

Support for Implementation of Reforms and Investments under the Recovery and Resilience Plan (Component 17 – Digital Slovakia)

Deliverable 8: Final report

Technical Support Instrument

Supporting reforms in 27 Member States



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Abbreviations

DESI	The Digital Economy and Society Index
DG REFORM	Directorate General for Structural Reform Support of the European Commission
EC	European Commission
EDIH	European Digital Innovation Hubs
ESIF	European Structural and Investment Funds
EU	European Union
IT	Information Technology
LS	Life Situation
MIRRI	Ministry of Investments, Regional Development and Informatisation of the Slovak Republic
NIKA	National Implementation and Coordination Authority
PA	Public Administration
PAA	Public Administration Authority
PS	Programme Slovakia 2021-2027
RDI	Research, Development and Innovation
RIS3	Knowledge for Prosperity – Research and Innovation Strategy for Smart Specialisation
RRP	Recovery and Resilience Plan of the Slovak Republic
SR	Slovak Republic
SWOT	Strengths, Weaknesses, Opportunities and Threats

1. Summary of the activities carried out during the contract implementation

Deliverable 1 – Inception report

The objective of the Inception report was to **confirm the project scope and its feasibility**, the **project work plan, tasks and methodology**, and to identify potential risks associated with the project delivery. It provided an overview of the current situation in regard to digital transformation in Slovakia, namely eGovernment services and support schemes for research, development and innovation. The Inception report addressed **project management aspects** as well, including the introduction of the contractor’s delivery team, and plans for project organisation and communication. **The Inception report confirmed the agreement on the delivery of outcomes and deliverables according to the Request for Service**, namely:

- Effective launch of a support scheme for development and application of top digital technologies, and effective evaluation of funding applications thereunder;
- Proper functioning of eGovernment solutions for priority life situations through all public institutions concerned.

The project kick-off meeting was held on 15 March 2022 in the presence of the contracting authority DG REFORM, the beneficiary (MIRRI) and the contractor (PwC). Subsequently, another 4 working meetings were organised with the aim of setting up the project approach and preparing the Inception report.

Date	Participants	Scope of the meeting
15/3/2022	DG REFORM; MIRRI; PwC	Kick-off meeting
17/3/2022; 24/3/2022; 1/4/2022	MIRRI; PwC	Outcome 1 planning workshops
21/3/2022	MIRRI; PwC	Outcome 2 planning workshop

Table 1: Overview of meetings during the inception phase

1.1 Outcome 1: Effective launch of a support scheme for development and application of top digital technologies, and effective evaluation of funding applications thereunder

The goal of Outcome 1 was an effective launch of a support scheme for development and application of top digital technologies, and effective evaluation of funding applications.

Deliverable 2 – Report containing recommendations on the design of a grant scheme for development and application of top digital technologies

The activities related to the preparation of the report for Deliverable 2 provided a comprehensive overview of Slovakia's readiness to cope with the digital transformation process. Through the analysis of strategic documents, we identified **European trends in digital technologies, Slovakia's alignment with them, needs and priorities of different stakeholder groups at the national level, as well as mechanisms to support digital transformation, including supporting tools for their implementation.** The data obtained from the analysis of secondary sources was complemented by feedback on the needs and priorities of key actors from each stakeholder group, obtained via stakeholder interviews. The collection and analysis of both qualitative (focus groups) and quantitative data (online survey) was carried out during the timeframe from April until June 2022. The analysis results and the draft implementation recommendations for Component 17 of the Recovery and Resilience Plan were consulted and commented on by stakeholder representatives throughout three meetings in the final phase.

The first part of the report presents an **analysis of national and European policy documents connected to digital transformation**, with an emphasis on **key technological priorities contained within them.** The individual strategic documents were summarised and compared, allowing us to identify the degree of consistency of the Slovak strategic documents with the **priorities defined in the European level strategies.** In the second part of the analysis, we focused on the **preconditions necessary for the implementation of digital transformation:** Business Environment, Digital Skills and Education, Connectivity and Infrastructure, Innovation Ecosystem, Regulatory Environment, as well as Investment. In addition, the **SWOT analysis of Slovakia's digital readiness** was developed. The third part of the report describes **key priorities of Slovakia's digital transformation:** strategic priorities based on national strategic documents, priorities for funding defined in PS and RRP, priorities identified by stakeholders in the qualitative survey, as well as priorities for the implementation of digital transformation measures derived from the quantitative survey. The next part of the report contains **GAP analysis**, including the analysis of investment into digital transformation in selected countries, a comparison of the strategic priorities' setting, funding priorities at the national level and analysis of Slovakia's readiness for the implementation of measures supporting digital transformation. In the last part of the report, using insights of the focus group participants, we developed a **set of concrete proposals** that are considered **important for successful implementation of measures to support Slovakia's digital transformation** in practice.

Report – Table of Contents	
1. Main findings	Business Environment; Digital Skills and Education; Connectivity and Infrastructure; Regulatory Environment; Investments; Overall assessment of Slovakia's readiness for digital transformation; Design of implementation mechanisms
2. Digital transformation in European context	DESI Report 2021 Analysis of good practice examples from other countries (<i>Finland, Estonia, Austria and Czech Republic</i>) Strategic priorities for dig. transformation in the international context EU strategic priorities for funding of the digital transformation process Mechanisms to support digital transformation
3. Analysis of Slovakia's preparedness for digital transformation	Prerequisites for the implementation of digital transformation Analysis of Slovakia's digital readiness SWOT analysis
4. Key priorities of Slovakia's digital transformation	Strategic priorities at national level Priorities for funding at national level Key priorities for digital transformation identified by stakeholders in the qualitative survey Priorities for the implementation of digital transformation measures derived from the quantitative survey
5. Gap analysis	Comparative analysis of priorities for funding digital transformation from selected countries' Recovery and Resilience Plans Comparison of strategic and funding priorities' setting at national level Analysis of the Slovak Republic's readiness for the implementation of digital transformation supporting measures Comprehensive comparison of analytical results from different sources
6. Proposals for implementation measures to support digital transformation	Suitability of supporting instruments for each target group Suggestions and comments on the implementation of the SR Recovery and Resilience Plan Proposal for state aid instruments to be used for support of digital transformation in Component 17 of the RRP of the SR
7. Conclusion	
Annexes	Comparison of the strategic and funding priorities' setting at national level

Table 2: Overview of the contents of Deliverable 2

Deliverable 3 and 5 – Training materials for capacity building workshops in the area of state aid legislation and Training materials for capacity building workshops in the area of the drafting, preparation and evaluation of grant calls

The objective of these two deliverables was to organise workshops to build capacity and ensure that MIRRI and other relevant ministry employees have the necessary background and knowledge in the area of:

- **State aid rules related to support of research, development and application of digital technologies**, since providing state aid to applicants will be a core part of implementing the Slovak RRP (Deliverable 3)
- **Preparation and evaluation of grant calls, and impact assessment of individual projects**, as grant calls will be a core part of implementing the Slovak RRP (Deliverable 5)

As part of this task, **five full-day workshops were organised**, with 2.5 days being allocated for Deliverable 3 and 2.5 days for Deliverable 5. A total of **23 participants** took part in the workshops, and in addition to **MIRRI employees** (17 participants), other institutions also participated in the training, namely: the **Government Office** of the Slovak Republic (4 participants) and the **Ministry of Economy** of the Slovak Republic (2 participants).

	Day 1 4.8.	Day 2 11.8.	Day 3 18.8.	Day 4 6.9.	Day 5 13.9.
8:00 - 9:45	T1: Block 1 Introduction to state aid	T1: Block 3 Possibilities of state at in the area of R&D and digital agenda I	T2: Block 1 Introduction to the setting of RRP state aid measures I	T2: Block 3 Innovative approaches and possibilities of their utilisation in RRP implementation I	T2: Block 5 How can the "user-friendly" calls look like
Break					
10:00 - 12:00	T1: Block 1 Basic terminology and principles connected to state aid	T1: Block 3 Possibilities of state at in the area of R&D and digital agenda II	T2: Block 1 Introduction to the setting of RRP state aid measures II	T2: Block 3 Innovative approaches and possibilities of their utilisation in RRP implementation II	T1: Block 5 Obligations of the national state aid actors after the scheme approval II
Lunch					
13:00 - 15:00	T1: Block 2 Regimes of state aid provision and their utilisation in various areas I	T1: Block 4 Processes connected to state aid scheme preparation	T2: Block 2 General approaches and methods connected to EU projects management	T2: Block 4 Better regulation: approaches, suggestions and examples I	Final Block Q&A with international state aid experts regarding state aid and RRP implementation
Break					
15:15 - 17:00	T1: Block 2 Regimes of state aid provision and their utilisation in various areas II	T1: Block 4 Obligations of the national state aid actors after the scheme approval I	T2: Block 2 Forms, evaluation criteria and attachments	T2: Block 4 Better regulation: approaches, suggestions and examples II	Final Block Final summary and evaluation of the training sessions

Legend:

	Training session 1 on state aid
	Training session 2 on implementation of calls
	Final block: Common part of both training sessions 1 and 2

Figure 1: Training curriculum

PwC **developed and produced a complete set of training materials**. Since the objective was to conduct interactive training, the materials were provided in various structures: background materials (for

studying before the training itself), tests, materials for group activities, presentations and homework. After the workshops, the final set of training materials was submitted to MIRRI.

The training was highly rated by the participants, with the average rating being 4.49 out of 5. At the same time, the specific question regarding to what extent they consider participation in the training to be beneficial for their further work, received a score of 8.73 out of 10.

Date	Participants	Topic
04/08/2022	MIRRI, Government Office, Ministry of Economy	State aid
11/08/2022	MIRRI, Government Office, Ministry of Economy	State aid
18/08/2022	MIRRI, Government Office, Ministry of Economy	Implementation of calls
06/09/2022	MIRRI, Government Office, Ministry of Economy	Implementation of calls
13/09/2022	MIRRI, Government Office, Ministry of Economy	State aid and Implementation of calls

Table 3: Overview of workshops held under Deliverable 3 and Deliverable 5

Deliverable 4 – Report containing recommendations on the design of at least two grant calls focused on research and application of top digital technologies

As part of the deliverable, we provided advice and developed supporting materials to be used in two grant calls, namely: (1) the **call aimed at co-financing projects from the directly EU funded programmes (Digital Europe and Connecting Europe Facility)** and (2) the **call aimed at supporting the European Digital Innovation Hubs (EDIH)**. In November 2022, works on the originally planned call (aimed at supporting RDI projects within the frameworks of RIS3 priorities) were postponed until spring 2023 and MIRRI placed focus on readjusting the conditions and materials for the EDIH call. The team of MIRRI and PwC participated in numerous consultation meetings (see the tables below). Moreover, PwC experts reviewed and/or developed a number of materials that are included in the documentation of the respective calls – as outlined in Figure 2.

During the meetings, the team members discussed specific issues and challenges linked to the preparation of respective calls (as outlined in detail in the D4 report). Moreover, the discussion also covered iterations of the material developed by PwC (namely “*Guidelines on eligibility of costs for the projects supported from the programmes Digital Europe and Connecting Europe Facility – Digital, co-financed from the Recovery and Resilience Plan of the SR*”) for the **call aimed at co-financing projects from the directly EU funded programmes**. In addition, the meetings comprised a review of the comments which PwC provided to a number of documents related to all three calls.

- Materials reviewed or developed**
- Call document – co-financing of the EU directly financed programmes (draft, pre-final, final versions)
 - Annex 1 of the call – Application form for the call
 - Annex 2 of the call – Applicant’s guide for the call
 - Annex 3 of the call – Manual for information and communication
 - Annex 2 of the grant agreement - Project Description
 - Declaration on the company size
 - Guidelines on eligibility of costs for the projects supported from the programmes Digital Europe and Connecting Europe Facility – Digital
 - Comments from the Methodological unit on EDIH implementation
 - Meeting minutes on the EDIH call implementation
 - Methodology for calculating the infrastructure capacity
 - Statement for the commercial use of the infrastructure
 - Calculation of the annual infrastructure capacity reviewed
 - Methodology of evaluation of the RDI projects in Slovakia (draft)

Figure 2: Overview of materials reviewed or developed

Area	Date	Scope of the meeting
General coordination		
	1/7/2022	Coordination in regard to D4
	9/9/2022	Coordination in regard to D4
Call aimed at co-financing projects from the directly EU funded programmes (Digital Europe and Connecting Europe Facility)		
	6/10/2022	Preparation of the EU programmes co-financing call materials, coordination in regard to D4
	13/10/2022	Preparation of the EU programmes co-financing call materials
	20/10/2022	Preparation of the EU programmes co-financing call materials
	27/10/2022	Preparation of the EU programmes co-financing call materials
	3/11/2022	Preparation of the EU programmes co-financing call materials
	6/11/2022	Preparation of the EU programmes co-financing call materials, EDIH call
European Digital Innovation Hub call		
	6/11/2022	Preparation of the EU programmes co-financing call materials, EDIH call
	22/11/2022	Review and justification of the existing system of provision of De Minimis aid in the EDIH call
	24/11/2022	EDIH call, coordination of D4
	6/12/2022	EDIH call (state aid)
	17/1/2023	EDIH call, coordination of D4
	24/1/2023	Coordination of D4, EDIH call
	27/1/2023	EDIH call
Call aimed at supporting RDI projects within the frameworks of the RIS3 priorities		
	24/11/2022	EDIH call, coordination of D4, RIS3 call
	24/1/2023	Coordination in regard to D4, EDIH call

Table 4: Overview of the meetings related to Deliverable 4

Changes in the original scope and timing

The reasons for changes in the original plan regarding preparation of the materials for the **call aimed at supporting RDI projects within the frameworks of the RIS3 priorities** could be linked to the work of the RDI Secretariat at the Office of Government of the Slovak Republic. The common methodology for evaluation of all types of RDI projects (pertinent to all Implementing and Intermediary Bodies of the Recovery and Resilience Plan of the SR), which was needed as a precondition for preparing the call materials, was not completed by the RDI Secretariat by November 2022. Therefore, the call aimed at RIS3 priorities was put on hold and the materials linked to the European Digital Innovation Hub (EDIH) were reviewed instead.

According to the Request for Service, **Deliverable 4 should have been completed by 30/9/2022** and the completion of this deliverable was set as a condition for the interim payment. Based on the MIRRI's request, PwC's support for deliverable 4 was **extended for the first time up until 31/12/2022** (communicated at the EC status meetings on 21/9/2022 and confirmed at the EC status meeting on 5/10/2022) **and then for the second time until 28/2/2023** (confirmed at the EC status meeting on 2/11/2022).

1.2 Outcome 2: Proper functioning of eGovernment solutions for priority life situations through all public institutions concerned

The goal for Outcome 2 was to achieve proper functioning and improvement of eGovernment solutions for priority life situations through all public institutions concerned.

Deliverable 6 – Report analysing the results of stakeholder consultations and best practice on a list of priority electronic services

Based on the Request for Service, the contractor was expected to provide a report containing the results of stakeholder consultations and best practice analysis in relation to priority electronic services. The objective of Deliverable 6 was to define a list of **priority life situations based on a methodologically sound prioritisation framework**, which is built to incorporate the results of consultations with MIRRI and other stakeholders. The following consultations (virtual and in person) took place during the realisation of this activity. The deadline for submission of Deliverable 6 was extended to the end of September 2022, based on mutual agreement.

Date	Participants	Scope of the meeting
30/5/2022	Department for the strategy and management of PA IT, Section of PA IT, MIRRI; PwC	Confirmation of the selected life situations list and their scope for further prioritisation
9/6/2022	Ministry of Justice of the SR; PwC	Consultation with the Ministry of Justice of the SR. Discussion regarding the list of life situations.
14/6/2022	Department for the strategy and management of PA IT, Section of PA IT, MIRRI; PwC	Presentation of customer journeys in following life situations: Birth of a child, Sickness, Moving, Retirement and University education. Outputs accepted by MIRRI.
16/6/2022	MIRRI; Slovak Business Agency; Ministry of Economy of the SR; PwC	Consultation with stakeholders (Ministry of Economy of the SR and Slovak Business Agency) regarding the life situation “Starting a business”.
21/6/2022	Department for the strategy and management of PA IT, Section of PA IT, MIRRI; PwC	Presentation of customer journeys in life situations: Getting married, Getting a divorce, Material deprivation and Disability, social services and family caregiving. Outputs accepted by MIRRI.
12/7/2022	Department for the strategy and management of PA IT, Section of PA IT, MIRRI; PwC	Presentation of customer journeys in life situations: Preschool, Elementary school, Secondary school, Regular business operations, Death and inheritance. Outputs accepted by MIRRI.
25/7/2022	Department for the strategy and management of PA IT, Section of PA IT, MIRRI; PwC	Confirmation of the set of attributes used in the prioritisation framework of selected life situations.
24/8/2022	Department for the strategy and management of PA IT, Section of PA IT, MIRRI; PwC	Presentation of the prioritisation framework and its results. Confirmation of the prioritisation framework.

Date	Participants	Scope of the meeting
August and September 2022	Statistical Office of the SR; Office of Labour, Social Affairs and Family; Social Insurance Agency in Slovakia; Ministry of Interior of the SR; Geodesy, Cartography and Cadastre Authority of the SR	Results of several stakeholder consultations which were carried out in the form of an online feedback survey.
19/10/2022	Department for the strategy and management of PA IT, Section of PA IT, MIRRI; PwC	Review meeting with the representatives of MIRRI regarding the final version of the Deliverable 6 report.

Table 5: Overview of stakeholder meetings carried out under Deliverable 6

The initial selection of life situations was a result of stakeholder consultations, taking into account eGovernment benchmark and the Single Digital Gateway Regulation¹, as shown in Figure 3. **PwC analysed and created customer journey maps for 18 life situations. The number of analysed life situations emerged from Slovakia’s plan presented in Component 17 of the RRP to “deploy integrated user friendly e-government solutions for 16 priority life situations, which currently involve interactions with multiple public entities, digitalised to a varying degree”².**

The life situations to be mapped, personas used for mapping of the customer journeys, together with the starting and end points for each life situation, were developed in cooperation with MIRRI. It is important to point out that some life situations have been expanded to such an extent that in reality, they represent several life situations. For the purposes of further analysis and optimisation, they should be broken down into more concise blocks of life situations. **The primary goal of the customer journeys was to map the citizen’s points of contact (or legal person) and state institutions.**

Apart from mapping the customer journeys, **key attributes³ were collected** which served as inputs for the prioritisation framework. One of the key attributes was the submissions’ volume. For the purposes of the model’s user-friendly application, PwC defined one characteristic submission type for each life situation and collected the respective data. As an additional service, PwC created a survey for involved stakeholders about all identified submissions for each of the analysed life situations. Furthermore, a customer journey (.jpg format) and an excel file with collected attributes for each life situation were created and provided to MIRRI.

The collected attributes were grouped to facilitate the application of **modified Environment-Readiness-Usage (ERU) framework**. The life situations’ **prioritisation framework is based on the Implementation vs. Importance Matrix**. The matrix ranks the analysed life situations in a two-dimensional plane based on their Implementation (Easy/Difficult) and Importance (Low/High) scores (see Figure 4). The model for the prioritisation framework was provided to MIRRI with instructions at handover on how to use, maintain and update it, as regular reevaluation and update of the framework is crucial for the results’ relevance. The framework and the methodology behind it were designed in a way, to ensure that they can be applicable for the purposes of other life situations as well.

¹ Annex II of the Single Digital Gateway Regulation (EU) 2018/1724

² European Parliamentary Research Service: Digital Public Services in the National Recovery and Resilience Plan. Next Generation EU delivery - Sectoral focus (2022). Available [online](#).

³ Examples of key attributes collected for each life situation: processes, electronic services, involved stakeholders, respective legislation, projects, end services, respective public administration information systems and volumes of submissions.



















	MIRRI-PwC Final Selection	eGovernment Benchmark	Single Digital Gateway
	Starting a business	Business start-up ✓	Starting, running, and closing a business ✓
	Regular business operations	Regular Business Operations ✓	Starting, running, and closing a business ✓
	Purchase of a real estate	×	Residence ✓
	Purchase of a car	Owning and driving a car ✓	×
	Birth of a child	Family ✓	Birth ✓
	Preschool	Studying ✓	Studying ✓
	Elementary school	Studying ✓	Studying ✓
	Secondary school	Studying ✓	Studying ✓
	University education	Studying ✓	Studying ✓
	Getting married	Family ✓	×
	Getting a divorce	Family ✓	×
	Loss of employment	Career ✓	Employment ✓
	Moving	Moving ✓	Moving ✓
	Sickness	×	×
	Disability, social services and family caregiving	×	×
	Material deprivation	×	×
	Retirement	×	Retiring ✓
	Death and inheritance	Family ✓	×

Figure 3: List of 18 life situations analysed in Deliverable 6 and their connection to life situations defined in eGovernment Benchmark and by Single Digital Gateway.

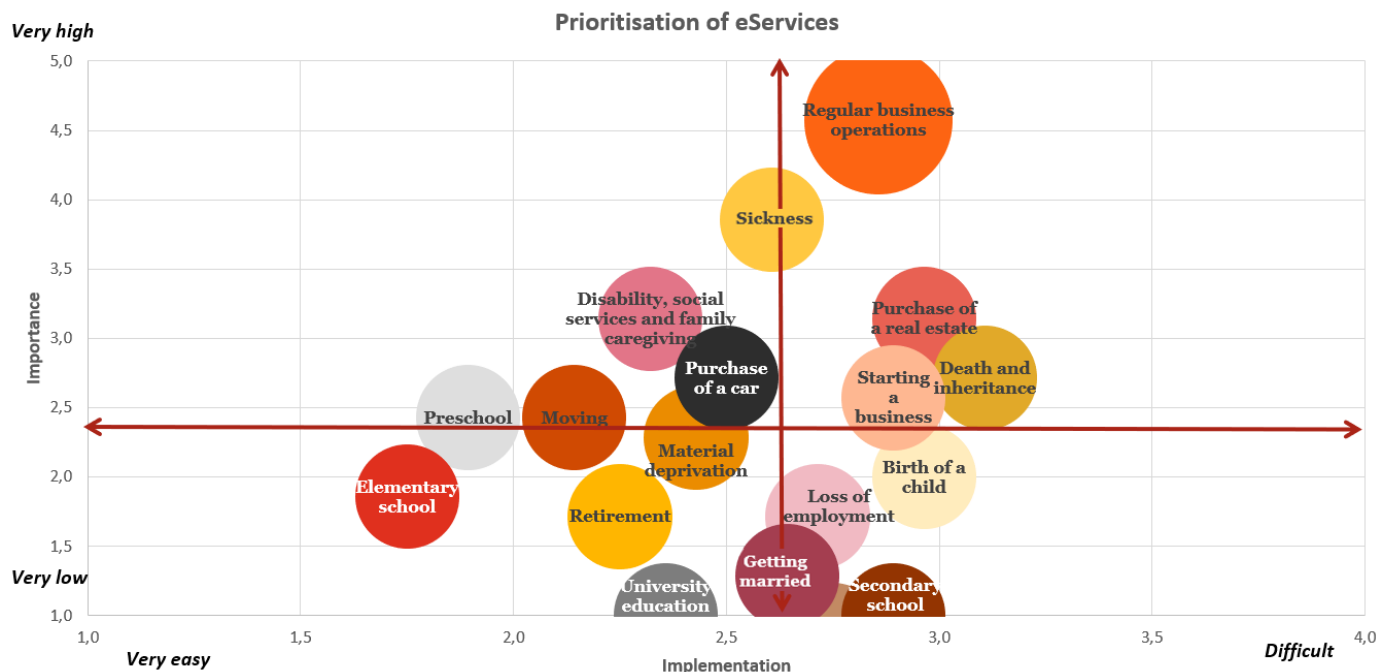


Figure 4: Prioritisation of Life Situations – the Implementation vs. Importance Matrix

The prioritisation framework was extended by an implementation plan for the 18 priority life situations, with identified key activities and milestones for each of them. The implementation plan was prepared to take into account major milestones indicated by the RRP (Figure 5 and 6).

Deliverable 7 – Report analysing the results of stakeholder consultations and containing recommendations on a governance model, implementation and investment needs for priority life situations

Based on the Request for Service, the contractor was expected to provide a report containing recommendations on the designed governance model for the successful implementation of priority life situations. The **analysis of the current state** for priority life situations governance model was carried out as a combination of **desk research** of available information and **stakeholder consultations**. The analysis consisted of a brief legislative analysis, an analysis of the organisational structure, an analysis of human resources, especially regarding IT projects, functional and process analysis, an analysis of investment needs, and also analysis of the technological aspects of information technology governance.

Due to organisational and personal changes on the side of MIRRI at the end of 2022, and missing contact person for the project, the **project timeline for Deliverable 7 was extended for one month, based on mutual agreement, without any impact** on the whole project timeline.

As part of this Deliverable, PwC **conducted consultations** with relevant stakeholders with the aim of identifying deficiencies and defining a methodology for priority life situations' governance model and investment needs. The following consultations were conducted:

Date	Participants	Scope of the meeting
24/1/2023	Unit for Programme Management and Implementation of Projects, MIRRI; PwC	Confirmation of the current results' status in the Project Management area based on desk research and identification of proposed improvements.
31/1/2023	Architecture Unit, Department for eGovernment Management, MIRRI; PwC	Confirmation of the current results' status in the Architecture area based on desk research and identification of proposed improvements.
1/2/2023	Ministry of Labour, Social Affairs and Family of the Slovak Republic; Office of Labour of the Slovak Republic; PwC	Exchange of experiences on the current governance model based on implementation of the initial four life situations and proposals for improvements of the governance model. Assessment of the stakeholders' readiness for the implementation of priority life situations.
1/2/2023	Department for the Strategy and Management of PA IT, Section of PA IT, MIRRI; PwC	Analysis of the current status for financial management and investment needs area.
1/2/2023	Product Management Department, MIRRI; PwC	Analysis of current state for Product Management area.
8/2/2023	Section of Public Administration Information Technologies (all involved departments), MIRRI; PwC	Joint workshop with all involved MIRRI departments on the proposal of the future governance model for priority life situations.
14/2/2023	Ministry of Interior of the Slovak Republic (Unit of the Informatization of Society, Department of Applications, Section of Informatics, Telecommunications and Security of the Ministry of Interior of the Slovak Republic); PwC	Exchange of experiences on the current governance model based on implementation of the initial four life situations and proposals for improvements of the governance model. Assessment of the stakeholders' readiness for the implementation of priority life situations.

Date	Participants	Scope of the meeting
22/2/2023	Ministry of Justice of the Slovak Republic (Section of Civil Law), PwC	Exchange of experiences on the current governance model based on implementation of initial 4 life situations and proposals for improvements of the governance model. Assessment of the stakeholders' readiness for the implementation of priority life situations.
9/3/2023	Social Insurance Agency in Slovakia; PwC	Exchange of experiences about the current governance model based on implementation of the initial four life situations and proposals for improvements of the governance model. Assessment of the stakeholders' readiness for the implementation of priority life situations.
10/3/2023	Product Management Department, MIRRI; PwC	Support to testing of the elaborated framework – Design of steering committees and of life situation groups for product management.
16/3/2023	Product Management Department, MIRRI; PwC	Support to testing the elaborated framework – Reevaluation of the life situations' prioritisation and Capacity model review.
20/4/2023	Section of Public Administration Information Technologies (all involved departments), MIRRI; PwC	Review meeting with the MIRRI representatives regarding the final version Deliverable 7 report.

Table 6: Overview of stakeholder meetings carried out under Deliverable 7.

PwC has also concluded **best practices research** regarding the governance model of e-Government initiatives in European countries, namely in **Denmark and Estonia**. Based on the consultations carried out with stakeholders and analysed best practices, PwC proposed several recommendations on the life situations' governance. Namely, the **introduction of the programme and product management layer, in addition to** the already well-defined **project management level**. Furthermore, PwC suggested establishing a **combined (“parameterised”) governance model**, where the responsibilities between MIRRI and involved public administration authorities are split based on the project type, readiness and willingness of public administration authority, as well as other additional factors. In such a model, the **programme and product management layers are in the competency of MIRRI**, while **project management roles can be covered by either MIRRI or public administration authorities** (or both).

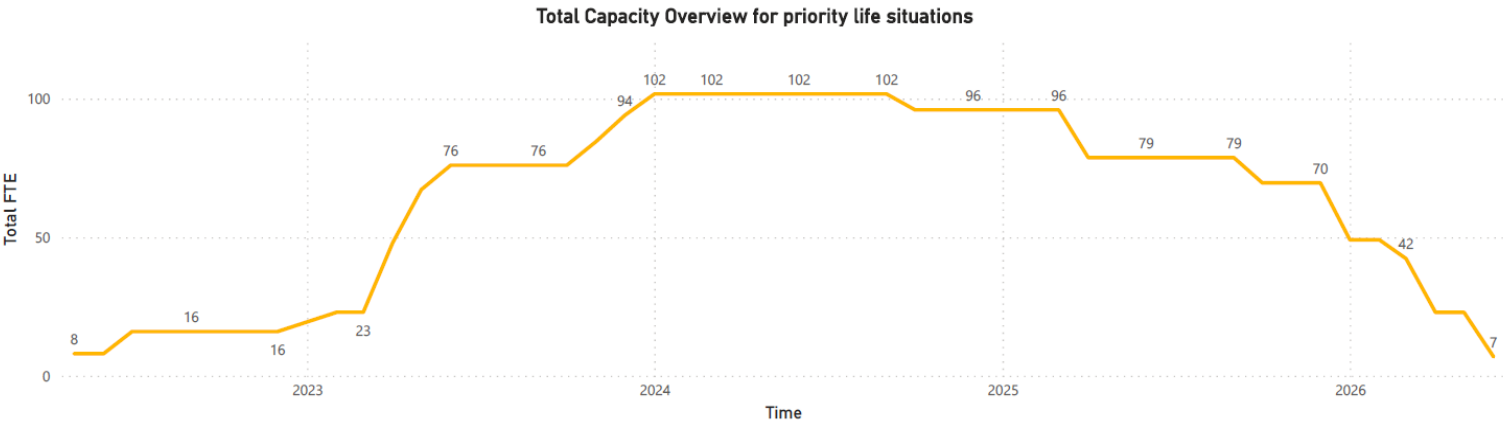









Figure 7: Total capacity overview for priority life situations

For the three main layers of the governance model: programme, product and project management, PwC designed the dimensions of operations/ processes, organisational structure, human resources, legislation and IT tools and technology. The proposed governance model was designed primarily for the RRP programme of priority life situations, but can be easily adopted and reused for other MIRRI programmes and life situations.

PwC also prepared a **capacity model** for the implementation of priority life situations. The model provides an overview of necessary capacities during different project phases and for each life situation, respecting their complexity.

Within the **support of the elaborated framework testing**, PwC assisted MIRRI in reevaluating the prioritisation of life situations, provided customer journeys for priority life situations, designed steering committees and life situation groups for product management.

Product Group 1 (2 FTE)		Product Group 2 (1 FTE)		Product Group 3 (1 FTE)	
	Loss of employment		Retirement		Sickness
	Material deprivation		Death and inheritance		Birth of a child
	Disability, social services and family caregiving				










Product Group 4 (2 FTE)		Product Group 5 (1 FTE)		Product Group 6 (1 FTE)	
	Purchase of a car		Starting a business		Preschool
	Getting married		Regular business operations		Elementary school
	Purchase of a real estate				Secondary school
	Moving				

Figure 8: Categorisation of life situations for product management

2 Challenges encountered

During the 14-month project, several challenges occurred which had to be solved and taken care of. We were dealing with these problems continuously and efficiently, so the project was able to run smoothly and was not significantly affected. The challenges are listed below and are categorised as “General” and “Specific” challenges depending on the extent of their impact.

General challenges

Challenge	Description
Delayed project start considering the RRP milestones	Due to the RRP milestones and their interface with the project, we consider the start of the project to be delayed. From our point of view, it was necessary to start the project earlier so that the project schedule could have been in line with the RRP milestones.
Fluctuation of involved team members	Fluctuation of the involved team members on the MIRRI side resulted in deliverables’ submission/approval delays, waiting periods for approval of partial outputs being prolonged, and initial meetings with new team members having to be repeated.

Table 7: General challenges encountered during the project

Specific challenges

Challenge	Outcome/Deliverable	Description
Interference with other LS related projects	O2/D6; O2/D7	Deliverables 6 and 7 were meant to help with creating an environment ready to implement life situations according to the RRP. Due to the delay in contracting, Deliverables 6 and 7 were carried out in parallel to other projects, dealing with the implementation of four initial life situations. For this reason, the order of implementation of these four life situations was not based on the objective prioritisation framework. Additionally, the governance model in Deliverable 7 was designed, when the implementation of life situations had already started, and for this reason the design has taken into consideration the already established structures and processes. However, the experience from the implementation of the first four life situations proved to be a valuable input to better understand potential limitations.
Challenging coordination with stakeholders	O2/D6; O2/D7	Stakeholder consultations were a crucial part for Outcome 2, however the coordination with stakeholders was very challenging. Even though all contact with stakeholders was ensured via MIRRI, activities such as organising the consultations and requesting information/feedback were prolonged and in some cases ended without success.

Challenge	Outcome/ Deliverable	Description
Implementation of the designed governance model and its enforceability towards stakeholders	O2/D7	The governance model for life situations designed in Deliverable 7 can only bring about the expected outcome, if it is implemented in time and has the necessary political will and backing. The cooperation of MIRRI and stakeholders is key in the implementation, which can be ensured by continuity of involved personnel and will to change. Sufficient personnel for the new (or extended) roles can also pose a challenge. In case the governance model is not implemented, or is implemented with delay, it can cause a significant threat to successful and on-time delivery of life situations' solutions, as required by the RRP.
Changing methodology during implementation phase	O2/D6	In Deliverable 6, life situations were analysed for the purposes of their prioritisation and initial mapping. Despite the initially agreed approach to the analysis and scope of life situations, the scopes of the selected 18 life situations were extended on the beneficiary's request. As a result, some of the life situations had been expanded to such an extent that in reality they covered several life situations.
Shifts in the deadlines from the Government Office of the SR	O1/D4	Provision of support in preparation of the RDI call aimed at the RIS3 priority areas was contingent upon the inputs from the RDI Coordination Unit at the Government Office of the SR. Despite the expectation of receiving the material in spring 2022, the initial version was shared only in January 2023 which impacted the planning of the activities and suspended the works. Due to this fact PwC and MIRRI agreed on changing the scope of support for D4 and focused on further reviewing of the materials for the EDIH call.
Data related challenges – Data Quality	O2/D6	During Deliverable 6, data from MIRRI regarding life situations and related attributes were required. Available data from Metals (central meta information system) was provided to PwC, however the data collected in Metals were not of the expected quality, which made the dataset irrelevant as an input for the prioritisation framework. PwC had to mitigate this situation by adjusting the prioritisation framework, the type and volume of the input data. The data quality issues were mostly caused by the fact that data are not automatically fed into the system, but most of the time require manual user initiation.
Data related challenges – Data Attainability and Quality	O1/D2	Results from the survey on digital transformation priorities in Slovakia constituted one of the key inputs for Deliverable 2. However, the challenge was to obtain contacts of a sufficiently large group of relevant stakeholders who would be interested in participation – to obtain a statistically relevant sample of responses for the analysis. With MIRRI as the project owner – as well as the Central Coordination Body for the ESIF implementation – we managed to obtain a selection of the ITMS contacts but the challenge was the time (a NDA between PwC and MIRRI had to be concluded in this regard) and data quality (incorrect selection from the ITMS database, large number of inactive contacts). Nonetheless, by combining the efforts on both sides we succeeded in getting a considerable response sample altogether (568 participants fully completing the survey).

Table 8: Specific challenges encountered during the project

3 Lessons learned which could be useful and relevant for implementation of similar initiatives in other EU Member States

During the project, the contractor faced several challenges (stated in the chapter above) which provide the following lessons learned:

Lessons learned	Description
Appointment of the project owner for duration of the whole project	The project owner's role is vital for the project success. It is crucial to appoint a project owner with sufficient competences, who can oversee the project through its entire duration. Frequent changes in personnel can lead to delays in the agreed project timeline and can potentially lead to the changes in agreed scope.
Active engagement of the project owner	To ensure smooth project coordination with all relevant stakeholders, active project owner participation, including attendance on regular status meetings, can significantly contribute to the successful project realisation.
Engagement of the stakeholders at the EC level	Engagement of stakeholders at the level of the European Commission provided an additional vantage point needed for the project support and for ensuring coordination with other DGs. The EC participants also contributed with useful perspectives, ideas and feedback on the proposed recommendations. We suggest that the EC engagement be broadened also in further reforms and activities related to the implementation of the proposed recommendations.
Engagement of relevant stakeholders on the public administration level	Early engagement of the public administration stakeholders, especially through the MIRRI middle and high level hierarchy in the initial project phase, helped to involve them in the project. It is also necessary to ensure that lower hierarchical levels have a sufficient level of project awareness as well as stakeholders engagement throughout the project's duration. Sufficient early engagement of stakeholders also has a positive effect on the administrative aspects of stakeholder consultations (more efficient workshop organisation, faster reaction time, etc.). Higher engagement levels of Public Administration Authorities can facilitate the subsequent implementation of the proposed recommendations emerging from the project.
Continuous acceptance of the project outputs	The split of life situations into 3 packages (for Outcome 2, Deliverable 6) and their continuous acceptance by MIRRI accelerated the course of the project and the final acceptance of customer journeys. Similarly, submitting and approving the draft versions of the Deliverable 2 report continuously contributed to increased quality of the final version and to greater effectiveness of the approval process.
Adherence to the agreed methodology	Changes to the agreed approach in the Inception report methodology can cause expansion of the project's scope, complexity and inefficiency.
Early identification of required data	Early identification of the required data (verification of their availability and quality) in the initial project stages will eventually make it possible to modify the project methodology and to cover all project information needs in order to ensure the delivery of contractual outputs.

Table 9: Overview of lessons learned during the project

4.2 Social media text

1. Slovakia is on the right track of building a functional digital economy ecosystem. 🇸🇰🌐 With the support of the EC, implementation measures to support the digital transformation of Slovakia are now in place. #DigitalEcosystem #Slovakia #transformation #RRP #EuropeanCommission #MIRRI
2. Slovakia's Ministry of Informatisation is one step closer to an RRP milestone of building eGov services of priority [life situations](#). With the support of the EC, PwC mapped customer journeys so work on the implementation of key life situations can commence. #egov #Slovakia #modernisation #RRP #EuropeanCommission #MIRRI
3. 🇸🇰🌐 Exciting news! Slovakia's Ministry of Informatisation is getting closer to a milestone of building proactive eGov services for priority [life situations](#), thanks to EC's financial support! 🇸🇰🌐 #egov #Slovakia #modernisation #RRP #EuropeanCommission #MIRRI

4.3 Visual materials

Visual materials for Outcome 1

Digital transformation priorities identified based on a comprehensive analysis of various data sources: analyses, strategies, focus groups, online distributed survey and stakeholder consultations.

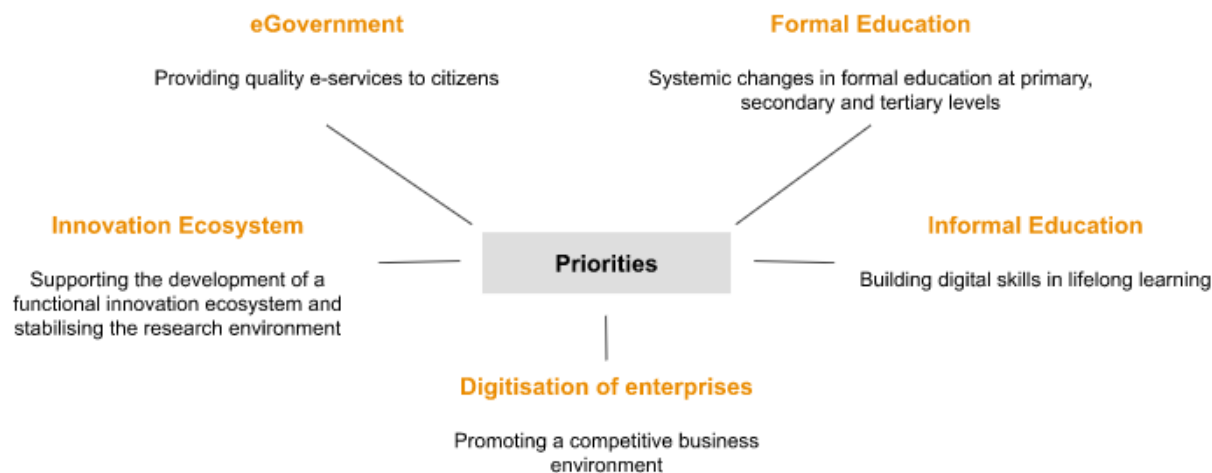


Figure 9: Visualisation of digital transformation priorities based on a comprehensive analysis

Visual materials for Outcome 2

Prioritisation of the 18 mapped life situations based on their importance and implementation.

Prioritisation of eServices

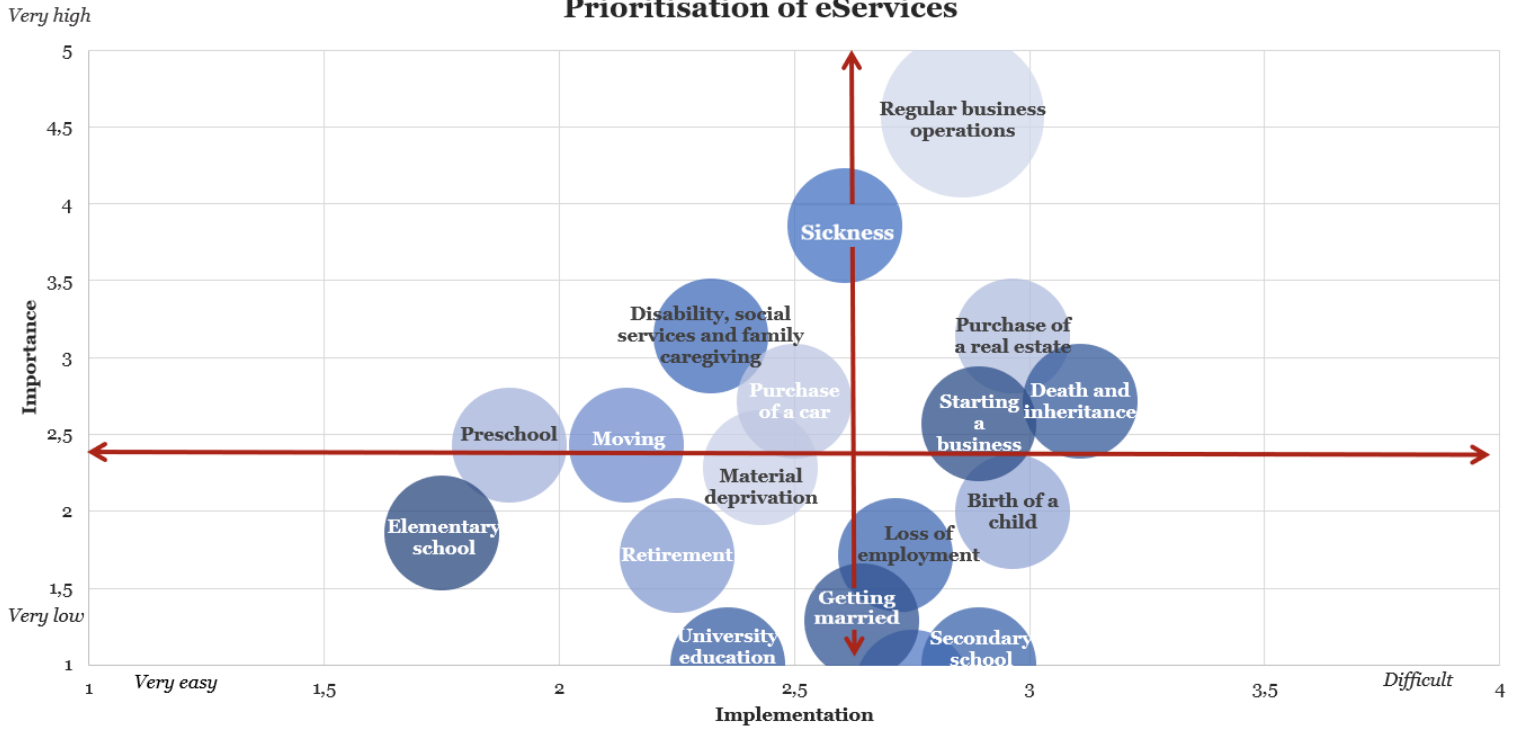


Figure 10: Visualisation of the prioritisation of 18 mapped life situations to enhance the fulfilment of the goals set out in Component 17 of Slovakia's Recovery and Resilience Plan.

5 Final deliverables

The table below indicates the current status of the project deliverables:

Deliverable	Submission Date	Status
Deliverable 1: Inception report	31/3/2022	Approved
Deliverable 2: Report containing recommendations on the design of a grant scheme for development and application of top digital technologies	25/7/2022	Approved
Deliverable 3: Training materials for capacity building workshops in the area of state aid legislation	30/9/2022	Approved
Deliverable 4: Report containing recommendations on the design of at least two grant calls focused on research and application of top digital technologies	24/2/2023	Approved
Deliverable 5: Training materials for capacity building workshops in the area of the drafting, preparation and evaluation of grant calls	30/9/2022	Approved
Deliverable 6: Report analysing the results of stakeholder consultations and best practice on a list of priority electronic services	30/9/2022	Approved
Deliverable 7: Report analysing the results of stakeholder consultations and containing recommendations on a governance model, implementation and investment needs for priority life situations	27/2/2023	Pending approval
Deliverable 8: Final report	28/4/2023	Pending approval
The final meeting of the Steering Committee	17/5/2023	Done

Table 10: Overview of deliverables



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