



DIGITAL GOVERNMENT STRATEGY 2026-2030

Preface



The '2026-2030 Digital Government' strategy heralds a new stage in Luxembourg's digital transformation. It marks a continuation of the 'Electronic Governance 2021-2025' Strategy, which laid the foundations for a more connected form of government geared towards quality of public services. The practices and infrastructures introduced as part of the strategy boosted efficiency and accessibility, with the main aim of improving how the State responds to the needs of citizens and businesses. Building on the achievements of the previous strategy, we now find ourselves at an important juncture, driving forward digital public services based on sovereignty, innovation and performance.

In a world where digital tools and technologies are evolving at an unprecedented rate, Luxembourg is asserting its digital sovereignty as a strategic pillar. This ambition is based on three complementary axes: data valorisation, artificial intelligence and quantum technologies. These areas, which are already at the heart of specific national strategies, are embedded in the digitalisation of the public sector, guaranteeing that critical infrastructure, IT systems and data are managed in line with European and national values and principles, while promoting responsible and sustainable innovation.

In this context, the draft law on the implementation of the Data Governance Act means a paradigm shift in the public sector, especially with regard to data valorisation. By giving Luxembourg a robust legal framework for the circulation and data valorisation, it consolidates the trust between State, citizens and economic players. This initiative conveys a strong political desire: to make data a driver of growth, innovation and transparency, while guaranteeing the protection of fundamental rights. The Data Governance Act is not just a technical reform; it embodies a strategic vision in which responsible data governance becomes an instrument of sovereignty and national competitiveness. As a result of this legislative basis, the digital government will be able to provide more effective, interoperable and consumer-centred public services, while asserting Luxembourg's status as a leading player in the data economy. Furthermore, this approach is clearly aligned with the European Commission's political desire to offer harmonised and simplified procedures to support national competitiveness while guaranteeing protection of data.

Against this background, we must now take time to consider what form the administration of tomorrow will take. The 2030 vision is bold: to offer fully digital, interoperable public services accessible to all, while ensuring digital inclusion and transparency. This transformation is based on strong principles: Once Only, intelligent use of data to anticipate needs, adoption of emerging technologies, and compliance with security and data protection standards.

This strategy is also part of a responsible environmental approach: by optimising the use of resources and reducing the ecological footprint of digital infrastructure, it reconciles innovation and sustainable responsibility. It prepares for a public sector that is capable of adapting quickly to technological change, while guaranteeing public trust and system resilience.

By combining continuity and ambition, Luxembourg is paving the way for a digital government that embodies innovation, sovereignty and inclusion. This strategy represents a vision for the future, in which digitalisation and technology are harnessed for the common good and national prosperity.



Stéphanie Obertin
Minister for Digitalisation



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1. Context

1.1. National context

The 2023-2028 coalition agreement signifies a strong commitment on the part of the Luxembourg government to continue to drive digitalisation forwards and promote an effective, innovative and inclusive digital government. This agreement clearly highlights the government's consistent commitment to the cross-functional development and integration of new technologies and innovative solutions in the public sector, thereby contributing to the efficiency, transparency and quality of public services offered to citizens and businesses and within administrations. The strategy covers not only interactions with others (Government to citizen - G2C and Government to business - G2B), but also the internal digitalisation of the central government (G2G), with the aim of harmonising administrative processes and tools to break down silos and ensure overall coherence.

This strategy is part of a holistic and multidisciplinary vision, involving a range of public sector players, while taking into account the strategic initiatives already in place or in the process of being implemented in Luxembourg. It seeks to improve the digital public services offering and to make citizens feel more confident using these services.

The strategy defined in this document is based on the 'Electronic Governance 2021-2025' strategy, which concluded at the end of 2025. This strategy focused on the quality of online public services and the development of a 100% digital administration, based on the following principles: Once Only, Digital by Default, inclusion and accessibility, openness and transparency, reliability and security, as well as interoperability and standardisation. It had been developed by the Ministry for Digitalisation in collaboration with the Government IT Centre (CTIE) and was approved by the Government Council in February 2021. An internal roadmap was then prepared and approved by the members of the Interministerial Committee for Digitalisation (Comité interministériel pour la digitalisation), indicating practical actions to be implemented to make this strategy a reality.

The majority of the projects originating from the 'Electronic Governance 2021-2025' Strategy have been implemented or are in the process of being rolled out. These are projects that have either had an impact on the internal processes of the administrations, or achieved results that are of direct benefit to citizens or businesses. More than 900 projects were submitted to the CTIE under the previous strategy, of which around 500 had been concluded at the time of writing. These include:

- Digital transformation of public services for the benefit of citizens:
 - development of mobile apps such as MyGuichet.lu and MyGuichet.lu Steierassistent to facilitate access to public services;
 - implementation of a participatory platform (zesumme-vereinfachen.lu) to encourage citizens to get involved in the creation and improvement of online services;
 - integration of the Virtual Meeting Room (VMR) resulting from a GovTech Lab innovation partnership ;
 - drafting of a multi-channel communication policy to reach a wider, more diversified audience;
 - development of attractive and intuitive online services.
- Digital transformation of public services for the benefit of public authorities:
 - development of new core registers (authentic sources) to centralise data;
 - creation of an automated data exchange platform (API Gateway);
 - deployment of a Business Intelligence architecture for data analysis and use;
 - development of IT service management tools;
 - creation of a new electronic document management platform;
 - integration of electronic signatories.



Collaboration initiatives and initiatives that support innovation and the digital transformation such as the GovTech Lab and the Digital Advisory Service have been put in place to accompany these changes.

A few initiatives are in the process of being finalised and their completion is imminent. The new strategy is a continuation of these projects, capitalising on the lessons learned and the results obtained to drive forward and extend the digital transformation in Luxembourg's public sector.

1.2. International context

In 2022, the OECD published an analysis, commissioned by the Ministry for Digitalisation, in the form of a progress report on digital government in Luxembourg. This study, structured around four axes – governance, human and financial capacities, the Data-Driven Public Sector and digital tools adapted to the needs of users – looked in detail at the strengths and weaknesses of the public sector in terms of digitalisation. Amongst the strengths identified, the OECD mentioned the creation of the Ministry for Digitalisation, the High Committee for Digital Transformation (Haut Comité pour la transformation numérique) and the Interministerial Committee for Digitalisation (Comité interministériel pour la digitalisation). These structures have improved the coordination of digital ambitions and bolstered synergies between public players. The organisational and budgetary approach centralised via the CTIE, a key player in the development and implementation of digitalisation, as well as support initiatives such as the GovTech Lab and the creation of the Digital Advisory Service of the Ministry for Digitalisation have been identified as effective ways of supporting ministries and administrations as they move forward in their digital transition. However, the OECD highlights a lack of clear governance when it comes to data management and use, despite the existence of policies and standards such as the national interoperability framework. According to the OECD, better exploitation of public data would significantly enhance the performance of government services.

This national reflection is part of a broader European framework, in which governance of data becomes a key issue. Regulation (EU) 2022/868 on European data governance, known as the Digital Governance Act (DGA), transposed by draft laws 8395 A and B, constitutes a major step forward in relation to data use in a secure environment. The draft laws establish a solid legal framework to guarantee secure and innovative data usage while protecting the fundamental rights of citizens.

Also in the context of digital transformation in the European Union, the European Commission launched the 'Digital Decade' initiative in 2023, which aims to guide the digital transformation of the Member States between now and 2030. This strategy is based on four pillars: digital skills, digital infrastructures, the digital transition of businesses and the digitalisation of public services. Luxembourg, as a Member State, is committed to meeting the targets set for digital government, including the objective of having 100% of key public services online. By 2025 the country had already reached a rate of 98% for services intended for citizens, and has already met the target for key public services for businesses, confirming its progress in this area.

1.3. An interministerial strategy founded on a participatory approach

In the context of the Interministerial Committee for Digitalisation, this strategy has been prepared using a collaborative process involving all the ministries, in a whole-of-government approach. This approach has allowed each ministry to actively contribute to the drafting of the strategy, by sharing its needs, challenges and specific expectations. This participatory mode encourages collective appropriation and accountability of the strategy and bolsters the conditions of its implementation more effectively.

The preparatory work began in November 2024 in the form of individual conversations with representatives from the different ministries. Through this dialogue, the current strengths and weaknesses, and the opportunities and threats associated with digitalisation of the public sector were identified. The comments, needs and challenges resulting from these conversations fed into the discussions during the subsequent workshops.

The first workshop, which was held in December 2024, brought together public sector agents from various ministries to perform a SWOT analysis of the current situation in terms of the digitalisation of the public sector in Luxembourg. The participants then discussed the guiding principles of the 'Electronic Governance 2021-2025' Strategy, as well as proposals for the new principles envisaged for the future 'Digital Government Strategy 2026-2030'. These guiding principles, which provide fundamental guidance for decisions and priorities relating to digital transformation, have been examined from the perspective of their practical implications.

During the second workshop, organised in January 2025, the participants discussed cross-cutting topics such as distrust in digital services, geopolitical issues and principles likely to guide the strategy's vision. The participants also worked together to identify opportunities and threats likely to influence the strategy for the years 2026 to 2030. Some of the guiding principles identified have proven to be all the more crucial given these challenges.

During the workshops, some 50 public sector agents engaged in constructive debate in order to also outline the vision and the guiding principles on which this strategy should be based.

Amongst them, the principle of 'reliability and security' emerged as fundamental in a more uncertain geopolitical climate in which digital technologies are both a vector for innovation and a source of vulnerability. This principle, resulting in greater security amongst other aspects, is essential for preserving citizens' trust in the political, democratic and, by extension, digital system¹.

The discussions also shed light on the importance of subjects related to data, interoperability, standardisation and digital sovereignty. These elements are vital prerequisites for developing sustainable, innovative and above all secure public services.

1 See also the national resilience strategy: [National resilience strategy](#)

'Sustainable by design' was also highlighted as a major strategic principle, in response to the issues surrounding energy consumption, ecological footprint and responsible use of digital technologies in the public sector.



1.4. Digital sovereignty

During the discussions in the workshops, digital sovereignty was revealed to be a key strategic issue at the heart of the government's digital vision. It is not limited to technical considerations, but embodies a strong political ambition: to aspire to Luxembourg's autonomy in a globalised digital environment, while ensuring protection of fundamental rights, national security, democratic stability and economic competitiveness.

The concept of digital sovereignty refers to the capacity of a country, organisation or individual to exercise control over its digital resources, whether data, infrastructures, technologies or skills. It is about protecting the values and interests of a territory or a community by maximising autonomy while managing strategic interdependences.

At European level, this sovereignty is increasingly viewed from the perspective of technological strategic autonomy, considered as an operational lever for sovereignty. The Draghi report² stresses that such autonomy can only be achieved at European level because of the huge amount of investment needed and the complexity of technology chains such as semi-conductors, artificial intelligence, the cloud and quantum computing.

Inspired by these recommendations, Luxembourg intends to position itself at the forefront of this transformation, aligning itself with European ambitions and actively contributing to the development of a competitive, resilient and sovereign digital ecosystem.

In order to strengthen European digital sovereignty, Luxembourg is fully aligned with European Union objectives, actively contributing to strategic autonomy in the digital world. This contribution can be seen in the development of artificial intelligence models, the introduction of local data infrastructures, the boosting of capacities in quantum technologies, and participation in the creation of common European data spaces to encourage interoperability between Member States. The country also encourages the sharing of best technological practice and European cooperation through initiatives such as ENISA or Gaia-X in order to guarantee that its projects are compatible, interoperable and beneficial at EU level.

Presented in May 2025 by Ministers Stéphanie Obertin, Elisabeth Margue and Lex Delles, the 'Accelerating digital sovereignty 2030' initiative makes this Luxembourg vision a reality through three axes translated into three themed strategies:

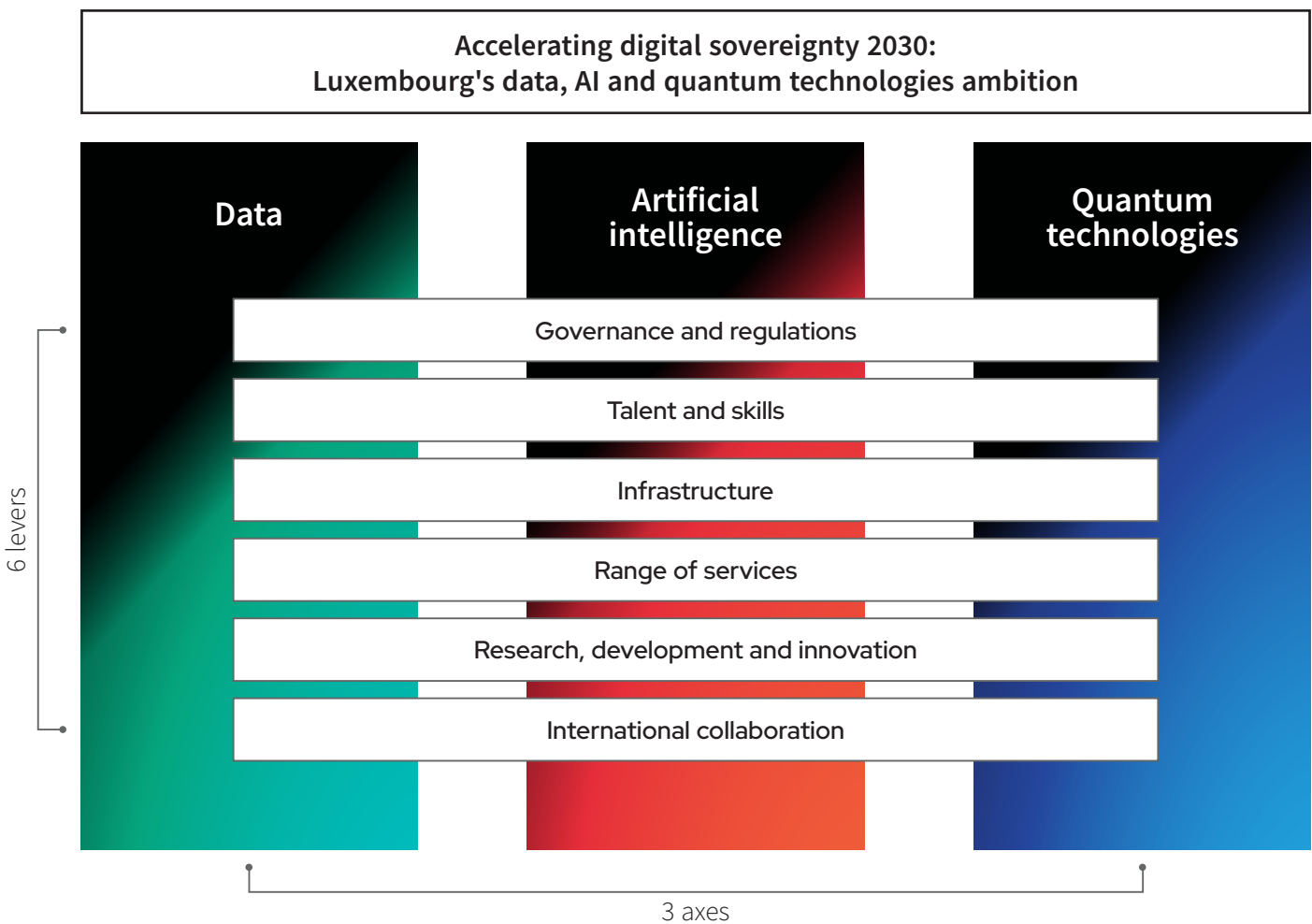
- data: drafting the national data strategy with centralised governance, seeking to secure and maximise the value of the country's digital assets;
- artificial intelligence: the deployment of AI technologies in Luxembourg spans the whole Luxembourg ecosystem and aims to incorporate AI into the private sector, public research and different areas of central government. Innovative tools such as an educational chatbot , an AI assistant for central administration, and a large language model specialising in Luxembourg legislation (4LM) are just a few examples of flagship projects;

2 [The Draghi report on EU competitiveness](#)

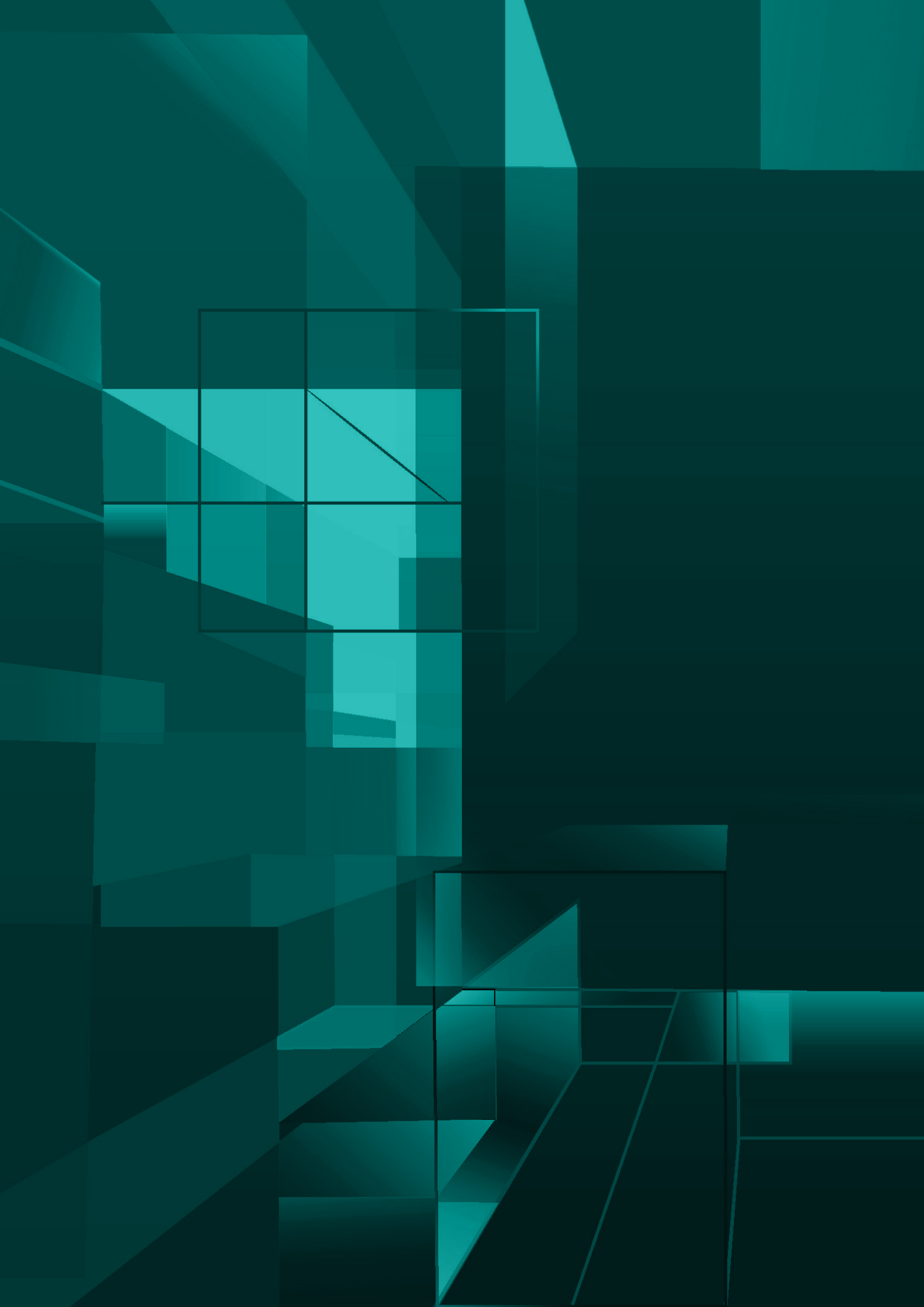
- quantum technologies: support for research and innovation in this emerging field, closely related to the progress made in data and AI.

These axes are supported by six cross-functional levers for consistent implementation:

- | | |
|-------------------------------------|-------------------------------------|
| 1. Governance and regulation | 4. Range of digital services |
| 2. Talent and skills | 5. Research and innovation |
| 3. Digital infrastructure | 6. International cooperation |



Digital sovereignty should not be thought of as absolute independence, but rather as an ability to choose our interdependences, to manage our critical resources and to assert our values in a globalised digital space. Luxembourg, by adopting a pragmatic and European approach, is helping to construct strategic digital autonomy founded on trust, cooperation and innovation.



2. Vision

In the digital age, Luxembourg is committed to conscientiously implementing information technologies to guarantee the development of public services that meet the varied needs of citizens and businesses and to ensure the effective operation of administrations. The identified vision of digitalisation is based on key principles that will guide this commitment, guaranteeing a more innovative, more effective and more inclusive public sector.

Luxembourg plans to make its public services entirely digital **from end to end** by 2030. All processes, from data collection to provision of services, will be digitalised, while ensuring **digital inclusion by taking into account** specific user needs. The government is therefore proposing **accessible** public services that ensure maximum effectiveness and a seamless user experience.

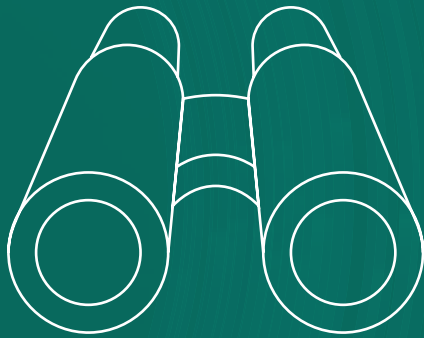
The government is widely adopting the **Once Only** principle, whereby citizens and businesses need only provide their information once, slashing the administrative burden for them and for the administrations.

Data valorisation in the public sector is at the very heart of the strategy. By exploiting data that is made available as a result of end-to-end digitalisation in a coordinated way, central government gains a deep understanding of the situations faced by citizens and businesses and can identify new trends. In this way, it can improve existing public services, and identify and create new services, while efficiently meeting the needs of citizens and businesses. Digital public services are also becoming more personalised and **proactively** anticipate the needs of users.

To achieve these goals, the government is continuing its efforts to invest in the integration of **emerging technologies and advanced technological platforms** in order to have a state-of-the-art IT infrastructure. These platforms must be designed to be interoperable and standardised in order to support the internal collaboration of central government.

In an ever-changing technological environment, the public sector in Luxembourg needs to be **agile to benefit fully from the new opportunities that are emerging, while remaining innovative and effective**. It is putting in place mechanisms to evolve quickly and adopt new technologies and innovative practices. **Digital sovereignty** and the **security of infrastructure, systems and data** are the absolute priorities. The government guarantees that data is processed, made available and reused securely and in accordance with the legal frameworks in force. Citizens' trust in the protection of their data is essential.

Last but not least, the government is committed to optimising the use of natural resources by adopting sustainable measures and practices in order to reduce the environmental footprint and, as a result, the associated costs.



Digital inclusion



Digital sovereignty and infrastructure security



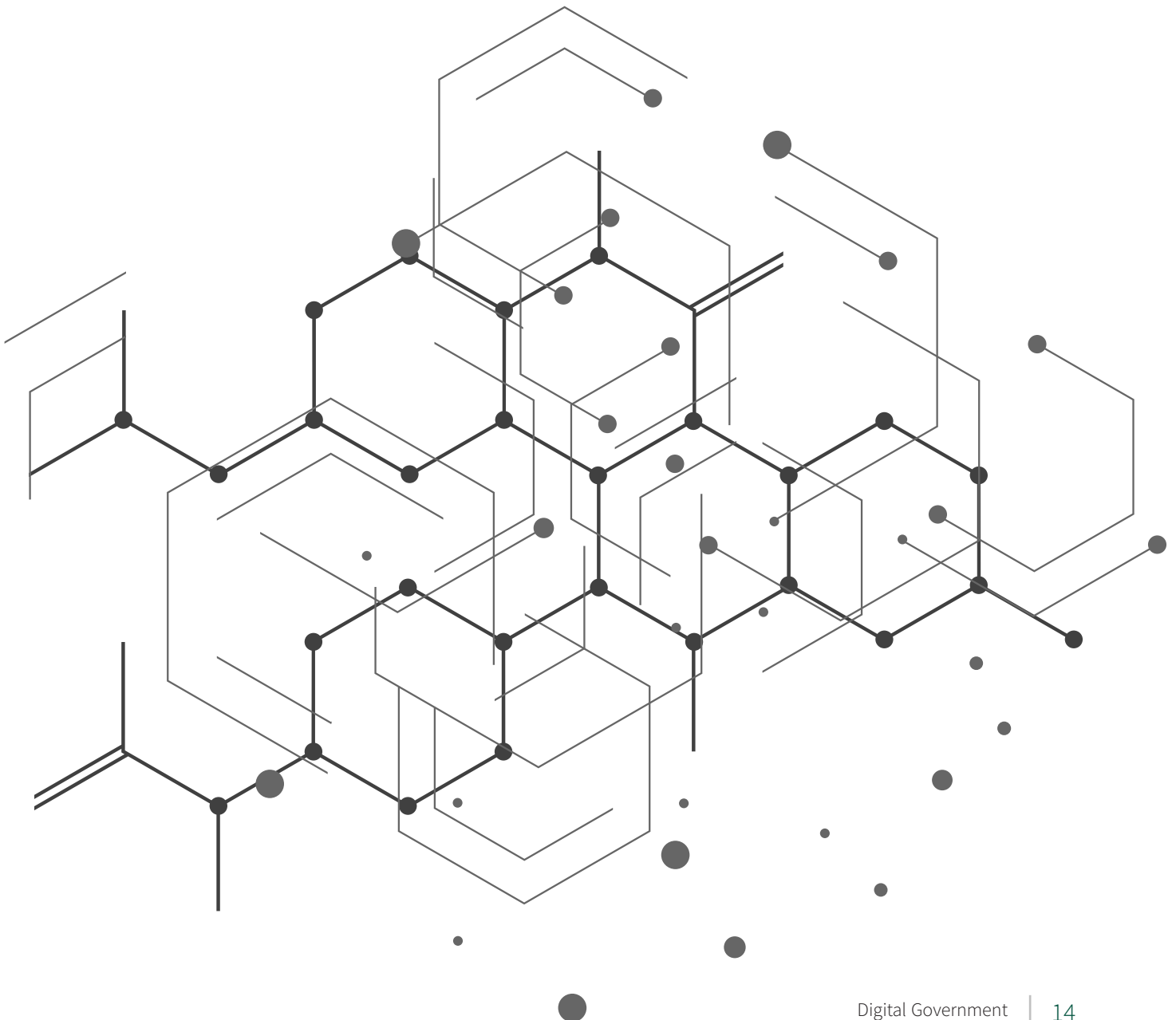
Data valorisation and once only



Personalised and proactive digital public services

3. Guiding principles

This strategy seeks above all to meet the needs of citizens and businesses by providing them with modern, accessible and secure public services. It is based on a consumer-centred approach, which is the common thread of all of the guiding principles. Each principle outlined below is designed to tangibly improve the lives of citizens and support businesses in their development, while guaranteeing efficient, inclusive administration capable of tackling future challenges. This approach puts the users at the heart of the digital transformation, making sure that the solutions proposed are useful, intuitive and in line with their expectations.



Principles

Explanation/Definition

Collaboration, Skills and Talent

Encouraging collaboration between government officials in the context of the digital transformation helps to reduce the silo mentality and boost synergies between administrations, leading to the creation of new cross-functional public services.

The development of new skills in the public sector, especially in the field of digitalisation, is essential. Public sector agents should be encouraged to acquire the new skills necessary to tackle current and future digital issues.

Making the public sector more attractive to talent, particularly in fields related to data and emerging technologies, is a strategic way of consolidating in-house skills and supporting innovation within the public sector.

Digital by default

As far as possible, an electronic alternative must be proposed for all public services. Implementation of these services through the MyGuichet.lu platform, using its standard components, will guarantee harmonisation of the public services offered to citizens and will allow efforts to be streamlined.

The digitalisation of internal government flows enables agents to spend more time analysing and monitoring cases, which encourages in-depth knowledge and more effective handling of these cases. To accelerate this digitalisation, administrations will have access to centralised CTIE standards and platforms in order to create synergies, reduce implementation costs and shorten development times.

Sustainability and Efficiency

Optimising how resources are used and how the necessary infrastructures are developed and integrated, thereby reducing the environmental footprint and consequently energy costs, is a priority.

These sustainability efforts also encompass the ambition to limit technological debt and the desire to encourage, as far as possible, generic and centralised platforms that can be used by the majority of administrations, reducing development, maintenance and environmental costs as a result.

Principles

Explanation/Definition

Reliability, Security and Sovereignty

Guaranteeing a secure and reliable digital environment that complies with legal frameworks is essential in order to offer citizens and businesses a high level of data protection, and robust, highly reliable online services.

By prioritising digital sovereignty, the government guarantees the protection and availability of critical applications, while ensuring the security of sensitive data.

The development of IT solutions hosted in Luxembourg strengthens this sovereignty and helps to position Luxembourg as a centre of excellence for innovation and data management.

In Luxembourg, any processing of data must comply with fundamental international and national rights and principles. Data must therefore be processed in accordance with data protection requirements, specifically in terms of transparency, loyalty and security.

Flexibility and Adaptability through innovation

The implementation of structures, IT platforms and agile standards is essential to exploit the full potential of technological developments and thus meet the changing needs of citizens and government officials in order to make the public sector function better.

The modernisation of IT systems, coupled with the integration of emerging technologies such as artificial intelligence, strengthens the ability of administrations to react effectively to new challenges and adapt their services proactively.

Inclusion and Accessibility

Humans and their skills and needs are central to efforts to improve the accessibility of public services, regardless of their location, their specific needs, their level of skill and/or the digital tools they use.

As an intuitive, accessible and multi-channel platform, MyGuichet.lu plays a central role as the single point of contact between administrations and citizens, thus facilitating fair access to digital public services for all.

In addition, the physical counter remains an essential alternative for those who, for a variety of reasons, are unable or unwilling to carry out their administrative procedures online.

Principles

Explanation/Definition

Once Only, Interoperability and Standardisation

The government's IT systems must be developed according to common standards in order to guarantee their interoperability and for the seamless exchange of data between administrations. The CTIE, as the central government's provider of IT services, plays a key role in defining these standards and provides a common infrastructure and common IT platforms.

This approach, anchored in its organic law, not only ensures the interoperability of the IT systems, but also means that efforts can be streamlined and that development and maintenance costs can be reduced.

The government applies the Once Only principle, which forces public entities to share data on citizens if the data already exists in the public sector, rather than asking citizens for it again. This approach reduces red tape, simplifies administration and makes public services more efficient. It also contributes to the quality of the services offered, by making access to reliable data easy and by supporting data-driven decision-making.

Openness, Transparency and Participation

Direct dialogue with citizens and businesses is boosted in order to design innovative public services collaboratively. This approach relies on citizen participation and dialogue with the private sector and civil society, encouraging openness, transparency and participation.

4. Priority objectives

The guiding principles define the fundamental values and general direction of the digital transformation. To implement them, this strategy identifies several priority actions, which translate these principles into concrete objectives. The anticipated objectives are not a rigid roadmap, but rather a flexible framework within which efforts can be adapted to the changing needs of citizens, businesses and administrations. They illustrate the ambitions of the strategy, with the emphasis on key transformations such as modernisation of public services, improvement of administrative effectiveness, strengthening of digital sovereignty, development of skills, and integration of sustainability.

For some of the following sub-chapters, more specific actions are referred to in this document, whereas for others they are not. This is explained by the fact that certain themes already have a dedicated strategy (e.g. Luxembourg's Data Strategy³, Luxembourg's Artificial Intelligence Strategy⁴, the National Action Plan for Digital Inclusion⁵ or Luxembourg's interoperability framework⁶). In these cases, it is not about listing all the existing actions, but rather ensuring that this strategy is coherent and consistent with the other national strategies being implemented in order to ensure a harmonised approach.



3 [Luxembourg's Data Strategy - The Luxembourg government](#)

4 <https://gouvernement.lu/en/publications/rapport-etude-analyse/minist-digitalisation/2025-luxembourg-ai-strategy0.html>

5 [National Action Plan for Digital Inclusion - The Government of the Grand Duchy of Luxembourg](#)

6 <https://mindigital.gouvernement.lu/fr/dossiers/2019/NIF-2019.html>

4.1. Digitalisation of interactions between the Government to citizen and Government to business (G2C and G2B)

Digitalisation of interactions between the government, citizens and businesses is a key priority of Luxembourg's digital strategy. It aims to transform the relationship between the government and users into a fluid, proactive and personalised experience, accessible to all and built on trust. With this in mind, the State is adopting a Government as a Platform approach, providing administrations with a common infrastructure, reusable components, shared standards and centralised platforms such as MyGuichet.lu. This approach allows efforts to be pooled and the development of new services to be accelerated, while guaranteeing their consistency and interoperability. By relying on these modern platforms as well as a growing data culture and shared tools, the government intends to simplify procedures, anticipate needs and make public services more efficient. This transformation is not limited to the digitalisation of processes: it redefines how citizens and businesses interact with the government, according to a consumer-centred approach, founded on simplification, transparency, inclusion and performance.

4.1.1. End-to-end digital interaction

In the context of digitalisation of public services, Luxembourg is pursuing a clear ambition: to offer citizens and businesses a seamless, proactive and personalised user experience in their interactions with national and European authorities⁷. This ambition comes together under the MyGuichet.lu platform, the role of which as a single point of contact for administrative procedures is being constantly consolidated, and whose offering and features continue to be developed to make the platform even more relevant, intuitive and accessible.

However, the scope of MyGuichet.lu goes beyond the borders of the Grand Duchy of Luxembourg, extending to all EU Member States through projects such as the Once Only Technical System (OOTS), created within the framework of Regulation (EU) 2018/1724 establishing a single digital gateway.

To achieve the above-mentioned ambition, it is therefore essential to focus efforts on key elements related to administrative simplification, digitalisation of administrative procedures and the actual needs of users. The work involves:

- the end-to-end digitalisation of more and more administrative procedures, enabling users to manage all their interactions with the public sector digitally, quickly and securely;
- connection of the digital procedures provided for by Regulation (EU) 2018/1724 to the Once Only Technical System (OOTS) in order to exchange certificates directly between administrations in the Member States, upon the request of users;
- the implementation of proactive services capable of anticipating needs in terms of the administrative procedures of citizens and businesses;

⁷ [Single digital gateway - Internal Market, Industry, Entrepreneurship and SMEs](#)

- the simplification, or elimination, of administrative procedures that no longer meet the needs of users or the administrations;
- the promotion of multi-channel communication, using modern means to inform and support users where they are; and
- the guarantee of confidentiality and respect for privacy of users, as a result of transparent, responsible and strictly proportionate use of personal data.

Strengthening the MyGuichet.lu platform's central role enables a sustainable approach to be adopted for the digitalisation of services offered online given that this centralisation enables the development of new, lower-cost services. New features can be made available to any administration that wants to make use of them. Citizens and businesses enjoy an optimised user experience as services are presented uniformly on the platform, which considerably reduces the effort required to get to grips with the features on offer. Users also benefit from simplified monitoring of all their exchanges with administrations, grouped together in a single private eSpace or, in the case of businesses, a single business eSpace.

Preference should therefore be given to the MyGuichet.lu platform for developing new electronic services. For specific cases in which the use of MyGuichet.lu is technically impossible, direct interfacing should be anticipated to allow users to access this service through MyGuichet.lu.

4.1.2. Once Only and proactive public services

The use, reuse and valorisation of data held by the public sector play a key role in the digitalisation of Luxembourg's public sector. They are essential for the application of the Once Only principle, which stops administrations from asking citizens and businesses again for information that is already available from another public sector organisation, and requires them to get it directly from this organisation.

The administrative burden on users is therefore significantly reduced and the services offered can thus better support citizens and businesses in their respective projects, while ensuring that their rights are protected.

The proactivity linked to the Once Only principle seeks to anticipate the needs of users by relying on the data available in the public sector and combining it with life events. It allows administrations to offer benefits provided for by law even before users ask for them, thus significantly reducing the administrative burden.

To make this proactivity possible, it is essential to have a modern and effective technological infrastructure, structured and interoperable data, and a clear, coherent legal basis.

This reuse of data, and therefore continued administrative simplification, also paves the way for new prospects: eventually, in an effective, secure data ecosystem, it will be possible – with the explicit consent of the individuals or entities concerned – to integrate data from the private sector or from research to improve public processes.

This approach leads to practical services:

- Smart, personalised notifications: automatic reminders for upcoming procedures or documents that need renewing, adapted to user profiles (identity card, driving licence, etc.).
- Improved pre-filling of forms: reduced completion time and fewer errors as the government already has certain data.
- Suggestions for help and services based on life events: automatic suggestions in the event of a birth, house move, change of job, financial problems, etc. without the citizen having to be informed or made aware.
- Personalised dashboard: personal space grouping together all current procedures, administrative documents, deadlines and past interactions with the administration. This dashboard makes it easier to monitor and manage administrative requirements.
- Proactive multi-channel communication: interaction between users and the authorities through various channels. Users can therefore carry out formalities according to their preferences (paper or electronic) and use the device of their choice (mobile, tablet or computer). Similarly, the government can send users notifications through different channels, for instance email, SMS or push notifications, depending on the user's preferences.
- Data management area: personal space grouping together access to citizens' personal data in an easy-to-understand and transparent format.

All of these actions are accompanied by a new data culture and the development of specific skills within the public sector and beyond, which make Luxembourg an attractive partner in projects related to data, innovation and digitalisation.

4.1.3. Digital inclusion and accessibility

In the context of this strategy, Luxembourg is committed to guaranteeing that each citizen and each business can access digital public services without discrimination, regardless of their location, their abilities, their digital skills or the devices they are using.

Universal accessibility is a fundamental pillar of this ambition. Given the high standards, in particular those established by the implementation of the Renow reference base, online services are designed to be accessible to everyone, including individuals with specific needs or those faced with particular obstacles.

In order to guarantee increased transparency and simplified access to (online) public services, it is essential that the descriptions of all the administrative procedures are, insofar as is possible, centralised on the Guichet.lu information gateway, and that this gateway is strengthened as the single point of contact for the description and explanations of government procedures. This gateway plays a fundamental role in terms of authentic sources or services offered by the Luxembourg authorities to citizens and businesses. It constitutes a strategic lever for users to exercise their rights, allowing them to easily consult the services available — whether they are Luxembourg natives, long-term residents or new arrivals.

For people who are less comfortable with digital technologies, non-digital alternatives must be maintained.

Strengthening the multi-channel public services policy avoids any discrimination due to an individual's preferences for a particular channel (electronic or paper) or device (e.g. mobile, tablet or computer). Several ways to manage administrative processes are offered instead. The Guichet.lu and MyGuichet.lu platforms are a key component in the application of this policy as they offer both online services available on a computer or mobile device and printable forms. This offer is accompanied by personalised assistance, offered in person (at the Guichet.lu reception desk or by video call), over the phone or by email.

At the same time, the new technologies must be mobilised to make access to public services easier, especially for people marginalised from digital procedures — whether due to lack of accessibility, familiarity or support.

The National Action Plan for Digital Inclusion plays a pivotal role in this approach. It provides for initiatives to raise awareness in order to increase motivation and build people's trust in digital technologies and to make it easier to access these tools, while focusing on the development of basic digital skills. The initiatives/measures contained in the national action plan aim to allow everyone to navigate the digital environment independently and in a considered way.

Furthermore, the use of artificial intelligence allows new means of interaction to be created between citizens and the authorities. Thanks to the power of AI in natural language processing, new public services can be set up to assist citizens in their interactions with government officials, making communication more fluid, inclusive and personalised.

Chatbots have been developed and made available to help citizens search for information on government websites and to transcribe this information into simpler language or translate it into another language. AI therefore helps to overcome language barriers, facilitating access to information for everyone, regardless of their mother tongue or their ability to understand complex administrative or legal texts.

Proactive digital public services, by reaching out to users rather than waiting for them to ask, can reduce inequality in access and build the trust of citizens who are traditionally distanced from digital technologies.

4.1.4. Digital identity

In this context, Luxembourg intends to improve and modernise its digital identity approach to respond to the growing issues of security, interoperability and digital sovereignty. Digital identity allows an individual to identify themselves (share information that identifies them in a register or digital system) and to authenticate themselves (prove that they are who they say they are). It also includes the ability to present official documents or digital certificates, such as proof of residence, qualifications, driving licence or proof of membership of public organisations. These elements, once certified, can be incorporated into secure environments used for administrative or contractual formalities, without paper versions having to be presented.

This vision is part of a European dynamic, in particular through the adoption of the European Digital Identity Wallet (EUDI Wallet). This digital wallet seeks to offer citizens a secure, interoperable and recognised way of proving their identity, sharing digital certificates of official documents with the same legal value as their physical equivalents, and accessing public and private services. The EUDI Wallet will also allow a qualified electronic signature to be added to documents, certifying that the person has seen, understood and validated them.

Public services, especially those offered on MyGuichet.lu, will be adapted so they are fully compatible with the EUDI Wallet and future identification and authentication infrastructures. Citizens will be able to search for official documents on MyGuichet.lu, add them to their EUDI Wallet and use them in their administrative procedures. This change will help reduce physical travel, while facilitating access to services, for instance for people with reduced mobility or who are short of time. It marks a step towards increased data mobility, for greater simplicity, security and digital inclusion.

4.2. Internal digitalisation of government (G2G)

The digital transformation of the public sector cannot be limited to improving the services that are visible to citizens and businesses. It must also be anchored in the modernisation of internal processes, tools and administrative infrastructure. This back-office digitalisation is essential for guaranteeing that public action is consistent, responsive and sustainable. Against this backdrop, every ministry and administration is being asked to implement the key components of this strategy.

4.2.1. Accelerating the end-to-end digitalisation of internal workflows of public entities

The digitalisation of internal workflows in the administrations means far more than just digitising them. Digitalisation is a decision to transform internal working practices by replacing manual, fragmented processes with fluid, integrated and automated digital flows.

On a concrete level, this means that all the different steps that may make up the administrative workflow – such as applications, approvals, data exchange and tracking files – can be accomplished digitally. Rather than relying on paper forms, manual actions or scattered emails, these processes are based on centralised IT platforms that help manage internal workflows more smoothly, transparently and efficiently.

Administrations will become more efficient, responsive and user-friendly as operations become more effective and traceable.

This transformation began over a decade ago. However, due to the diversity of the administrations and the variety of their remits, their internal processes are just as heterogeneous and their digitalisation is time-consuming. This initiative aims to continue these efforts by:

- encouraging public entities to document their services and upstream procedures in order to more easily identify friction points and to prioritise their digitalisation;
- digitalising internal workflows that could not be digitalised until now;
- providing a coordinated strategy that guarantees that all the steps in a process can be handled digitally without any breakdowns or fragmentation;
- making sure that the solutions implemented are streamlined by basing the choice of IT tools on objective selection criteria to ensure they are consistent, efficient and durable;
- providing the most advanced administrations with the tools needed to independently develop the IT solutions they require, while adhering to the standards of the CTIE; and
- continuing to host all critical services, business applications and sensitive data on premises – that is, on the CTIE's infrastructure. This is mandatory for the CTIE and administrations that create IT solutions independently.

The following actions aim to accelerate the end-to-end digitalisation of internal workflows:

- offer shared platforms and software in the form of services (PaaS – Platform as a Service, and SaaS – Software as a Service) to speed up the digitalisation of internal workflows encountered frequently in the administrations;
- recommend modern development standards to develop specialised business applications for highly specific needs while minimising technical debt;
- upgrade the platforms offered and the development standards in line with technological advances and the expectations of the administrations;
- improve the co-creation process with partner administrations to incorporate their functional expectations starting at the design phase of the platforms offered by the CTIE;
- document the standards set by the CTIE so that the most advanced administrations can develop certain IT solutions independently; and

- provide administrations with a technology roadmap to give them a medium-term outlook on the development of the services offered by the CTIE so they can adjust their own digitalisation roadmaps.

This technical harmonisation helps create a more agile, scalable and interconnected environment.

4.2.2. Improving information flows between administrations

The comprehensive digitalisation of administrative workflows marks an essential step towards creating a fully digital, proactive government. But to achieve this goal, IT solutions must be designed according to a principle of interoperability so data can be exchanged in real time between the different administrations.

This ability to connect systems and share data in an automated manner is the condition for implementing the so-called Once Only principle. This key principle of an organisation that aims to be digital and proactive states that data must be collected only once by the administration, to then be reused by the other relevant entities in accordance with security, privacy and regulatory compliance requirements. This principle makes public services more efficient, reduces redundant exchanges for citizens and public sector agents, and helps create a more consistent and agile form of governance focused on meeting expectations.

Besides implementing data exchange according to the Once Only principle, it is vital to provide the administrations with tools that enable them to collaborate digitally in processing files that involve multiple entities. This collaboration extends beyond data sharing: it is rooted in technical processes that facilitate coordination between the relevant administrations. These procedures may take a number of forms: (1) the transmission of one file's data directly from the business application of one administration to that of another competent administration, or (2) the use of cross-functional platforms so collaborative workflows can be set up. These tools facilitate information sharing and also make it easier to coordinate actions while ensuring that decisions taken jointly are traceable and consistent.

It is important to note that interoperability applies to more than just technical aspects: it also encompasses semantic (shared understanding of data), legal (harmonised legal frameworks) and organisational (alignment of processes across institutions) dimensions. Well-designed interoperability breaks down information silos, fosters interinstitutional collaboration and guarantees a smooth user experience in which administrative boundaries become invisible to the user.

To achieve these goals, several priority actions must be implemented:

- administrations must consistently use the automated data exchange platform (API Gateway) that is provided by the CTIE to (1) ensure that data is exchanged in accordance with the CTIE's security standards, and (2) have a catalogue of APIs that are available within the public sector;

- administrations must consistently use the development frameworks and the platforms and services offered by the CTIE that help guarantee inherent interoperability thanks to this same shared technology foundation;
- the 'collaboration between administrations' component must be shored up in existing IT solutions, and this component must be incorporated from the outset into solutions that will be developed in the future;
- interoperability must be enhanced at all levels – technical, semantic, legal and organisational – to enable smooth collaboration between the ministries and public services;
- any solutions developed must be assessed continually on service quality, protection of personal data, system security and digital inclusion so that systems can be adjusted based on real needs and feedback.

By incorporating these dimensions, Luxembourg will be able to create more agile and proactive administrations that are better aligned with society's expectations, and at the same time build trust in digital public services.

4.2.3. Using modern technologies to support administrations that are open to innovation

One of the major objectives of this strategy is to fully leverage modern technologies to improve the efficiency, quality and usefulness of public services. Integrating new technologies such as artificial intelligence and data science helps to offer innovative digital services to public sector agents, citizens and businesses alike. These services feature an improved user experience and are better adapted to new user behaviours, while also lessening administrative processes and shortening processing times. Moreover, these technologies offer valuable opportunities to better understand and anticipate users' needs while supporting decision-making through an in-depth understanding of users.

A nation's competitiveness depends on the efficiency of its government and the availability of high-quality, accessible services for citizens and businesses. AI is gradually being rolled out across the Luxembourg government, and this affects day-to-day internal management and public services. Thus, it is necessary to pursue specific strategic objectives that guarantee that AI models are integrated into the government effectively and responsibly. These objectives aim to create proactive administrations that are data driven and performance focused, all while adhering to ethical and legal principles⁸. To fully leverage AI, it is necessary to thoroughly understand its mechanisms and cultivate the skills that will help to use it effectively. Furthermore, integrating AI requires an update of professional practices and mindsets in order to adapt structures to the new technological and decisionmaking paradigms that it generates.

8 National AI strategy <https://gouvernement.lu/en/publications/rapport-etude-analyse/minist-digitalisation/2025-luxembourg-ai-strategy0.html>

Innovation is a critical driver of this transformation. The Luxembourg government encourages experimentation, co-creation and the adoption of innovative digital solutions. The GovTech Lab in particular positions itself as a space for exploration where new approaches are tested with no guarantee of immediate success, recognising that failure is an integral part of the learning and continuous improvement process.

To turn these ambitions into reality, several steps will need to be taken:

- integrate artificial intelligence and task automation into administrative processes in order to improve the performance of public services, cut down on repetitive tasks and make processing more accurate;
- encourage open innovation by supporting initiatives such as the GovTech Lab and the Tech-in-GOV call for projects, which offer opportunities to test, develop and adapt digital solutions in collaboration with public and private partners;
- create a framework that is conducive to experimentation, accepting that some initiatives may fail, while recognising the benefit of the lessons learned from these experiences to improve future practices;
- build in-house skills by guiding public sector agents as they adopt and gain proficiency in new digital tools in order to ensure a smooth transition to more agile and collaborative working practices; and
- phase in modern technologies, ensuring that they are consistently integrated into the existing systems, and doing so in accordance with the security, ethics and data protection principles.

By adopting these technologies thoughtfully and inclusively, Luxembourg will shore up its ability to provide innovative and successful public services that are adapted to the challenges of tomorrow.

4.2.4. Data-driven decisions

As part of the digital transformation of Luxembourg's public sector, the strategic use of data is a vital lever for improving service quality, increasing transparency and fostering a proactive public sector. By being anchored in the Once Only principle, which seeks to avoid the redundancy of information requested from citizens and businesses, public systems must be designed to anticipate users' needs and to offer them personalised, automated services.

This approach fits into the vision of a data-driven public sector as promoted by the OECD and responds to the ongoing challenges related to the exchange, valorisation and interoperability of data. It helps the public sector shift from being reactive to proactive, creating an environment where administrative decisions are based on reliable, up-to-date, relevant information.

Once a centralised catalogue of data is implemented, it will be possible to map and exploit public-sector information resources, which will then be easier to access, reuse and govern. Such a mechanism will enhance understanding of societal and economic needs while supporting innovation and decision-making grounded in conclusive data.

To ensure citizen's trust, all data use must strictly comply with the requirements of the GDPR, with clear purposes and particular attention paid to anonymisation and pseudonymisation. This legal compliance constitutes an essential framework. It makes it possible to use data responsibly, particularly in areas such as urban planning, public health and the ecological transition.

In fostering the transparency of processes and the reuse of public data, the government intends to create an environment that is conducive to innovation, civic participation and the continuous improvement of public policies.

The aim is to offer the administrations a new data environment designed to enable end-to-end management of the data life cycle: engineering, visualisation, data science and exploration.

4.2.5. Cutting-edge IT services based on a centralised infrastructure

The development of a successful digital government revolves around modern, reliable and interoperable IT services supported by a centralised, resilient and sustainable infrastructure. One of the key objectives of Luxembourg's strategy is to guarantee the quality, continuity and innovation of the digital services provided to the ministries and administrations.

To successfully digitalise the interactions between the government, citizens and businesses as well as the government administrative departments' internal workflows – as described above – it is vital that the government IT infrastructure fulfils specific criteria guaranteeing that the objectives are achieved.

The centralisation of this IT infrastructure plays a crucial role. Grouping the technological resources within a shared foundation facilitates platform sharing – this is an important criterion in deploying IT solutions government-wide.

The CTIE relies on the implementation of standardised platforms according to the 'as a service' model. This principle states that a provider supplies an infrastructure, platforms and IT applications to a series of clients who use it as a single service. The advantage for these clients is that they do not need to handle management, maintenance or IT security.

Given the government's considerable digitalisation needs, the CTIE will need to further expand its 'as a service' IT solutions offerings. Working with the partner ministries identified as key users, the CTIE selects the IT solutions that best meet the needs of the administrations and develops standard features that are common to a large number of departments. Each affected department then obtains its own installation of the application with the standard features that it can more or less use out of the box. In addition, it can configure or develop modules on its server that meet its individual needs, while guaranteeing interoperability with the common standard systems in order to avoid any fragmentation.

Economies of scale are achieved by developing IT solutions that are standardised in terms of investment costs, human resources and energy, as the services provided to the administrations are implemented and deployed on a shared infrastructure.

In cases where the common platforms are not adequate for meeting specific needs, the CTIE offers an infrastructure that can host and deploy bespoke IT solutions – whether they are developed in-house by the CTIE or independently by the administrations – and all the standards and frameworks required to develop them.

Standardised platforms and common technical frameworks enhance interoperability between systems, streamline data exchanges and standardise internal operation between administrations. They also help digital public services better adapt to new technologies by enabling digital innovations to be integrated government-wide faster and in a more coordinated manner.

Strengthening the principle of a centralised IT infrastructure that is provided to the ministries and administrations is therefore a key factor in successfully navigating the digital transformation.

The CTIE will continue to pursue its efforts to ensure that its infrastructure develops in harmony with technological advances and clients' needs. To accomplish this, it will:

- regularly assess the needs of its users (citizens, businesses, public agents) and clients (administrations);
- provide ongoing technical oversight;
- continually upgrade its physical infrastructure so it remains state of the art and allows for the deployment of new technologies;
- continuously update its selection of standardised platforms and services, so as to help pool resources, lower costs, improve energy efficiency and ensure that systems are interoperable;
- build a flexible architecture that allows for new technologies to be integrated based on needs;
- create a modern architecture and development frameworks so business applications can be adapted quickly if there are any legal changes and/or changes in the remits of administrations;
- ensure that systems are modular and agile so they can adapt quickly to technological advances;
- update its standards to reflect technological advances in order to be able to offer modern IT solutions that fit clients' and users' current habits;
- upgrade its architecture and standards to allow the most mature administrations to develop their business applications independently, provided that they adhere to these standards and deploy the applications in the CTIE infrastructure;
- provide administrations with a technology roadmap to give them a medium-term outlook on the development of the services offered by the CTIE so they can adjust their own digitalisation roadmaps;
- analyse specific sustainability criteria in the design and management of IT services in order to minimise as much as possible the environmental footprint of the digital infrastructure while also promoting environmentally friendly solutions.

To achieve the targeted objectives, it is just as important that the administrations undertake to:

- give priority to the services offered by the CTIE and refrain from using their own solutions when the features they need are already available through the CTIE;
- use the standards recommended by the CTIE if a bespoke IT solution must be developed;
- regularly synchronise their IT roadmap with the CTIE's technology roadmap – doing so will allow them to learn in advance about the technological developments planned by the CTIE and to report their own specific needs;
- keep abreast of the CTIE's future developments and share their technological needs with the CTIE.

Such an approach encourages stakeholders to combine their efforts and anticipate developments, and can help them implement reusable solutions for the benefit of all the administrations.

These objectives aim to provide the Luxembourg government with a solid, scalable technology base that can support an ambitious, inclusive and sustainable digital transformation.

4.3. Digital sovereignty and digital security

Luxembourg's digital sovereignty refers to the country's ability to exercise independent, secure and sustainable control over its digital infrastructure, its data and its strategic technologies. It aims to guarantee decision-making independence in the face of foreign actors, to protect citizens' fundamental rights and to safeguard national resilience in an ever-changing technological and geopolitical environment.

In the European context, the contribution to Luxembourg's digital sovereignty is based on several strategic pillars:

- **Data sovereignty:** control over the collection, storage, access and use of data, with hosting provided locally or in trusted clouds, in accordance with GDPR requirements.
- **Technological sovereignty:** development and control of key technologies (responsible AI, cybersecurity, sovereign cloud, integration of quantum technologies), in partnership with stakeholders that share similar democratic values.
- **Legal sovereignty:** methodical enforcement of national and European laws and promotion of common standards to govern digital users.
- **Infrastructure sovereignty:** possession or control of communication networks, data centres, satellites and other critical infrastructure, consistent with security and resilience concerns.
- **Inclusive sovereignty:** training, educating and empowering citizens and businesses in order to promote informed, critical and responsible use of digital technology.



Specifically, this entails guaranteeing that the infrastructure, services and data remain available while avoiding loss of access to resources, avoiding legal dependence when confronted with legislative changes in another country, and limiting economic dependence when confronted with economic disruptions that may affect the licence costs of an IT product. This also entails guaranteeing the privacy and protection of sensitive data against misuse, breaches or theft, through direct control of the protection measures implemented to protect this data.

Trust in data quality and security is a fundamental pillar of the relationship between the government and its citizens. It determines the take-up of digital services and the stability of Luxembourg's digital model.

Because it is centralised, the infrastructure hosted in the CTIE's data centres and used by its agents makes up an essential pillar of the government's digital sovereignty. It plays a major role in securing the digital public services and protecting sensitive data by guaranteeing control over environments and a unified governance of IT resources. It forms an essential technology foundation for hosting the government's critical services, as the business applications process personal data and sensitive information. This on-premises infrastructure relies on both physical servers and storage systems and an advanced virtualisation layer that forms the sovereign government cloud known as GovCloud.

GovCloud is based largely on open-source components; this enables better transparency, greater technological independence and lower risks related to extraterritorial laws. This approach is aligned with the principles of digital sovereignty and legal security, particularly whose Article 48 Luxembourg enforces strictly and which prohibits any transfer or disclosure of data to foreign authorities without a formal international agreement.

Despite the undeniable advantages of on-premises hosting when it comes to availability and protection, in the name of innovation it may be important under certain circumstances to use the services of external cloud providers. The major cloud platforms and hypervisor publishers offer advanced technological environments that can speed up the development of new services, facilitate experimentation and offer large-scale artificial intelligence or data analysis tools. These solutions also help to save money on operations, reduce the energy footprint and provide greater agility in implementing digital projects. A hybrid approach – known as the cloud mix, which combines sovereignty and controlled access – can therefore enhance the government's innovation capacity while maintaining a high level of oversight and security.

In this context, it is essential to take the following steps:

- continue to host all critical services, business applications and sensitive data on premises – that is, on the CTIE's infrastructure (this is mandatory for the CTIE and administrations that create IT solutions independently);
- upgrade the CTIE's infrastructure and the sovereign government cloud, GovCloud, in order to be able to host innovative critical services (e.g. in connection with artificial intelligence);

- connect national sovereign clouds to the secure government communication network in order to expand the portfolio of options for GovCloud while benefiting from the same sovereignty and security guarantees;
- adopt a hybrid approach that allows for the use of public cloud providers to cover needs for services that are innovative but not critical;
- when using public cloud providers, give priority to open and portable standards that allow for migrating applications and data to another provider or to the CTIE's data centres.

Against this backdrop, the Luxembourg government actively promotes European and open-source solutions, which are not subject to extraterritorial laws. This policy is supported by strategic initiatives such as 'Accelerating Digital Sovereignty 2030' and by the growing use of free software in public services.

The 'open by default' principle is applied as much as possible in the public sector. More and more solutions are based on free software, open standards or open specifications because they offer a balanced combination of efficiency, compatibility, security and ease of use.

The Luxembourg government intends to continue and step up the development of open-source solutions by continuing with projects that are already underway or implemented in order to boost digital sovereignty, interoperability and innovation in the public sector.

Because the concepts of sovereignty and security are clearly separated, responsibilities and priorities can be better structured. Whereas sovereignty aims to bolster the management of public digital resources, security ensures resilience in the face of structural needs.

Through its organic law, the CTIE is responsible for protecting its infrastructure, the services it offers and the data it hosts. The CTIE's information security strategy is based on three axes: (1) protect data and systems against cyber threats, (2) quickly detect any breaches of data availability, privacy or integrity, and (3) respond effectively and capably to any cyber incidents.

The CTIE is based on multilayer protection combining a set of cutting-edge security tools deployed across the network, applications and content, along with organisational rules grounded in international standards.

Strong-authentication mechanisms reliably identify the individuals accessing the systems and sensitive data. Thanks to federated management of access rights among the government entities, these mechanisms enable close monitoring of access while standardising its administration. Moreover, strong authentication helps to ensure that actions carried out in the systems are traceable and auditable, thus making the digital public services more secure and transparent.

Actions to be undertaken:

- ensure that the CTIE continuously invests in upgrading protection mechanisms in order to keep up with the technological advances exploited by cybercriminals;
- ensure that the CTIE continuously upgrades mechanisms that guarantee the availability of critical services even in the event of a cyberattack targeting the availability of public services exposed on the web;
- ensure that the CTIE has a resilient structure in the event of attacks based on secure alternative communication channels and clear procedures to efficiently coordinate responses to the incident;
- require the ministries and administrations to comply with the security standards implemented by the CTIE as stipulated in its organic law.

Finally, to remain at the cutting edge of cybersecurity, Luxembourg must invest in research and development while fostering strategic partnerships with local tech companies. These partnerships will strengthen the national digital ecosystem and contribute to a lasting sovereignty.



4.4. Skills and talent

The success of the digital transformation depends as much on technology as on the people who implement it. As such, cultivating skills and recognising the worth of the talent within the Luxembourg government are strategic priorities. This involves creating an environment that is conducive to collaboration, innovation and continuous learning, where every employee can play an active role in modernising the public services. This section explores the drivers that are essential for building human abilities, breaking down organisational silos and instituting a sustainable, inclusive culture of change.

4.4.1. Training and educating for more effective collaboration

The first step consists of developing a culture of collaboration and innovation. To do this, it is vital to train public agents on the importance of interdepartmental work and educate them about the tangible advantages of digitalisation. These training sessions can take the form of hands-on workshops, themed seminars or continuing education programmes tailored to agents' needs.

A 'digital curriculum' geared towards new agents would give them a solid foundation in digital skills, project management and collaboration as soon as they start their jobs. This curriculum could be incorporated into the programmes offered by the National Institute of Public Administration (Institut national d'administration publique – INAP) and supplemented by continuing education modules for current agents to ensure that they are constantly gaining new skills and are equipped to work with the new technological developments.

It is also worthwhile introducing innovative training formats, such as micro learning, interactive simulations and online learning communities, which foster learner engagement and independence.

4.4.2. Using technology and experimentation to break down silos

Digitalisation offers unique opportunities to escape the traditional compartmentalisation between departments. Using artificial intelligence and data analysis tools helps to identify friction points, duplication and inefficiencies in processes. These technologies can also offer automated solutions to streamline exchanges and decision-making.

Launching pilot projects is an effective method for testing new approaches to collaboration. These small-scale projects provide an opportunity to gather valuable feedback, adjust processes and prepare to phase in new processes across the board. They can also serve as inspiring models for other departments.

Moreover, integrating information systems through collaborative digital platforms facilitates data sharing, makes it easier to coordinate actions and promotes process transparency. These tools lower the barriers between silos and strengthen internal cohesion.

4.4.3. Engaged leadership and tailored governance

The success of this digital transformation relies on managers' engagement. Managers must embody a culture of transparency, cooperation and innovation. They play a key role in implementing governance policies that foster information sharing, cross-functional projects and recognition of collaborative initiatives.

In this regard, the implementation of change management programmes is also crucial. These programmes aim to guide employees as their jobs change, develop their digitalisation skills and further their ability to manage complex projects. They must be designed to be inclusive, taking into account the specific features of each administration.

Encouraging innovation at all levels is also fundamentally important. This is accomplished by recognising the significance of new ideas, creating spaces for experimentation and enabling affected agents to network with one another. Innovation should be viewed not as an order but as an opportunity to better meet the expectations of citizens and businesses by improving the quality of public services.

Finally, the digital transformation can succeed only when the line management actively supports it and agents are motivated. Public sector agents must feel supported, heard and valued in their careers. It is vital to create an environment that favours adapting to new tools, taking initiatives and continuous learning.

The vision of digitalisation becomes a reality when agents are encouraged to take the opportunities offered to them, to experiment and to collaborate beyond administrative boundaries. By leveraging collective intelligence, fostering dialogue and investing in skills, the administrations will be able to meet the challenges of the 21st century.

4.5. Enhancing sustainability in the development of digital public services

Amid the ecological transition and digital transformation, it becomes crucial to incorporate sustainability principles when designing and scaling digital public services. Such a policy aims not only to reduce the environmental impact of the digital infrastructure but also to ensure that it will be economically and socially viable over the long term.

Implementing a centralised infrastructure and shared platforms helps to rationalise technical and human resources. In avoiding system duplication, this approach significantly reduces:

- the energy consumption of servers and equipment;
- the financial costs of purchasing, maintaining and updating this infrastructure;
- technical staffing needs, thanks to shared management.

Technical debt is a major obstacle to sustainability. It arises when non-durable technology is chosen, systems become obsolete or developments are poorly documented. To reduce technical debt, it is vital to (1) continually modernise existing systems, and (2) adopt responsible development practices to develop new systems – CPU, memory, bandwidth – that are more resource efficient and do not contain unnecessary features. These steps help to extend the lifetime of digital solutions, facilitate their maintenance and improve their performance.

Day-to-day use of the digital technology also plays a role in sustainability. It is therefore crucial to educate public sector agents about responsible digital behaviours such as clearing storage spaces to limit the accumulation of unnecessary data, cutting back on sending large emails, and shutting down equipment at the end of the day or during extended absences. When everyone does their part, these simple actions add up and help shrink the environmental footprint of the administrations.

The procurement criteria for IT equipment should be reassessed regularly to guarantee that they are sustainable – specifically, when it comes to energy use, lifetime and compatibility with environmental standards.

Finally, reusing IT equipment at the end of its cycle is a concrete action that promotes sustainability. Making equipment available for educational, volunteer or community projects helps to extend its use and consequently reduce electronic waste. This strategy also strengthens the bond between the government and civil society.

Actions to be undertaken:

- pool resources by taking advantage of the centralised infrastructure and shared platforms;
- reduce technical debt;
- educate agents;
- reassess procurement criteria for IT equipment;
- give a second life to decommissioned equipment.



5. Governance of implementation

The governance of Luxembourg's Digital Government Strategy 2026–2030 is based on a clearly defined coordination structure and specialised committees or working groups to ensure that this strategy is implemented effectively. This governance structure guarantees that the digital projects are both wellcoordinated and aligned with citizens' and businesses' needs and the objectives stipulated in other strategies for Luxembourg. Below are the roles of some key institutions and how they interact with one another.

5.1. Role of the Ministry for Digitalisation

The Ministry for Digitalisation is the point of contact for each ministry in connection with the implementation of the Digital Government Strategy 2026–2030. The Ministry for Digitalisation functions as the facilitator and coordinator of the central government's entities. Its remit includes developing digital public services, promoting innovation and data science, and digital inclusion.⁹

Operating through the Interministerial Committee for Digitalisation, which it co-chairs with the CTIE, it ensures that the strategic priorities related to the digitalisation of the central government's entities are coordinated.

Within the Ministry for Digitalisation, several platforms and services directly or indirectly support the implementation of the Digital Government Strategy 2026–2030.

The Digital Advisory Service and Simplification Advisory Service play vital roles in the achievement and implementation of digital objectives and projects. The Digital Advisory Service shares its expertise with the entities of the central government to help them in their digital transition by assessing their digital maturity and drawing up customised roadmaps that are aligned with the objectives stipulated in the Digital Government Strategy 2026–2030¹⁰.

The Simplification Advisory Service offers public entities a similar consultancy service that aims to lighten the administrative load and modernise regulations by actively involving all stakeholders in designing simpler, more user-centred public services. Together, these advisory services ensure that digital projects are well designed, as well as achievable and aligned with the overall objectives of the digital strategy.

9 [Strategic axes – Ministry for Digitalisation – The Luxembourg Government](#)

10 [Digital Advisory Service – Ministry for Digitalisation – The Luxembourg Government](#)

The Ministry also seeks to further include citizens and businesses in the processes of designing services and simplifying administrative procedures. This desire is part of a participatory approach that is supported by platforms such as [zesumme-vereinfachen.lu](https://www.zesumme-vereinfachen.lu), and it reflects the government's commitment to placing people at the centre of the digital transformation.

The goal is to make life easier for users while taking into account their concrete needs in their daily lives and in their interactions with the government, while promising transparency, inclusion, security and performance.

5.2. Role of the CTIE

The Government IT Centre (Centre des technologies de l'information de l'État - CTIE) plays a crucial role as the technical arm of the Ministry for Digitalisation. It is responsible for IT services for the government, ministries and administrations, and it provides a wide array of services encompassing all areas of IT. It also plays a central role in implementing the digital government because it is responsible for managing the [Guichet.lu](https://www.guichet.lu) online portal and for developing and operating the [MyGuichet.lu](https://www.myguichet.lu) interactive platform.

The CTIE has two approaches to cooperating with the administrations depending on their size and digital maturity:

- Smaller administrations that use the CTIE's standard services. They have one or more IT contact people who serve as liaisons between the administration and the CTIE and handle requests from end users.
- Administrations that have reached greater IT maturity and, in addition to using the standard services offered by the CTIE, implement their own IT projects on the infrastructure in accordance with the CTIE's standards. They have a full-service IT department made up of different IT roles. It should be noted that the following roles are most in demand:
 - IT contact people responsible for handling requests from end users;
 - IT project managers and analysts with the skills needed to analyse the digitalisation needs of the core activity and to gain proficiency in the infrastructure, platforms and standards the CTIE provides them with;
 - data scientists who have the skills needed to understand and analyse the data of the core activity.

Government IT is based on a centralised infrastructure, shared platforms and common standards that help to achieve the desired objectives, namely sovereignty, IT security, data protection, interoperability and sustainability efforts. Through its organic law, the CTIE is responsible for setting up and operating this infrastructure and the platforms, and for determining the quality and security standards in order to make them available to the administrations.

To achieve the objectives outlined above, the CTIE will continue its ongoing efforts to ensure that its services continually progress to match the needs of the administrations. In addition, it will step up its efforts to document its services and establish a technology roadmap to enable the more independent administrations to pursue their digitalisation at a quicker pace while fully leveraging the services available to them from the CTIE.

To ensure that the digitalisation is coordinated and to foresee the digitalisation needs of the public administration departments, the CTIE aims to shore up the role of its business relationship managers (BRM). The BRM is the dedicated contact person for the IT strategy manager of an administration, and they help them to draw up and track the department's roadmap. The BRM is therefore familiar with the CTIE services the administration already uses, and they advise the IT strategy manager on implementing new projects based on the CTIE's IT ecosystem. The BRM can thus see in detail what services the administration uses, along with any future needs that theoretically should be reported to the BRM very early in the process.

This perspective will help the CTIE detect trends, functional needs, and needs with regard to new technologies.

5.3. Role of the ministries

To help achieve the objectives outlined above, the ministries and administrations that have their own IT departments undertake to implement their own IT projects using the centralised infrastructure and platforms offered by the CTIE and applying the CTIE's methods and standards. To support the CTIE in its efforts to offer modern platforms that are in step with the needs of the administrations, the ministries and administrations undertake to report their needs early on through the business relationship managers (BRM). Doing this will enable the CTIE to adjust its technology roadmap.

The role of the digitalisation managers (*chargés à la digitalisation*) who have already been appointed by their respective ministries will need to be strengthened. At this stage, they represent the ministries that belong to the Interministerial Committee for Digitalisation and serve as the point of contact for the Ministry for Digitalisation in connection with interministerial monitoring and dialogue. However, with this new strategy, more active and collaborative participation is envisioned.

5.4. Collaboration

Interministerial Committee for Digitalisation

The Interministerial Committee for Digitalisation plays a central role in approving and overseeing this strategy. This committee, which is made up of the digitalisation managers from all the ministries, meets regularly to assess the progress of the digital initiatives and to coordinate the efforts between the different government entities. This collaborative approach helps guarantee that the digitalisation projects will be implemented smoothly and consistently across the whole government.

High-Level Committee for Digital Transformation

The High-Level Committee for Digital Transformation is a key body for incorporating the perspective of citizens into the digital strategy. This committee, which is chaired by the Minister for Digitalisation, brings together representatives from the ministries, civil society, unions and experts from a range of fields. It meets twice per year to discuss potential initiatives and projects with an emphasis on digital inclusion and narrowing the digital divide. This committee ensures that the needs of citizens and businesses are taken into account as part of the country's digital transformation.

Interoperability Committee (CNI and CSI)

The National Committee for Interoperability (CNI) and Sectoral Committees for Interoperability (CSI) play a vital role in promoting the interoperability of public services. The CNI takes steps at national level to facilitate the adoption of interoperable digital solutions, while the CSIs focus on specific areas such as legislative authority, the central government, legal authority, the communes, education, healthcare and social security. This structure helps guarantee that the digital systems and services can communicate and function together efficiently – this is indispensable for modern, integrated administrations.

Within the structure of the three aforementioned committees, there is the option to create thematic working groups focused on specific topics in order to deepen discussions and dialogue and to develop strategic projects, if needed.

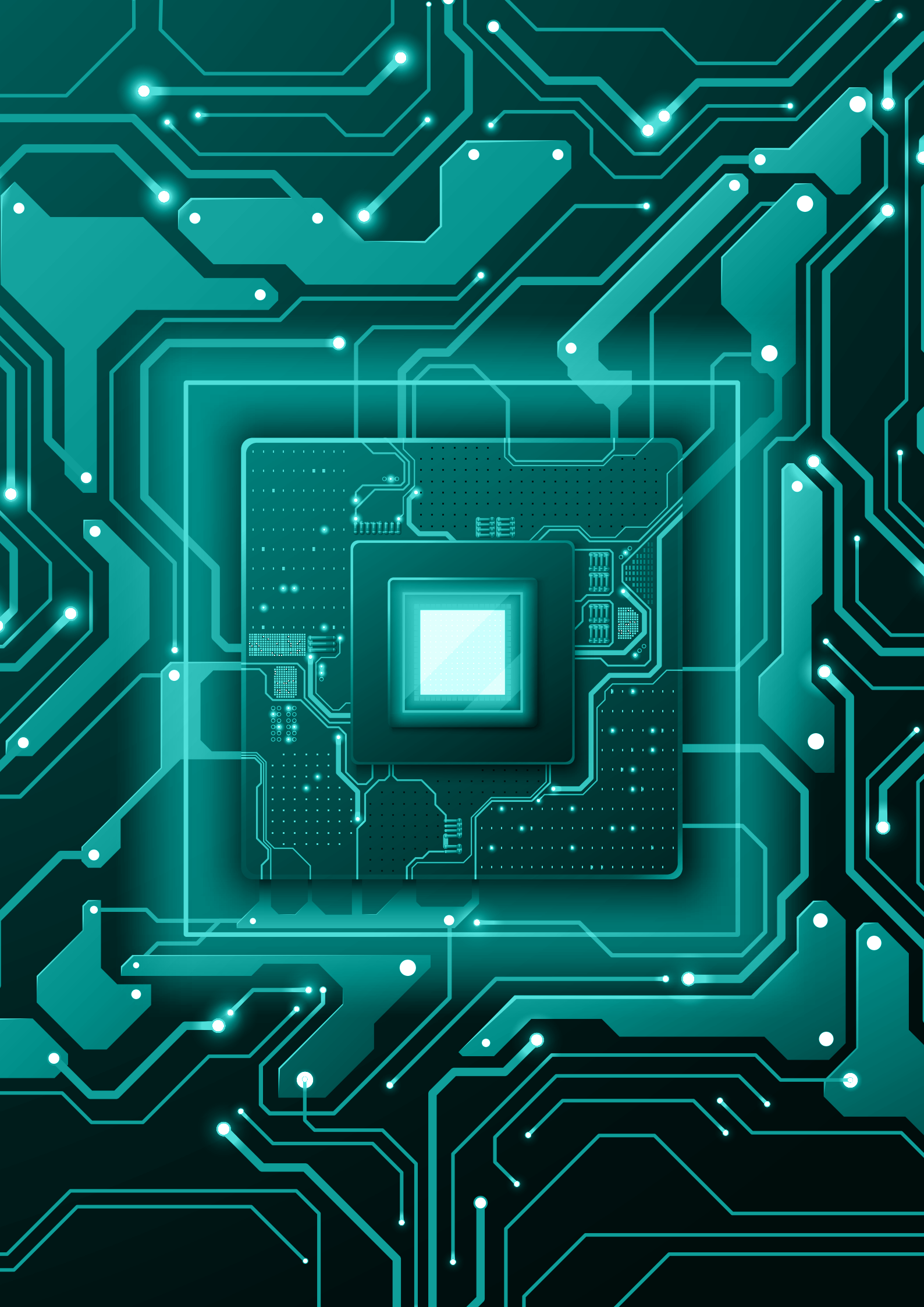
Digital Talks

As part of the implementation of this strategy, Digital Talks is an initiative meant to create an informal, collaborative space where digitalisation managers and interested agents from the administrations can come together.

The Digital Talks, which are held periodically at the GovTech Lab, aim to foster cross-functional dialogue around ideas, best practices or inspiring projects related to digital topics in an open atmosphere that encourages creativity.

This initiative aims to:

- share sector-specific or themed initiatives that could potentially be rolled out more broadly;
- stimulate collective reflection on the challenges of digital transformation;
- strengthen the synergies between the ministries and administrations when it comes to innovation and change management;
- recognise the value of individual contributions as part of a shared strategic dynamic.



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info@digital.etat.lu
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