

## Motivation Letter

On behalf of the Federal Public Service Policy and Support (BOSA), I hereby apply to the position of (1°) PA representative in the election committee and (2°) PA representative in the Election Committee (EC-PA) and (2°) PA representative in the PA representatives to the Agreements, Policies and Procedures CMB (APP CMB-PA2).

Our motivation to apply for these positions are the following:

In the context of its competences to stimulate, lead and support the digitalization of the Belgian society and economy, BOSA DT deploys an ambitious, long-term program dedicated to adoption of e-Invoicing in Belgium. Initiated in 2013 with a technology-focused pilot phase for a B2G end to end solution, this program has grown over the years to become a balanced set of governmental measures to unlock the barriers to e-Invoicing adoption. The underlying vision is that e-Invoicing rollout is a critical step towards Real-Time Economy.

I have been involved in this program since the initial phase. Setting it up and leading it gave me a unique opportunity to apprehend the different facets of the promising but complex endeavor of establishing, marketing, implementing and maintaining an open, standards-based, cooperative ecosystem in a market-driven economy. While the initial challenges are mainly technical, they only are the tip of the iceberg. A massive mobilization is required, in a context of intertwined uncertainties. This calls for a clear and convincing vision, a mix of technical, communication and marketing, management and political skills, openness, and a lot of persistence.

Peppol plays a key role in the BOSA e-Invoicing program, for it is perceived as the foundation for such massive switch towards seamless integration and end-to-end process automation, in the supply chain and procure-to-pay field, but also expandable towards eGovernment, fiscal and logistic processes. Although it is still too often reduced to its technological dimensions, the Peppol ecosystem and its underlying governance model, assemble many other key components required for the envisioned massive adoption of e-Procurement and beyond. BOSA is therefore committed to keep supporting the growth of this model and ecosystem.

I have had the opportunity to set up and lead the PA Stakeholders community, established in 2019. Under my leadership the PAC has become a stable and effective body. The level of mobilization has grown significantly, as well as the frequency and quality of interactions, leading to a significant increase in the sharing of experiences, mutual understanding, and in the group consistency. I am very thankful to all PAs to have welcomed my proposals and appreciated and supported my efforts during this mandate. It resulted in several significant practical outcomes, such as:

- Policy of extended use of the Peppol e-Delivery network
- Service Provider Agreements migration common guidelines and supporting material
- Significant contribution to Agreement revision taskforce

Based on the established practice and instruments, the PA community can move in a new phase of its development towards an increasingly effective policy-making group. The convergence between PAs enables the transfer the leadership to another PA, giving the floor to new ideas and opening new development opportunities, while insuring the required continuity. The newly elected PA lead can count on me to optimize the transfer of responsibilities, and remain actively involved in the community.

This allows me to take new opportunities to contribute to the growth of Peppol. The continuous acceleration and expansion of the Peppol rollout, also comes with an increase in the challenges to address. My experience of Peppol, and of the context in which Peppol operates, provides me with a potential to contribute to these challenges. I seek to turn this potential into practical outcomes, by participating to critical projects.

The new position of Agreements, Policies and Procedures CMB is an opportunity to move in this direction. Over the years and in the different positions I held in both the private and the public sector, I accumulated relevant experience and expertise in the field of procedures, policies, and organizational development. On the other hand OpenPeppol continuously faces the challenge to find the right balance between flexibility and directivity in their regulations and procedures, with limited resources to allocate to this aspect. I trust that I can contribute to find this balance, in close and constructive cooperation with other CMB members.

I also apply for reelection to the position of PA representative in the election committee. The democratic nature of the Peppol ecosystem is a key strength of the governance model. It is a condition for effective representativeness. The election committee is necessary to safeguard this asset. Therefore I apply to this position.

I am available for providing further information on my candidacy and BOSA's support for it if needed

Best regards,

**Serge Libert, PMP**

eGOV Project Manager

DG Digital Transformation



**SPF Stratégie et Appui**

30/9 boulevard Simon Bolivar

1000 Bruxelles

t +32 (0)2 740 78 59 • gsm +32 (0)474 58 22 73

[serge.libert@bosa.fgov.be](mailto:serge.libert@bosa.fgov.be) • [www.bosa.be](http://www.bosa.be)