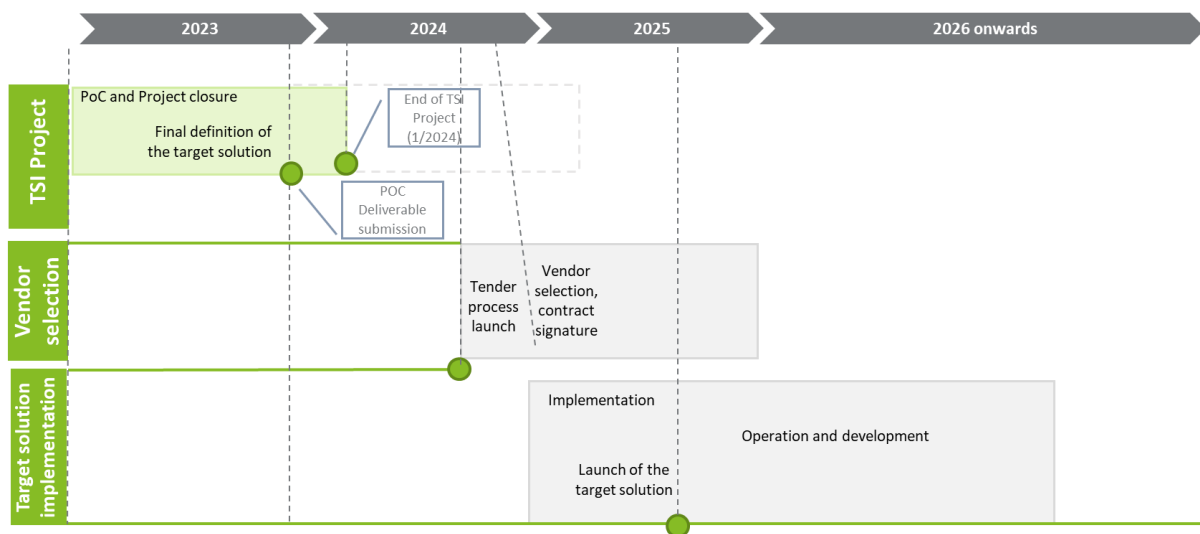
Pitfall	Detail
POC implementation into the MOI infrastructure	<ul style="list-style-type: none"> The original POC idea was to implement the POC Conversation AI technology into MOI environment to test not only the technology itself, but also the MOI's readiness of adoption. MOI's technology subordinate bodies were unable to provide timely cooperation. In the end the POC changed course and was performed in isolated cloud sandbox.
No single technical PM on the beneficiary's side	<ul style="list-style-type: none"> The lack of PM at the MOI's technology subordinates led to the shift in the POC approach (to sandbox hosting instead of MOI's environment).
Discontinuity of staff of the main beneficiary	<ul style="list-style-type: none"> The main project guarantor on MOI's side left - leading to a reduction in the effectiveness of communication and a reduction in the ability to promote the project.
Transition of NAKIT into DIA	<ul style="list-style-type: none"> For a short time, the project's responsibilities were not clear and there were delays in communication.

7. Next steps of the project

Following the deployment roadmap in Deliverable 5, recommendations, and an approach/next steps to the desired TO-BE state are presented here in this chapter.

The picture below illustrates the overall follow-up plan - roadmap to the desired TO-BE situation, counting the variant of procuring the supplier of the services starting after the delivery of all the Deliverables. The roadmap defines the timing, responsibilities, dependencies, obstacles, and their mitigations of all activities that need to be implemented to achieve the desired TO-BE solution. The roadmap presents modest and realistic time plan (details in Deliverable 5):

Picture 1 Roadmap timeline estimates



In the table below Deloitte presents recommendations of activities to contribute to the desired TO-BE situation:

Activity	Description	Responsibility	Timeline
Allocation of funding (State budget or AMIF), securing technical infrastructure	The draft budget chapters for MOI of the draft State budget shall include the costs of the target solution. This draft is due 3 months before the upcoming fiscal-calendar year. Another option is the AMIF.	OAMP	02/2024
Setting up coordination processes with other ministries	MOI will have to take the lead on establishing and leading a working group of relevant ministries (MOLSA, MEYS, MOH, etc.)	Shared responsibility of MOI/OAMP/ MEYS/ MOLSA/MOH etc.	03-04/2024
Legislative framework revision	Based on the conducted legal analysis in Deliverable 2 (4.2 Legal framework) and suggestions in Deliverable 5 (5.1. Legal framework) a revision of all required legislative aspects should take place prior to preparation of the tender document. All the business and IT requirements should be in line with the latest legislative regulations. This includes revision of specific EU and local AI legislation, primarily the compliance with the	Primarily MOI in cooperation with the inter-ministerial working group	03-05/2024

Activity	Description	Responsibility	Timeline
	Artificial Intelligence Act, GDPR compliance, Cyber security act and the Use of Cloud Computing by Public Authorities. ⁴		
Creation of an internal project team providing technical and organizational support during the implementation phase, testing, and creation of a knowledge base	MOI will have to create a team for the implementation, that would participate in the tender documentation preparation and subsequently in the implementation and testing. This includes the creation and maintenance of the knowledge base of the OAMP.	OAMP	03-03/2024
Assignment of operative staff responsible for cooperation and knowledge base creation and maintenance	All involved stakeholders must assign internal staff that will be operatively conducting activities on the project, maintaining the knowledge base, etc.	MEYS/ MOLSA/MOH /MOI (e.g. Foreign police) etc.	04-06/2024
Creation of a Change management strategy	The assigned project team should analyze change management needs and draft a change management plan.	OAMP	03-04/2024
Preparation of the tender documentation, decision on the final architecture	OAMP should prepare the tender documentation as soon as possible, even prior to the end of this TSI project (i.e., the Contractual terms). The tender documentation should be finalized as soon as possible after the final decision on the preferred target solution.	OAMP	06/2024
Launch of a tender for the implementation of the solution	The tender should be launched no later than July 2024.	OAMP	07/2024
Selection of the supplier	We assume the tender will be published for 30 days, with a potentially likely extension by another 30 days. The bids assessment will take at least another 30 days.	OAMP	10/2024
Implementation of the solution	Including analysis, planning, modules development, testing, integrations, configurations and rollouts, evaluation, scaling, and monitoring.	Selected Vendor / OAMP	11/2024 – 07/2025
Defining governance and operational model	OAMP will need to define roles, assign responsibilities, and customize the operational model. Assign, train, or upskill current staff or recruit new workers who will oversee different aspects of the solution (i.e., management, testing, data analytics, etc.).	Primarily MOI in cooperation with the inter-ministerial working group	11/2024 – 07/2025
Training of internal staff, maintenance of knowledge base, creation of internal	The new team will have to prepare operational guidance, train relevant staff (call operators) and inform all other workers of MOI.	OAMP	01/2025 – 07/2025

⁴ Relevant specific legislative articles can be found in Deliverable 5, Chapter 5.1.

Activity	Description	Responsibility	Timeline
methodologies, internal information campaign			
Go-live of the solution	We assume the solution could be put into production after 9 months of implementation.	Selected Vendor / OAMP	07/2025
External information campaign targeting TCNs and external stakeholders	Following the launch of the solution, the TCNs should be encouraged to use the voicebot/chatbot instead of/prior in-person visits to the OAMP counters. Other stakeholders (e.g., Ministry of Foreign Affairs) should be informed as well.	OAMP	05/2025 – 09/2025
Operation and further development and maintenance of the solution	Operation of the solution will include further development, and potentially new functionalities concerning active communication and maintenance of the knowledge bases.	OAMP	07/2025 onwards



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