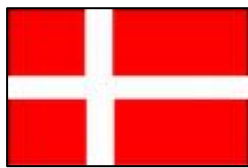




FORUM STANDAARDISATIE

## Standardisation in Denmark and The Netherlands:

*Exploring areas of mutual interests and possible collaboration*



## Report and agreements for follow-up



Work visit to Denmark by the Dutch Bureau and Forum for Standardization  
July 6<sup>th</sup> - 9<sup>th</sup> 2008

Compiled by: The Centre of Expertise (HEC)  
July 17<sup>th</sup> 2008



## FORUM STANDAARDISATIE

### 1. Introduction

*From July 6<sup>th</sup> to July 9<sup>th</sup> 2008 the Dutch Bureau and Forum Standardisation visited Denmark. The aim of the work visit was to identify lessons learned and possible areas for collaboration.*

*Whereas both countries have their own approaches and political and administrative rationales, synergies have continued to emerge. It is clear that in the development of eGovernment both countries face similar challenges. This was also underlined by the recent study visit in March 2008 when a Dutch delegation of top level decision makers in eGovernment, including the Dutch State Secretary responsible for this dossier, Ms Ank Bijleveld, visited Denmark.*

The recent visit of the Forum Standardisation intended to follow up on the synergies between, and challenges facing, Denmark and The Netherlands. The goal was to explore in depth a number of central themes and to discuss the state of affairs, challenges faced, opportunities identified and a possible collaborative approach, both in bi-lateral exchange as towards Europe. As such, the exchange could be a step forward in a process of a closer collaboration between Denmark and The Netherlands on eGovernment and standardisation.

To focus the discussions, the following themes had been identified:

- The use and development of *Basic Registers* and the *cohesion between Basic Registers*;
- The issue of electronic identification (eID) and authentication;
- Electronic invoicing and Nemtkonto (easy account);
- The use and development of Interoperability Frameworks and developments regarding the List of standards.

To facilitate the exchange each theme was discussed following:

- state of affairs in both countries;
- best practices regarding the specific topic;
- challenges/ threats/ fears;
- areas for collaboration
- Possibly: follow up actions

#### *What to expect from this report?*

This report does not give a literal reflection of all presentations and discussions. For factual information the preparatory paper, describing the five themes for The Netherlands and Denmark, as well as the Power Point presentations give an insight. This report highlights the main lessons learned on the themes investigated and reflects the agreements and actions that were made between the Danes and the Dutch. Where relevant contact details are stated of the key persons.

As appendices the programme, the participants list, the list of Danish presenters and the Power Point presentations (separate due to their size) have been added.



## FORUM STANDAARDISATIE

### 2. System of Basic Registers

Mr Lars Frelle Petersen, head of the Digital Task Force, and Mr Steven Luitjens, director of GBO.Overheid, presented on the issue of a 'System of Basic Registers'. The issue is relevant both in The Netherlands and Denmark to improve service delivery to citizens and businesses and to improve the quality of data.

#### *Lessons learned*

Denmark has a much longer history in working with Basic Registers than the Netherlands, The number of registers is estimated to be around three to four thousand. The registering authorities in Denmark make money with the re-use of the data held in their registries. Partly because of this, there is a large amount of 'shadow' databases, held by organisations that keep their own records on the same data. Denmark sees possibilities to make the registers function more efficiently by centralising a number of functions in one unit. Initially the Danes will aim for the 180 most important registries.

In Denmark the aim of developing a system of basic Registers is to improve efficiency and cut costs. In The Netherlands the focus is on improving the quality of data and better service delivery. The Netherlands believes in a model where data gathering remains as close to the source as possible which implies the avoidance of shadow databases.

- The Netherlands has a model whereby government organizations are legally bound to use the data from a central register. The rationale is to ensure that a Basic register is the only authentic source of the data and can therefore focus on the quality. Through a feed back loop, organizations are responsible to notify the Basic register if data proves to be incorrect or outdated. This system is being put in place slowly. A big issue is the (political) responsibility for the correctness of the data. This, in principle, lies with the authentic source.
- In Denmark a real discussion on protection of data is lacking. Both The Netherlands and Denmark can only use data for the purpose they have obtained it for. In Denmark the citizens trust in the public sector is very high which means that re-use is less of a political issue. This makes it possible to have more data exchange between organisations and function more efficiently and effectively.
- Denmark, by intending to centralize, will also start tackling a number of semantical issues. The IT and Telecom agency is playing a role in this by developing consistent data models for the registers. This is an enormous task.

#### *Agreement/ Action*

Denmark is at the beginning of their thinking on how to develop more coherence between the registers. They are very interested to learn more from the Dutch approach and costing models, especially where it concerns 'authentic' registers that need to be consulted by law.

Lars Frelle Petersen (and Christian Plaschke – specifically working on this file) would like to keep in touch with The Netherlands. Steven Luitjens will function as liaison person.



## FORUM STANDAARDISATIE

### *Contact details*

*Lars Frelle Petersen*: Head of Division of the Digital Task Force; co-Head of the Centre of Administrative Policy; +45 33 92 40 18; [lfp@tforce.dk](mailto:lfp@tforce.dk)

*Christian Plashke*: Centre of Administrative Policy; (+45) 33 9 5 19 82; [chp@fm.dk](mailto:chp@fm.dk)

*Steven Luitjens*: Director GBO.Overheid; +31 (0)70 888 7666; [steven.luitjens@gbo.overheid.nl](mailto:steven.luitjens@gbo.overheid.nl)

*Peter Waters*: Head Bureau Standardisation; +31 (0)6 1830 7888; [peter.waters@gbo.overheid.nl](mailto:peter.waters@gbo.overheid.nl)



## FORUM STANDARDISATIE

### 3. eInvoicing and NemKonto (Easy Account)

The issue of eInvoicing was presented by a number of Danish presenters. Mr Stig Korsgaard looked at the issue from the perspective of the Association of Danish Banks and his International insights in the standardisation world. Mr Dick Meng presented the approach of the Danske Bank. Ms Nanna Skovgaard from the Danish Agency for Government Management (under the Ministry of Finance) reflected on the societal/ political perspective of eInvoicing. Ms Helle Schade from the IT and Telecom Agency gave her insights from the technical perspective. Mr Michel Verhagen of the Dutch Ministry of Economic Affairs gave an insight in the plans of The Netherlands.

NemKonto (Easy Account) was presented by Ms Nanna Skovgaard. Since The Netherlands does not have any developments yet this was more informative and did not lead to direct exchange.

#### *Lessons learned*<sup>1</sup>

Denmark has introduced a mandatory standard for eInvoicing and the Danish government no longer accepts paper invoices. To facilitate this change it has appointed 'invoice scanning' bureau's. SME's can use these free of charge (temporarily till 2010), the Danish government picks up this bill. The Netherlands is developing a strategy based on cooperation and seduction and aims to have 10% electronic invoices by 2010.

- In Denmark there is a good cooperation between public and private sector, also with the introduction of eInvoicing. Setting one standard has created a stable environment for businesses and solution providers alike.
- eInvoicing is a good first step but the real benefits and gains will occur when the whole procurement process is digitized. Denmark is working on this in collaboration with the Nordic countries and has a prominent position in the PEPPOL pilot funded by the European Commission to ensure interoperability of eProcurement solutions.
- The scanning of invoices is a good model to assist small companies, however it also has downsides. First of all the costs are substantial because the invoices still have to be handled manually.
- The Danish eInvoicing system does not reckon with an electronic two way communication. If mistakes in the invoices are found, the government agency has to contact the organization that send the invoice through traditional means.



<sup>1</sup> Photo: Ms Nanna Skovgaard of the Danish Agency for Government Management presents eInvoicing and NemKonto at the Association of Danish Banks



## FORUM STANDAARDISATIE

- NemKonto is a highly efficient and effective service. 97% of the Danes are using NemKonto, which means that they appointed one account as their transactional account with government. Enormous savings are realized in this respect both on the side of the citizen as well as on the side of the government. NemKonto was fairly easy to implement and will become even more beneficial when two way transactions become possible (crediting as well as debiting money).

### *Agreement/ Action*

Following the discussion it became clear that Denmark and The Netherlands can collaborate to promote eInvoicing standard(s) in the International standardisation arena. This can go further than participating in the same fora, and include mutual strategy and positions. The Dutch are invited to participate in a meeting in August in Stockholm.

Both The Netherlands and Denmark aim at UN/CEFACT as follow up standard for UBL. According to the Danes it will be helpful if The Netherlands communicates this intention on the Political level.

Michel Verhagen and Steven Luitjens will take the initiative to approach Helle Schade and Per Schultz Eeg to follow up on this opportunity.

As for NemKonto, the Dutch delegation showed more than average interest. Ms Skovgaard is available for further discussions if wished for.

### *Contact details*

#### NemKonto

*Ms Nanna Skovgaard:* Danish Agency for Government Management; +45 33 928220; [nas@oes.dk](mailto:nas@oes.dk)

#### eInvoicing

*Helle Schade-Sørensen:* Senior Adviser Standardisation division IT and Telecom Agency; + 45 33379282; m. +45 2538 1678; [hss@itst.dk](mailto:hss@itst.dk)

*Per Schults Eeg:* Manager Standardisation division IT and Telecom Unit; +45 35450290; [pseeg@itst.dk](mailto:pseeg@itst.dk)

*Steven Luitjens:* Director GBO.Overheid; +31 (0)70 888 7666; [steven.luitjens@gbo.overheid.nl](mailto:steven.luitjens@gbo.overheid.nl)

*Michel Verhagen:* MT Minsitry Economic affaires

*Peter Waters:* head Bureau Standardisation; +31 (0)6 1830 7888; [peter.waters@gbo.overheid.nl](mailto:peter.waters@gbo.overheid.nl)



## FORUM STANDAARDISATIE

### 4. eID and Authentication

There are many angles to eID and Authentication, hence the status of 'high impact service' as was given by the European Commission. Presentations regarding eID came from Mr Dick Meng from Danske Bank, a private sector perspective, even more important because of the fact that a company supported by the banking sector won a recent tender for the Danish eSignature (and Authentication). Mr Mikkel Hippe Brun of the IT and Telecom Agency presented the International context of the PEPPOL pilot where European eSignature interoperability is a separate and overarching work package. Mr Nikolas Triantafyllidis and Charlotte Jacoby, both working at the IT and Telecom Agency sketched the recent and past developments of DanID, the eSignature solution in Denmark.

Mr Joop van Lunteren, special advisor to the Forum standardisation presented the development in The Netherlands focussing primarily on the National solution available, the political context and the International arena.

#### *Lessons learned<sup>2</sup>*

eID and authentication is approached very differently in the Netherlands and Denmark. Whereas The Netherlands works with a low level security, central solution authentication system for the entire government that was developed bottom-up by the Tax Authorities and is currently government owned; Denmark has focused on implementing the European directive on eSignatures. It has done so through a software based PKI solution for which the standards have been set and which is regulated by the government. The solution(s) themselves are privately held whereby the Central Persons Register can be used for the process of handing out the eID and the government has tendered an eSignature for citizens.



- The Netherlands is reflecting on a number of issues regarding authentication. They include: what is the role of the government and what is the role of the private sector? Is a high level (PKI) authentication necessary or should it even be the only level? How can we ensure maximum use and minimal burden to the citizen? At present DigiD is used in The Netherlands and has a large take up (mainly due to the Tax Authority functionalities). A high level authentication (eNIK) has been delayed and seems to be in trouble.
- Denmark has made choices which The Netherlands are still reflecting on. Rather than providing a state owned authentication, they have provided standards for the market and tendered a solution providing eSignatures for their citizens to the market. The recent tender has been won by a company held by the banking sector and that intends to outsource the banking authentication to this company as well. This means the citizen will have to present himself physically (not necessary in the earlier set-up which was more similar to DigiD in its

<sup>2</sup> Photo: Mr. Dick Meng, Vice president Danske Bank, presents Danish Developments in eID at the Association of Danish Banks.



## FORUM STANDAARDISATIE

functioning (not security level)). The eSignature can be used both in private and public environments. A person can hold more than one eSignature depending on roles.

- Denmark expected that with the standards available a market for eSignatures would develop automatically. This assumption proved to be wrong. The market did not mature, which means that the government will keep investing.
- The fact that different countries use different authentication mechanisms and standards means that Danske Bank for instance has had to create an interoperability solution for its authentication systems.

### *Agreement/ Action*

No agreements on follow where reached. However specialist of The Netherlands and Denmark may want to keep in touch.

### *Contact details*

*Mikkel Hippe Brun*: IT and Telecom Agency; +45 3379220; [mhb@itst.dk](mailto:mhb@itst.dk)

*Nikolas Triantafyllidis*: IT and Telecom Agency; +45 3545 0373; [nt@itst.dk](mailto:nt@itst.dk)

*Charlotte Jacoby*: IT and Telecom Agency; [cj@itst.dk](mailto:cj@itst.dk)

*Dick Meng*: Danske Bank; + 45 45143326; [Dick.meng@danskebank.dk](mailto:Dick.meng@danskebank.dk)

*Joop van Lunteren*: Special Advisor to the Forum Standardsdisation; +31 (0)70 351 4997; [j.van.lunteren@hec.nl](mailto:j.van.lunteren@hec.nl)

*Peter Waters*: head Bureau Standardisation; +31 (0)6 1830 7888; [peter.waters@gbo.overheid.nl](mailto:peter.waters@gbo.overheid.nl)



*Photo: Ms Ineke Schop, programme manager NOIV, presents Standardisation in the Dutch Municipal environment at KL Association of Danisch Municipalities (presentation together with Peter van Tienhoven)*



## FORUM STANDAARDISATIE

### 5. Interoperability Framework and List of standards

Four presentations outlined the state of affairs and possible areas for collaborations regarding Interoperability Frameworks and Lists of standards. Mr Per-Olav Gramstad and Mr Jens Jakob Andersen presented the work of the IT and Telecom Agency in Denmark. Mr Sander Zwienink and Mr Martin Mollema presented the state of affairs in The Netherlands.

#### *Lessons learned*

Denmark and The Netherlands seem to reason from different perspectives. In Denmark government efficiency and cost savings are strong political issues whereas in The Netherlands the focus is much more on the reduction of administrative burden and better service delivery. Another important aspect is the difference in governance. The Netherlands has a strong consensus history and focus, Denmark has the same but seems to be better capable to reach agreements between the government layers (regions, municipalities and central government). This affects the way in which Denmark and The Netherlands look at standardization, Denmark is experimenting with compulsory standards whereas the Netherlands works on the basis of “comply or explain” (also used by the Danes). The presentations focused on the development of national Lists of Standards, Enterprise architecture and the Dutch NORA (Dutch government reference architecture) and interoperability frameworks.

- Even though Denmark has a number of mandatory standards the reality is that there is always an escape clause. Mandatory standards do yield a lot of resistance if they are not in tune with the developments in the market and are more or less de facto standards already. In the end the development of standards is an organic process that has to involve all stakeholders. Factors as: market penetration and ease of use are essential.
- There is a discussion that focuses on “Using standards or standardizing the use”. This reflects the different ways in which one can approach the issue of standardization. Both are valid and the delegation wondered out loud if standardizing the use was not the better approach to yield results.
- Standards play a very important role in giving vendors security for their business investments. It is the role of the government to support this where necessary whereby it is of key importance to focus on those areas where the need for standardization is really felt by the stakeholders.

#### *Agreement/ Action*

Communication between the Netherlands and Denmark in these areas is good. The specialists know how to find each other. The relationship will need attention in the coming time since both Per-Olav Gramstad and Martin Mollema might change jobs.

Denmark is interested in the concept of the Forum standardisation. Peter Waters will be in touch with Per Schultz Eeg regarding this topic.



## FORUM STANDAARDISATIE

### *Contact details*

*Per Schults Eeg*: Manager Standardisation division IT and Telecom Unit; +45 35450290;  
[pseeg@itst.dk](mailto:pseeg@itst.dk)

*Per-Olav Gramstad*: Senior Advisor, Division of IT-Architecture, IT and Telecom Agency;  
+ 45 3337 9246 / +45 33379246; [pog@itst.dk](mailto:pog@itst.dk)

*Jens Jakob Andersen*: Enterprise architect, IT and Telecom Agency; [jjan@itst.dk](mailto:jjan@itst.dk)

*Peter Waters*: head Bureau Standardisation; +31 (0)70 888 7918 / +31(0)6 1830 7888;  
[peter.waters@gbo.overheid.nl](mailto:peter.waters@gbo.overheid.nl)

*Sander Zwienink*: Bureau Standardisation; +31 (0)70 888 7918 / +31 (0)6 4858 5154;  
[sander.zwienink@gbo.overheid.nl](mailto:sander.zwienink@gbo.overheid.nl)



## FORUM STANDAARDISATIE

### 6. General Observations

Besides the presentations directly linked to the themes of the work visit, some presenters focused on the context in which the Danes shape their eGovernment strategies. The presentations included an academic overview of standardisation in Denmark by Dr John Gotze; a presentation of Mr Lars Frelle Petersen of the Danish Digital Task Force, dealing with the way in which Denmark deals with the governance of eGovernment; an introduction to Denmark by the Dutch Ambassador to Denmark HE Gerard Kramer and finally an introduction to the position of Municipalities and standardization by Nikolaj Skovmann Sorensen of the Danish Association of Municipalities (KL) and Ms Mette Kuurland of Kommune Holding.

#### *Lessons learned*

- In Denmark the main budget for eGovernment comes from central government. The Ministry of Finance is the coordinating agency and the Ministry of Science and Technology develops the policy. This affects the way in which eGovernment projects are financed. The Danes, while focussing on efficiency and cost savings, make investments on new eGovernment projects centrally through the Ministry of Finance. However, the projects are based on business cases calculating the savings at Municipal level, these are withheld from their budgets directly. This system ensures that the cost savings do not only occur on paper but are actual.
- The agenda on efficiency is leading in Denmark and has political attention. IT and eGovernment are seen as key aspects for:
  - modernising public sector;
  - diminishing administrative burdens;
  - enhancing efficiency;This is specifically important because of demographic trends in Denmark which lead to a shortage on the labour market.
- Denmark has followed an active adaption policy, in which they take international standards and try to adjust this if necessary to the Danish context. Also, Denmark tries to get their standards levelled up to become the European standard.
- In Denmark all municipal data is owned and governed by one central agency which is owned by all municipalities together, but which will be privatized in the near future. Challenges arising for the Danish municipalities from this privatization are the question of safety of data and the influence of the municipalities on the process and the system for data handling. At present the Danes are working to extract the data from this agency and build it into comprehensive data models, One of the key issues here is also to maintain the right level of in depth expertise and understanding.



## FORUM STANDAARDISATIE

### Appendix 1: Program, July 6th – 9th 2008

#### Sunday 6th of July 2008

19:00-19:30 **Assemble at the gate at Schiphol airport (individual check-in)**

Flight number: SK 0554; Amsterdam 20.15 hrs – Arrival Copenhagen 21.40 hrs.

22:00-23:00 Check in at **Copenhagen Admiral Hotel**,

Address: Toldbodgade 24, t. +45 3374 1414

#### Monday 7th of July 2008

**Meeting Venue: IT and Telecom agency**

*Address: Holsteinsgade 63; t. +45 3545 0000*

#### **Introduction**

09:00-09:45 Welcome and general introductions:

- IT & Telecom Agency (*Christian Hannibal, (Per Schultz) – ITST*)
- Dutch Forum of Standardization (*Nico Westpalm van Hoorn – chairman of the Dutch Forum Standardisation*)

9:45-10:15 Introduction of the program for the delegation of the Dutch Bureau and Forum Standardisation (*Peter Waters – bureau Forum Standardisation*)

10:15-10:30 Coffee break

#### **Governance of e-Government and System of Basic Registers**

10:30-11:15 Cooperation and coordination between government bodies in Denmark (*Lars Frelle Petersen – Digital Task Force, Ministry of Finance*)

11:15-11:45 Presentation on System of Basic Registers - The Netherlands (*Steven Luitjens – GBO Overheid*)

11:45-12:15 Discussion on cooperation, coordination and Danish eGovernment strategy and possibilities for cooperation on system of basic registers

12:15-12:30 Transport to restaurant M/S Amerika

12:30-13:45 Lunch restaurant M/S Amerika

*Address: Pakhus 12, Amerikakaj, Dampfærgevej; t. + 45 3526 9030*

13:45-14:00 Transport to IT and Telecom Agency

#### **e-Government and Standardisation – an academic perspective**



## FORUM STANDAARDISATIE

- 14:00-15:00 Academic overview e-Government and standardisation in Denmark (*John Gøtze – external lecturer of the Copenhagen Business School/ IT University*)
- 15:00-15:30 Discussion – Standardisation, governance and eGovernment in Denmark and The Netherlands
- 15:30-17:00 Internal session Bureau and Forum Standardisation
- 17:00-17:30 Return to the hotel

### **Meeting with the Dutch Ambassador in restaurant Skipperkroen**

- 18:15-18:30 Departure from hotel to restaurant Skipperkroen  
*Address: Nyhavn 27; t. + 45 33 11 99 06*
- 18:30-19:00 Welcome cocktail in attendance of HE Gerard Kramer
- 19:00-19:15 Introduction on the work visit and the delegation of the Bureau Forum Standardisation by Nico Westpalm van Hoorn
- 19:15-20:00 Introduction on Denmark by HE Gerard Kramer
- 20:00-22:30 Dinner in attendance of HE Gerard Kramer

### **Tuesday 8th of July 2008**

- 7:30-8:30 Breakfast
- 8:30-9:00 Transport to Association of Danish Banks

#### **Meeting Venue: Association of Danish Banks**

*Address: Amaliegade 7; t. +45 33 70 10 83*

### **eInvoicing and NemKonto**

- 9:00-09:05 Introduction of day program (*Nathan Ducastel – the Centre of Expertise*)
- 9:05-09:30 Presentation of Association of Danish Banks on standardisation, International developments and eInvoicing standards (*Mr. Stig Korsgaard – Standardisation Unit*)
- 9:30-09:50 Presentation of Danske Bank on eInvoicing and eID (*Dick Meng – Danske Bank*)
- 09:50-10:10 Presentation on NemKonto and eInvoicing from a societal perspective (*Ms Nanna Skovgaard - Danish Agency for Government Management*)
- 10:10-10:30 Presentation eInvoicing from a technical perspective (*Helle Schade – IT and Telecom Agency*)
- 10:30-11:00 Coffee break



## FORUM STANDAARDISATIE

- 11:00-11:30 Presentation on eInvoicing and easy account developments in The Netherlands  
(*Michel Verhagen – Ministry of Economic Affairs*)
- 11:30-12:30 Discussion
- 12:30-13:45 Lunch offered by Association of Danish Banks
- 13:45-14:15 Transport to KL / Association of Municipalities

### **Meeting Venue: KL (Association of Danish Municipalities)**

*Address: Weidekampsgade 10; t +45 33 70 33 86*

### ***The role of Municipalities and eID and eAuthentication***

- 14:15-15:00 Presentation of KL and KMD on the role of Municipalities in standardisation and eGovernment (*Nikolaj Skovmann Sorensen (KL), Rolf Sorensen (KMD), Ms Mette Kuurland (Kommune Holding)*)
- 15:00-15.30 Response from the Dutch delegation and discussion – the role of municipalities in The Netherlands
- 15:30-15:40 Coffee break
- 15:40-16:05 Presentation eID and eAuthentication in the Netherlands (*Joop van Lunteren – special advisor to the Forum Standardisation*)
- 16:05-16:30 Presentation eID and eAuthentication in Denmark (*Mikkel Hippe Brun – IT & Telecom Agency*)
- 16:30-17:00 Discussion – shared interests and possible collaboration in the area of eID and eAuthentication
- 17:00-18.00 Internal session Bureau and Forum Standardisation
- 18:00-18:30 Return to Hotel
- 20:00-22:30 Dinner at the hotel: Restaurant SALT  
*Address: Copenhagen Admiral Hotel*

### **Wednesday 9th of July 2008**

- 8:00-8:30 Breakfast
- 8:30-9:00 Checking out



## FORUM STANDAARDISATIE

**Meeting Venue: Meeting room in hotel**

*Address: Copenhagen Admiral Hotel*

### ***Interoperability Framework and list of standards***

- 09:00-9:05 Introduction day program (*Nathan Ducastel – the Centre of Expertise*)
- 09:05-9:25 Presentation Denmark – Interoperability and/or Architecture frameworks? (*Jens Jakob Andersen – IT and Telecom Agency*)
- 09:25-09:45 Presentation The Netherlands – The Dutch Interoperability framework (*Sander Zwienink – Dutch Reference Architecture (NORA)*)
- 09:45-10:15 Discussion
- 10:15-10:30 Coffee break

### ***List of Standards and interoperability framework***

- 10:30-10:50 Presentation - List of standards and interoperability developments in Denmark (*Per Olaf Gramstad – IT and Telecom Agency*)
- 10:50-11:10 Presentation - List of standards developments in The Netherlands (*Martin Mollema – Bureau Forum Standardisation*)
- 11:10-12:00 Discussion
- 12:00-13:30 Lunch and formal closing of the work visit
- 13:30-14:30 Evaluation and discussion Bureau and Forum Standardisation

**16:00 Departure from hotel to the airport**

**Flight number: SK 0553 - Copenhagen 18.10 hrs, arrival Amsterdam 19.30 hrs**



## FORUM STANDAARDISATIE

### **Appendix 2: Participants list (Dutch Delegation)**

1. Ms Arianne de Man, co-ordinating senior advisor IPO
2. Bart van Rietschote, consultant, chairman Geonovum
3. Cees Hoddenbagh, sector manager Capgemini
4. Ms Chantal Langejans, junior consultant, The Centre of Expertise
5. Gerard Hartsink, senior executive vice president ABN Amro
6. Harry van Zon, senior consultant HEC
7. Ms Ineke Schop, manager Netherlands Open in Connection
8. Joop van Lunteren, senior counsel HEC
9. Joris Gresnigt, HEC trainee at Bureau Forum Standaardisatie
10. Ms Lieneke Jongeling, chairwoman ELD & Nortgo College
11. Ms Marian Barendrecht, secretary at Bureau Forum Standaardisatie
12. Ms Marijke Abrahamse, advisor at Bureau Forum Standaardisatie (per 1/9)
13. Martin Mollema, advisor at Bureau Forum Standaardisatie
14. Michel Verhagen, Management Team, Ministry of Economic Affairs
15. Nathan Ducastel, consultant, The Centre of Expertise
16. Nico Westpalm van Hoorn, CIO Port of Rotterdam
17. Olf Kinkhorst, director BKWI
18. Peter van Tienhoven, information officer Geo-info & ICT city's of Utrecht and Amsterdam
19. Peter Waters, head of Bureau Forum Standaardisatie
20. Sander Zwienink, advisor at Bureau Forum Standaardisatie
21. Simon Spoomaker, senior consultant, chairman SMDG, UN/ITIGG, UN/CEFACT
22. Steven Luitjens, managing director GBO.Overheid
23. Wim van Nunspeet, director Social and Spatial Statistics, Statistics Netherlands



## FORUM STANDAARDISATIE

### **Appendix 3: Danish Presenters**

1. Charlotte Jacoby, IT and Telecom Agency
2. Christian Hannibal, Danish National IT and Telecom Agency
3. Dick Meng, Danske Bank
4. Gerard Kramer, Ambassador
5. Ms Helle Schade-Sørensen, Danish National IT and Telecom Agency
6. Jens Jakob Andersen, Danish National IT and Telecom Agency
7. John Gøtze, Copenhagen Business School
8. Lars Frelle-Petersen, Ministry of Finance/Digital Task Force
9. Mikkel Hippe Brun, Danish National IT and Telecom Agency
10. Ms Nanna Skovgaard, Danish Agency for Government Management
11. Nikolaj Skovmann Sørensen, KL – Local Governments Denmark
12. Nikolas Triantafyllidis, IT and Telecom Agency
13. Per-Olaf Gramstad, Danish National IT and Telecom Agency
14. Per Schultz Eeg, Danish National IT and Telecom Agency
15. Stig Korsgaard, Association of Danish Banks