

Imprint

The Netherlands' Digitalisation Strategy is a joint initiative, launched by the Government of the Netherlands and:









The Netherlands' Digitalisation Strategy Joint acceleration is the only option

The Netherlands faces major societal challenges in a rapidly changing environment, and digitalisation is key to the solutions. As such, investment in our digital foundation is vital for the Netherlands and the major challenges our society faces. The government is one of the largest consumers of digital services, making it a driver of digital developments essential for a resilient society and a prosperous, productive and forward-looking economy.

As a government, we have been discussing the same goals for around 25 years, such as focusing our services on citizens and entrepreneurs, optimising accessibility and improving our data exchange. Progress in these areas has been insufficient so far, as they have largely been tackled by government organisations individually. In the past, we mainly looked at what needed to be done, instead of how to do it collectively. Digitalisation is now a hot topic politically, and the need for change has been stated repeatedly. In recent years, key national and international organisations have produced numerous recommendations and reports on digital developments¹, including specifically about digitalisation in government². All of these reports share a commonality: the future is digital, and the development of digitalisation cannot happen without targeted central coordination. The government is currently struggling with problematic legacy systems, services that are insufficiently aligned with

the needs of citizens and entrepreneurs, fragmented policies, and the need to strengthen digital security and resilience.

As such, the cabinet emphasises the need for a different approach. To achieve breakthroughs, we must get to work now: seeking collaboration, simplifying where possible, and accelerating development. We will collaborate at all levels of government to determine how it can be done. Instead of drafting new policy for each level of government, we must focus on collective acceleration with government authorities and the market, while maintaining an ongoing dialogue with society and parliament. After all, the average citizen sees one government, not the decentralised state as envisaged by J.R. Thorbecke with the central government, provinces, water boards and municipalities as separate levels of government. In this day and age, we can no longer afford to operate as individual organisations. We live in a single, digital house of Thorbecke, in which all government organisations are united.

With the Netherlands' Digitalisation Strategy, we—the central government, provinces, municipalities, water boards and public service providers—will prioritise the topics with the greatest urgency and impact. We want to accelerate development by enabling breakthroughs and removing obstacles through political and administrative management. The key to success lies in good coordination and cooperation among all government organisations.

While pursuing these ambitions, we must not lose sight of the importance of public values—including legal certainty—in digitalisation policy. This ranges from data protection safeguards to the continued provision of support to citizens, entrepreneurs and public servants who struggle to keep up with digital developments.³

The need for one government

in the digital world

Individual organisations each have their own cloud strategies, cybersecurity approaches, incompatible legacy systems, separated data silos and their own versions of a comparable Al system. This fragmentation stands in the way of strengthening our resilience, improving services, accelerating development and ensuring quality. The rate of technological change, labour market shortages and geopolitical developments all require us to join forces. The EU *Digital Decade* goals⁴, such as those concerning the digitalisation of public services, high-quality digital professionals and digital resilience and autonomy, further add to the urgency.

Starting today, we are taking a different approach, choosing a limited number of priorities to tackle collectively, subject to collectively agreed targets and with mutual accountability. This approach still leaves room for individual organisations to make their own choices on topics.⁵

The Netherlands' Digitalisation Strategy operates on the principle of 'centralised agreement, federated design'. Based on mutual agreements, government organisations will implement standards and develop joint solutions and building blocks in their own organisations. They will do so at their own pace, working towards the agreed-upon target, and we commit to holding each other to those targets. With this approach, government authorities will cooperate as partners in the digital house of Thorbecke, eliminating compartmentalisation.

We will reinforce and future-proof our digital foundation. This requires investment in digital government. Digital technologies involving cloud, data and AI are key here. By investing in these technologies, we can further modernise services for people in the Netherlands and increase our resilience. This necessitates further development of public servants' digital skills and a modern workspace to help them do their jobs better.

The Netherlands Digitalisation Strategy

The Netherlands' Digitalisation Strategy is one of the cornerstones of the cabinet's digitalisation policy. Together with the Digital Economy Strategy⁶ and the Netherlands Cybersecurity Strategy, the Netherlands' Digitalisation Strategy is fundamental to the cabinet's digitalisation policy.⁷ The cabinet policy is based on the following principles:

- The Netherlands must seize the opportunities presented by digitalisation. With the Netherlands' Digitalisation Strategy, we must innovate and continue to invest in our digital foundation to succeed in our major societal challenges in areas such as healthcare, spatial planning and the labour market.
- Together with the EU, the Netherlands will focus on strategic autonomy, both in the physical and the digital world. That does not mean doing everything ourselves, but rather that we will improve our control of our critical processes and data.
- The Netherlands will seek more intensive collaboration with the business community and science and knowledge institutions to connect the digital economy and government and collaborate towards the Netherlands' Digitalisation Strategy targets.
- Instead of simply making paper processes digital, the Netherlands will redesign existing government processes where necessary to take full advantage of the opportunities of digitalisation.
 This includes the transition to truly data-driven working as one government, in collaboration with the market and knowledge institutions. We will execute this as one government with six interconnected priorities.

Six priorities for one government in the digital world

It has been agreed that the central government, provinces, municipalities, water boards and public service providers will work as one government to accelerate six interconnected priorities.8



1 We will deploy cloud technology collectively.

We will explore the development of a government-wide sovereign cloud service in collaboration with existing government service providers and the market. Our aim is to create a central government marketplace for cloud technologies that matches demand with the right supply, based on standards and European experience. The goal is to move critical data and services away from the public cloud.



2 We will share and utilise data across levels of government responsibly.

Responsible sharing and utilisation of data requires a government-wide, data-driven approach through the federated data system, with binding agreements and standards. Domain-specific trust frameworks must comply with the same standards. We are working on a government-wide system to identify, collectively resolve and prevent data bottlenecks encountered by organisations.



3 We will exploit the opportunities presented by AI responsibly.

We will utilise AI technology to solve societal problems and improve services to the Dutch public. We will take the lead through a single, unified approach, making successful applications usable for the entire government and removing obstacles to innovation. Our aim is to develop a high-quality AI infrastructure used by the government and the public, consisting of high-quality data, open language models from the Netherlands or the EU, training and retention of available talent and sufficient computing power, among other things.



4 We will prioritise citizens and entrepreneurs.

Many activities are already underway on this topic, both inside and outside the domain of digitalisation. The Netherlands' Digitalisation Strategy will help prioritise citizens and entrepreneurs by accelerating development in several areas. For example, citizens and entrepreneurs should experience contact and interaction with one government, based on the principle: 'The right door, every time.' Citizens and entrepreneurs should proactively receive public services and products and relevant information. We will prioritise the service experience of citizens and entrepreneurs.



5 We will increase the government's digital resilience and autonomy.

There will be a single, government-wide approach to digital resilience and autonomy, which includes several collective solutions. We will increase our independence in terms of digital technology and reduce our dependence on a limited number of suppliers. Continuously improving our digital resilience will increase government stability. In crises, we will ensure quick and effective recovery to prevent disruptions from inflicting long-term damage. Exercises are crucial to achieving that, and we will conduct them as one government. There will be a government-wide approach to post-quantum cryptography, and all government organisations will be prepared to manage the risks in collaboration with the market.



6 We will enhance the digital proficiency of civil servants and provide a modern workspacet.

Given that organisations are shifting to a data-driven approach, the skills and workspace of civil servants must be brought into alignment. We will establish a personnel strategy for digitalisation through which we can determine the necessary in-house knowledge and what can be obtained commercially. This will enable us to more effectively recruit and retrain staff and develop education based on technological innovations. We will take control of the development of civil servants' knowledge of digitalisation and ensure the scale-up and consistency of central pools for digitalisation professionals. IT knowledge will be shared actively and used more efficiently. We will strive for a modern digital workspace that gives civil servants the right tools to do their jobs effectively.

From guidelines to requirements

The central government, provinces, municipalities, water boards and public service providers want to accelerate change through political and administrative management to achieve breakthroughs and remove obstacles. The Netherlands' Digitalisation Strategy will set the direction we want to take as a collective, providing both focus and acceleration. This should already be self-evident, but we rarely collaborate like this in practice. The following interventions are needed for the Netherlands' Digitalisation Strategy to succeed:

- The introduction of an enhanced approach to agreement, implementation
 and enforcement of digital and other standards, including support with
 implementing them. All government organisations must implement digital
 standards introduced by national and European law. We will help government
 organisations implement the standards, set a good example, and make it clear
 when organisations are not compliant with the common standards and initiate
 a dialogue with them about it. The use of standards is no longer optional;
 we will ensure that everyone adopts them, although the pace of adoption
 may vary.
- We will make certain collective solutions and building blocks mandatory.⁹
 This will avoid reinventing the wheel in different places. We will provide support for the implementation. We will use what we make and will make that a requirement as well. We will work as one government under an architectural framework to control the recognisability and reusability of solutions.
- We will develop a government-wide IT sourcing strategy and pool our
 purchasing power, enabling us to make risk-based, responsible and uniform
 decisions about what we buy and whom we contract. This will improve the
 continuity of our IT services, increase open strategic autonomy, enhance
 resilience and promote the efficient use of IT services.
- We will work together to implement digital legislation and remove legal bottlenecks. There are already dozens of sectoral laws that oversee government data management. Organisations are required to implement all legislation at high speed, which requires oversight, knowledge and pooled legal expertise. This is in line with the EU Competitiveness Compass, which includes the simplification of laws and regulations.

To ensure the success of the Netherlands' Digitalisation Strategy, we will manage the implementation differently:

- We will prepare a joint investment agenda for the transition to the digital government of the future through the Netherlands' Digitalisation Strategy. Existing budgets related to the priorities can be focused further on the implementation of the Netherlands' Digitalisation Strategy. A collective cost-benefit analysis will be conducted where it is deemed necessary. Accordingly, we will determine what is needed and how to fund it. This will be elaborated in the investment agenda, taking existing mandates and accountabilities into account. With regard to the financial implications of the Netherlands' Digitalisation Strategy, we will adhere to the principles of budget discipline; in principle, the necessary activities will be funded by the relevant department in accordance with normal budgetary practice. New initiatives will still be reviewed for implementation implications, including their impact on existing activities, resources and possible phasing. We will examine the benefits of joint funding and procurement, pooling resources where it is worth doing so. We will also consider which lessons from abroad may be useful to our context.
- There will be a Government Steering Committee on Digitalisation in which the
 national government, local authorities and public service providers are equally
 represented. The committee will define the management structure of the Netherlands'
 Digitalisation Strategy and hold participants mutually accountable.
- There will be a Netherlands' Digitalisation Strategy Council made up of internal
 and external digitalisation experts. The council will advise the cabinet and
 the Government Steering Committee on Digitalisation and will drive the
 implementation of the Netherlands' Digitalisation Strategy. The relationship between
 the Netherlands' Digitalisation Strategy Council and existing consultative bodies such as
 the Intergovernmental Consultative Body on Digital Government will be determined
 and formally established at a later date.
- A Netherlands' Digitalisation Strategy implementation programme will be developed in which execution and feasibility will be paramount and collaborative efforts will be made to execute the projects. The programme will have several goals:
 - directing and monitoring all components of the Netherlands' Digitalisation Strategy, including promoting speed of execution, quality of implementation and efficacy of results:
 - supporting government agencies, where valuable;
 - ensuring knowledge sharing;
 - coordinating structural roles resulting from the Netherlands' Digitalisation Strategy.

Based on the tasks defined in the Netherlands' Digitalisation Strategy, we will set clear goals through intergovernmental collaboration and identify the prerequisites. We will set and manage the collective standards.



for one government in the digital world



Cloud



Artificial intelligence



Data



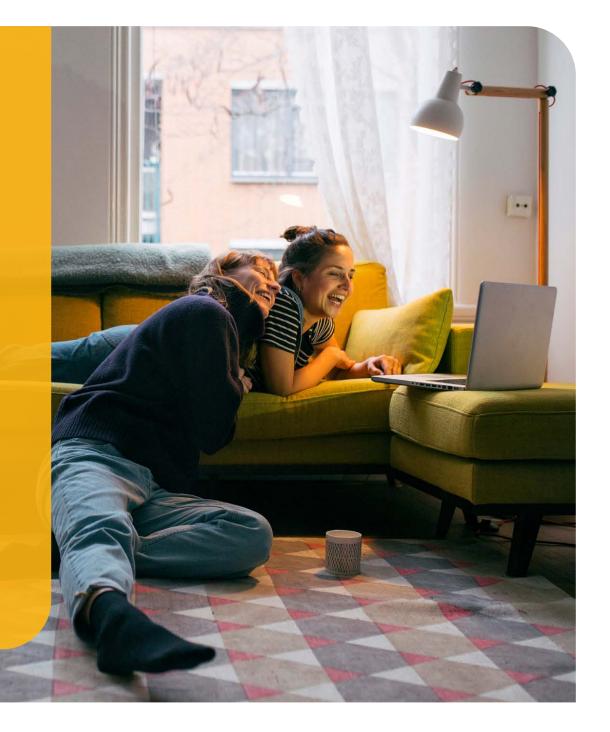
A citizen and entrepreneur-centered approach



Increasing the government's digital resilience and autonomy



Digital proficiency and a modern workenvironment





Our data is the most important production tool of the 21st century. To retain control of our data and ensure that citizens and entrepreneurs can trust that their data is in good hands, the government must invest in a government-wide sovereign cloud service.

There will be a leading, government-wide approach which all government organisations will adhere to. This will make us less dependent on a small number of external suppliers. We will consciously choose the appropriate solution for each situation.

Why as one government?

- There is no government-wide sovereign cloud service available. We are too dependent on a small number of external suppliers, which is unacceptable.
- At present, cloud needs are often identified and tendered by individual government organisations without critical consideration of the choice of supplier. It can be easy to opt for large, international suppliers, but this creates risky dependencies.
- Together, we will create the opportunity to use cloud services. By organising the government more centrally around a standard of cloud services, we will link demand to the right supply (government, Dutch suppliers, European suppliers and, where necessary, third-country suppliers).

Together, we will set the following **strategic goals** for the Netherlands' Digitalisation Strategy:

- 1 We will explore the development of a government-wide sovereign cloud service in collaboration with existing government service providers and the market.
- 2 Our aim is to create a central government marketplace for cloud technologies that matches demand with the right supply, based on standards and European experience. The goal is to move critical data and services away from the public cloud.

What obstacles currently exist?

There is no government-wide cloud policy.

A variety of definitions and standards are used for cloud services.

Government organisations develop cloud needs and solutions individually, or purchase the same solution under different terms and conditions.

There is no government-wide connection to IT service providers.

The government is too dependent on a small number of external parties for implementation and execution.

In what areas will we accelerate development as one government

We will establish uniform definitions for the different types of cloud.

We will provide centralised insight into cloud needs by aggregating the various requests.

We will select standards from projects such as Haven plus (VNG), SURFCumulus (SURF) and similar European initiatives.

We will ensure government-wide collaboration that creates opportunities for government-wide use of government IT services, and help each other with implementation.

We will explore the creation of a government-wide sovereign cloud service.



We are committed to using data responsibly to help citizens and entrepreneurs and resolve societal issues. The government must have the right data at the right time to make better decisions faster. Data sharing problems must be solved and data must become more findable, usable and exchangeable. Processes must be thoroughly overhauled, prioritising citizens and entrepreneurs and organising the data around them. This calls for data-savvy government organisations with high-quality data, which is also crucial for the development of Al and proactive service delivery.

Why as one government?

- With the Federated Data System, we will share data responsibly in the same way everywhere in government. We now have to make sure everyone connects.
- We must remove the partitions between government organisations: data remains at the source and is organised uniformly, making it more findable, usable, reusable and exchangeable. We will establish clear rules on the responsible use of data across organisational boundaries, and implement safeguards for responsible use.
- We will address data sharing issues. Data can be more optimally utilised across the boundaries of government organisations to better serve citizens and entrepreneurs and solve societal problems.
- We will reshape processes, prioritising citizens and entrepreneurs and organising data from various organisations around them.

Together, we will set the following **strategic goals** for the Netherlands' Digitalisation Strategy:

- 1 A government-wide, data-driven approach through the federated data system, with binding agreements and standards. Domain-specific trust frameworks must comply with the same standards.
- 2 A government-wide system is in place to identify, collectively resolve and prevent data bottlenecks encountered by organisations.

What obstacles currently exist?

There is currently no connection to the federated data system for all government organisations. This is too voluntary, and the current funding system impedes data sharing.

Standards and implementation deadlines are too voluntary, and legislation is not yet used for this purpose; direction and support for the implementation of mandatory standards are lacking.

There are bottlenecks around data use in several areas (legal, technical, societal, ethical). More guidance and persistence are needed to overcome these bottlenecks. Bottlenecks must be brought to attention administratively and politically.

So far, digitalisation has focused primarily on digitalising existing processes and optimisation within organisations, rather than reviewing processes in chains with today's data capabilities.

In what areas will we accelerate development as one government

We will intensify the development and testing of standards that will eventually become mandatory. We will review the funding system for data sharing.

We will oversee the adoption, implementation and legal mandation of standards (e.g., under Article 3 of the Digital Government Act).

There will be a decree to establish the Central Commission on Data Usage, and we will develop a process to detect and identify bottlenecks, as well as a unified approach to eliminate them.

A central role will be created to drive the redesign of processes in chains. In addition, the responsibility for data, including the development of data maturity, will be vested in organisations.



Artificial intelligence (AI) is rapidly changing our society and government work at all levels. We will embrace this system technology without naivety: AI will play a lasting and transformative role. We will take the opportunities as one government and ensure the responsible use of AI and algorithms to safeguard transparency, security and democratic control while maintaining our service level, despite labour market shortages.

Why as one government?

- Al will affect all of our implementation processes, so we need an integrated policy to manage it.
- As a government, we want to exploit the opportunities provided by AI to solve societal problems and improve our services to citizens and entrepreneurs. To that end, we must combine our collective innovative strengths rather than going it alone as individual organisations. This approach requires intensive collaboration with the business sector and the scientific community.
- This includes removing barriers to Al's innovation potential, which each organisation now faces individually.
- The current AI infrastructure is still too dependent on non-European AI developments. Facilitating the necessary AI infrastructure requires targeted and collective investments as one government.

Together, we will set the following **strategic goals** for the Netherlands' Digitalisation Strategy:

- 1 We will utilise AI technology to solve societal problems and improve services to the Dutch public. We will take the lead through a single, unified approach, making successful applications usable for the entire government and removing obstacles to innovation.
- 2 We will aim to develop a high-quality Al infrastructure used by the government and the public, consisting of high-quality data, open language models from the Netherlands or the EU, training and retention of available talent and sufficient computing power.

What obstacles currently exist?

There is no guiding 'one government' approach to scaling up AI.

No government-wide priority Al application areas have been designated for scale-up.

There is no clear framework against which to assess the deployment, development and procurement of AI in a government context.

There are still government-wide bottlenecks to Al deployment.

There is a shortage of sufficient Al infrastructure.

There is still insufficient use of open Dutch or European language models in government.

In what areas will we accelerate development as one government?

We will take control of the scale-up of Al within government and explore the creation of an Al scale-up facility.

We will select promising priority
Al application areas and develop
applications for government-wide use.

We will establish common auditable standards for the 'Use of AI by Government', including an algorithm framework and procurement guidelines.

We will explore the creation of a government-wide Al competence centre.

We will work together to develop AI.

We will use GPT-NL or other open language models for several priority use cases in government.

PRIORITY 4



Prioritising citizens and entrepreneurs in service delivery

We must provide more services to citizens and entrepreneurs as one government. This includes not repeatedly asking them to resubmit data. Citizens and entrepreneurs expect services that fit their lives and personal situations. We must establish a good, consistent service experience that meets their needs and wishes. We will ensure that people have easy access to government-wide services and that they are well served and supported, proactively where desirable.

Why as one government?

- Citizens and entrepreneurs who want to manage their affairs with the government, such as when something changes drastically in their lives, quickly find themselves in contact with many different government organisations. For good, reliable service provision, citizens and entrepreneurs must experience a single, service-oriented government, regardless of which agency they contact.
- Until all government authorities are connected to or using the available digital building blocks and cooperating sufficiently, we as a government are missing out on the potential for a better government experience. More connected parties will also lead to a more cost-efficient government.

Together, we will set the following **strategic goals** for the Netherlands' Digitalisation Strategy:

- 1 Citizens and entrepreneurs should experience contact and interaction with one government, based on the principle: 'The right door, every time.'
- 2 Citizens and entrepreneurs should proactively receive public services and products and relevant information.

What obstacles currently exist?

Due to major capacity and IT challenges, government-wide digital services are insufficiently prioritised in the full portfolios of public service providers.

The structure of the government does not align with the daily experience of citizens and entrepreneurs, leading to people lacking sufficient insight into their administrative affairs.

There is a lack of a broadly supported government-wide vision of proactive service delivery.

The adoption of new technology to future-proof services is still insufficient and fragmented.

There is a lack of a leading government-wide approach with an administrative mandate for processing signals and feedback from citizens and entrepreneurs.

There is a lack of a single leading approach with an administrative mandate for establishing clear, unambiguous government-wide processes and chain processes based on the daily experience of citizens and entrepreneurs. Laws and regulations also stand in the way of this.

In what areas will we accelerate development as one government

The alignment of service providers' portfolios and the prioritisation of government-wide service delivery will be addressed administratively.

We will focus on unification and standardisation to achieve accessible and logical government-wide service delivery. We will adhere to government-wide design principles.

We will focus on further developing the government-wide service desk function and cohesion between portals. In doing so, we will also accelerate the further development of the GDI portals and government-wide interaction services.

We will formally establish the governmentwide vision on proactive service delivery.

We will experiment with Al in various government-wide service delivery processes, scaling up Al initiatives by organisations and reducing fragmentation.

We will establish a government-wide approach with standards for processing signals and feedback from citizens and entrepreneurs based on existing successful initiatives (scale-up).

We will explore the creation of a central body to drive the redesign of processes and chain processes based on an established approach to the ideal customer journey for life events. We will also focus on measuring the 'customer' experience.

PRIORITY 5



Increasing the government's

digital resilience and autonomy

The Netherlands is one of the most digitalised countries in the world. This is both a strength and a risk. Cyber attacks, disruptions and over-reliance on a limited number of technology companies threaten security and digital open strategic autonomy. If government systems experience outages or stop working as intended, citizens and entrepreneurs can find themselves in trouble.

Why as one government?

- We are only as strong as our weakest link. A security breach does not mean a vulnerability in one organisation, but a risk to the entire government.
- If we want to have a real impact on the digital autonomy of government, we need to chart a clear course together. To secure a strong position, we must scale up and collaborate.
- It is incredibly difficult for individual government organisations to meet security requirements, as everyone has to invent the wheel themselves and rely on external suppliers.

Together, we will set the following **strategic goals** for the Netherlands' Digitalisation Strategy:

- 1 There will be a single, governmentwide approach to digital resilience and autonomy, which includes several collective solutions. We will increase our independence in terms of digital technology and reduce our dependence on an overly limited number of suppliers.
- 2 Continuously improving our digital resilience will increase government stability. In crises, we will ensure quick and effective recovery to prevent disruptions from inflicting long-term damage. Exercises are crucial to achieving that, and we will conduct them as one government.
- 3 There will be a government-wide approach to post-quantum cryptography, and all government organisations will be prepared to manage the risks in collaboration with the market.

What obstacles currently exist?

There is no government-wide, coordinated approach to cybersecurity focused on the government.

SOC services are compartmentalised and do not yet cooperate intensively enough.

Government organisations are vulnerable to acute and prolonged IT service disruptions.

There is insufficient insight into both the locations of our legacy systems and the vulnerabilities they pose.

Everyone develops building blocks individually or purchases the same things redundantly.

There is no one-size-fits-all approach to reducing digital strategic dependencies for government.

In what areas will we accelerate development as one government

The implementation of the Bestuurlijk Convenant Digitale Veiligheid Gemeenten, as part of the Netherlands Cybersecurity Strategy (NLCS), will be accelerated.

We will collaborate on a federated SOC system.

We will increase the continuity and agility of our critical services under both normal and adverse conditions.

We will create a government-wide overview of critical IT services and their building blocks, including legacy issues.

Cybersecurity building blocks such as post-quantum encryption will be developed and integrated collectively.

Policy will be created to increase digital autonomy collectively.

PRIORITY 6



We can only fulfil our digital ambitions if we have sufficient expertise on digitalisation within government. This means having specialised staff in the right place, both now and in the future. We will support the continuous development of knowledge and expertise on digitalisation among civil servants, including specialists. It is also important for the government to provide optimal digital support to civil servants to increase their productivity, resulting in better government service.

Why as one government?

- We are transforming into data-driven organisations, and the competencies of civil servants and the learning offerings from government academies must align with that.
- At present, government organisations are independently working on the same IT challenges. We need to make better use of each other's knowledge and expertise.
- The digital workspace is currently organised individually; by organising it as one government, we can better leverage economies of scale.

Together, we will set the following **strategic goals** for the Netherlands' Digitalisation Strategy:

- 1 We will establish a personnel strategy for digitalisation through which we can determine what knowledge we need to have in-house and what we can obtain commercially. This will enable us to more effectively recruit and retrain staff and develop education based on technological innovations.
- 2 We will take control of the development of civil servants' knowledge of digitalisation and scale-up and harmonise central pools for digitalisation professionals. IT knowledge will be shared actively and used more efficiently.
- 3 There will be a modern digital workspace that provides civil servants with the right tools to do their jobs effectively.

What obstacles currently exist?

There is no shared vision of the changes brought about by digitalisation and the skills required to respond effectively.

There is a lack of government-wide insight into the IT personnel employed within the government.

There is insufficient recruitment and advancement within government organisations due to a shortage of entry-level positions.

Pools cannot be used government-wide.

It is unclear what knowledge on digitalisation is required, both now and in the future, and which government academy offers what.

A government-wide approach to the digital workspace is lacking.

In what areas will we accelerate development as one government

We will develop and implement a shared vision of the changes brought about by digitalisation and the associated competencies required.

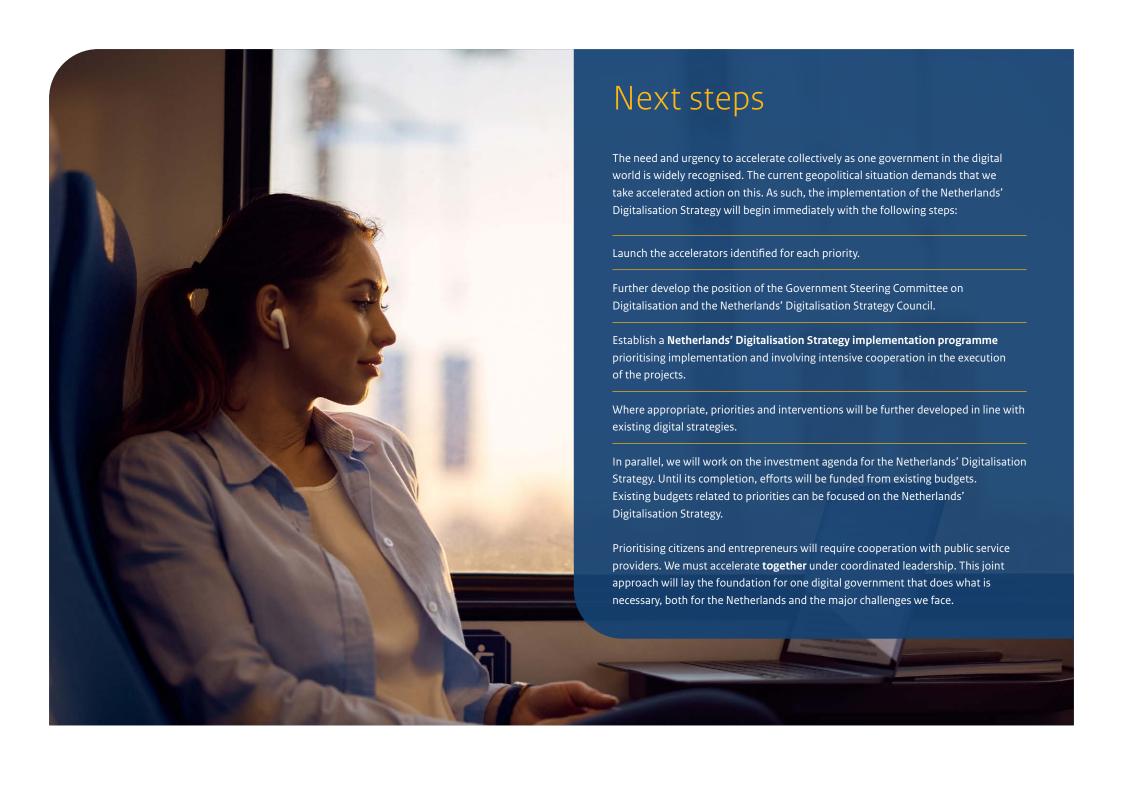
We will implement the Quality Framework IV (KWIV) throughout the government to gain insight into our workforce.

We will develop central guidelines for workforce development relating to digitalisation.

We will make agreements to open pools throughout the entire government.

We will make collaboration agreements between government academies (e.g., RADIO) for topics such as digital leadership and Al literacy, based on archetypes.

We will establish a vision for the digital workspace; what should be centralised and what should be decentralised?



Endnotes

- 1 This includes reports such as 'Mission AI. The New System Technology' by the Netherlands Scientific Council for Government Policy, and 'Sturen of gestuurd worden' by the Dutch Council for Public Administration.
- 2 E.g., 'De Belgen doen het Beter' or the report 'Maak Waar!' by the Studiegroep Informatiesamenleving en Overheid (Maak waar! | Report | Public Administration Knowledge Base).
- 3 We will retain attention and room for a human-centric approach and tailored solutions for citizens, entrepreneurs, and government organisations, as well as how digitalisation can support that. As stated in the government programme, the current cabinet wants the government to be easily accessible to citizens at the service desk, by phone, in writing, and digitally.
- 4 Europe's Digital Decade: Digital Targets for 2030 | European Commission.
- The Netherlands' Digitalisation Strategy does not cover all issues within the broader topic of digitalisation. However, this does not mean that no progress is being made on those issues. Several major projects are already underway in the field of information management, for example.
- 6 The Minister of Justice and Security is responsible for the coordination of cybersecurity policy, implemented through the cabinet-wide Netherlands Cybersecurity Strategy. The Minister of Economic Affairs is responsible for the digital economy and implements this through the Digital Economy Strategy, among other things. Decision-making on these strategies is conducted through the associated governance structures.
- 7 Existing digital government strategies are being aligned with the Netherlands' Digitalisation Strategy.
- **8** The order of the six priorities is unrelated to their importance.
- **9** Logically, such obligations will not apply in the case of opposing interests such as national security or defence.

