Nordic Institute for
Interoperability
Solutions

YEARBOOK 2017

NORDIC INSTITUTE FOR INTEROPERABILITY SOLUTIONS

Nordic Institute for Interoperability Solutions (NIIS) is an association founded jointly by Finland and Estonia. Its mission is to develop e-governance solutions, kicking off with the X-Road technology used nationwide in the Estonian X-tee and in the Finnish Suomi.fi Data Exchange Layer services.

NIIS functions as a network and cooperation platform, while also executing IT developments in the interests of its members. The institute focuses on practical collaboration, sharing experience and promoting innovation. The operating model of the institute is something quite unique in the world.

2017 MARKED THE BIRTH OF THE NORDIC INSTITUTE FOR INTEROPERABILITY SOLUTIONS

NIIS was established in June. Less than six months later, the institute was functional and its plans for the next year had been approved by its General Meeting.

The planning process, completed in 2017, enables our team to effectively conduct public procurement and commence the development of the X-Road data exchange layer software.

Along with our members, we're already looking forward to the first deliverables. I want to thank our team, all the members, advisors, our partners and friends for all the support they've shown.

I would also like to thank the media for their warm welcome!

Ville Sirviö
CEO
Nordic Institute for Interoperability Solutions (NIIS)

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PROLOGUE

THE FIRST VERSION OF X-ROAD WAS LAUNCHED IN
ESTONIA, IN 2001, TO ORGANIZE DATA EXCHANGE
BETWEEN AGENCIES AND TO GRANT CITIZENS AND
PUBLIC SERVANTS ACCESS TO STATE DATABASES AS
ONE INTEGRATED ENTITY.

THE HISTORY OF NIIS DATES BACK TO DECEMBER 2013,
WHEN A MEMORANDUM OF UNDERSTANDING WAS
SIGNED BETWEEN THE REPUBLIC OF ESTONIA AND
THE REPUBLIC OF FINLAND.

MEMORANDUM OF UNDERSTANDING

In December 2013, the prime ministers of Estonia and Finland – Andrus Ansip and Jyrki Katainen – concluded a Memorandum of Understanding, initiating formal cooperation between the two states in respect of developing and maintaining a software environment enabling secure connectivity, searches and data transfers between various governmental and private databases – the X-Road. This is considered to be the world's first digitally signed intergovernmental agreement.

The cooperation between Estonia and Finland was not limited to handing over the source code, as the countries started to develop the core of the X-Road together. Both countries wanted to share the same X-Road core and maintain the interoperability between X-tee and the Suomi.fi Data Exchange Layer to enable cross-border data exchange between Estonia and Finland. This meant that joint development of the X-Road needed to be coordinated.

DEEPENING THE COOPERATION

The Population Register Centre of Finland (VRK) and the Information System Authority of Estonia (RIA) were responsible for the coordination of the joint development, and a set of practices and guidelines were agreed upon for managing the cooperation. All of the X-Road joint development work agreements and regulations are available on GitHub: https:// github.com/vrk-kpa/xroad-joint-development.

COOPERATION AGREEMENT BETWEEN THE INFORMATION SYSTEM AUTHORITY AND THE POPULATION REGISTER CENTRE

A more formal cooperation agreement between the Information System Authority of Estonia and the Population Register Centre of Finland was first signed in June 2015 and extended in January 2016. The goal of the agreement was to continue to develop X-Road cooperation towards more substantial issues, joint development, and shared organization.

Andrus Ansip and Jyrki Katainen 11.12.2013

Photographer: Kotila Laura, Prime Minister´s Office (Finland)
Access rights to the photo are at the Government Office

THE X-ROAD

THE X-ROAD SOFTWARE IS AN OPEN SOURCE DATA EXCHANGE LAYER SOLUTION THAT ENABLES ORGANIZATIONS TO EXCHANGE INFORMATION SECURELY OVER THE INTERNET. THE X-ROAD IS A CENTRALLY GOVERNED DISTRIBUTED INTEGRATION LAYER BETWEEN INFORMATION SYSTEMS, WHICH PROVIDES A STANDARDIZED AND SECURE WAY TO PRODUCE AND CONSUME SERVICES. THE X-ROAD ENSURES CONFIDENTIALITY, INTEGRITY AND INTEROPERABILITY BETWEEN DATA EXCHANGE PARTIES.

THE X-ROAD

State Information Systems Department (at the Ministry of Economy and Communications) initiated the X-Road project around 1998. The pilot was ready in 2000 and was unveiled at a public conference.

The X-Road is used nationwide within the Estonian public administration (X-tee) and in the Suomi.fi Data Exchange Layer (Suomi.fi-palveluväylä) services. The X-Road has built-in support for connecting two X-Road ecosystems with each other, which enables native cross-border data exchange between Estonia and Finland. Finland's and Estonia's data exchange layers were connected to one another on 7 February 2018.

NIIS, an association, founded jointly by Finland and Estonia, is responsible for the development of the X-Road core. The following activities, among others, are undertaken by NIIS with regard to the X-Road:

- management, development, verification, and audit of the source code;
- administration of documentation;
- administration of business and technical requirements;
- conducting development;
- developing and implementing principles of licensing and distribution;
- providing second-line support for members;
- international cooperation.

The X-Road is released under an MIT license and is available free of charge for any individual or organization.

The X-Road is a registered trademark of the Estonian Information System Authority and is used under license by NIIS.
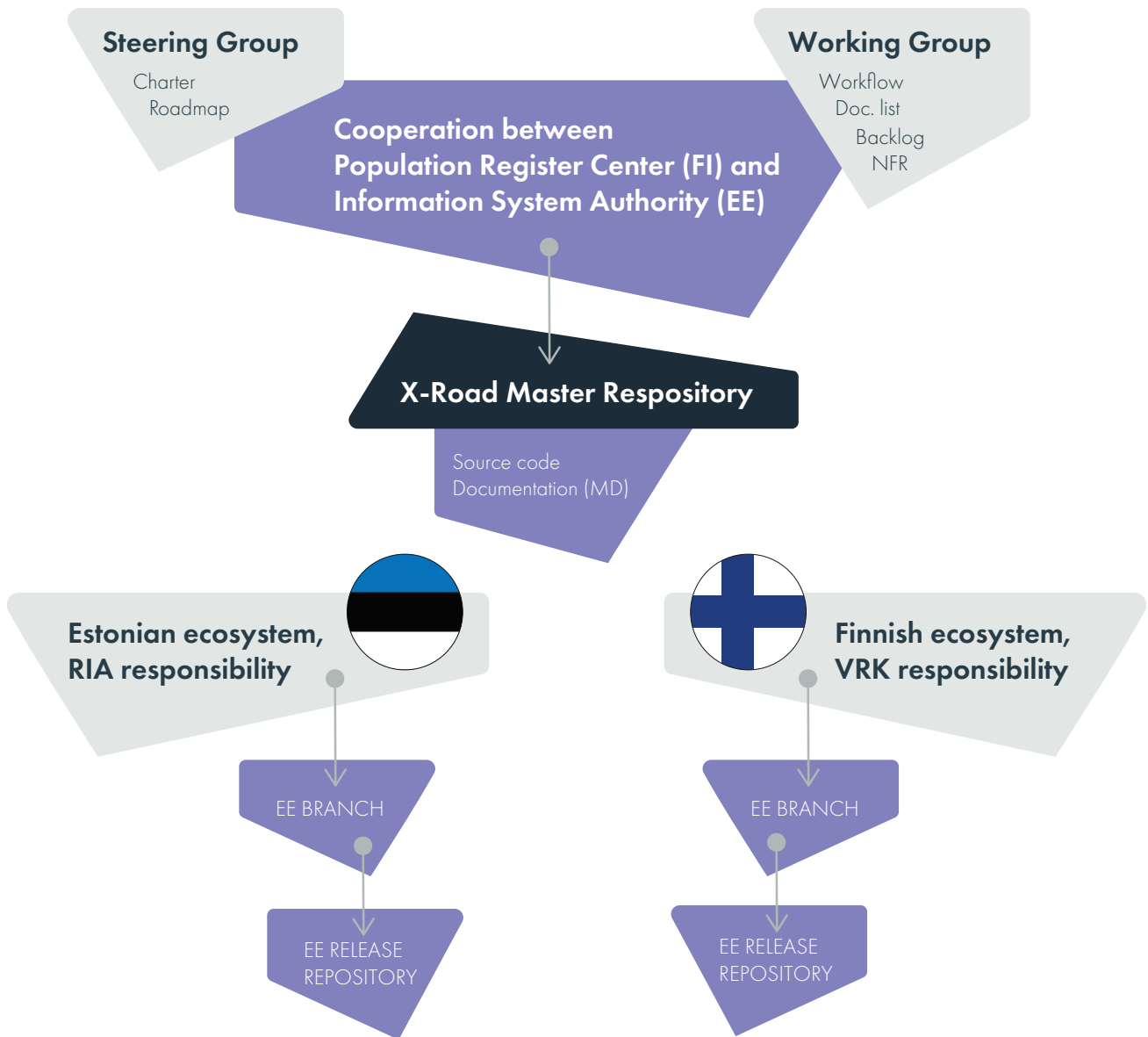
THE DEVELOPMENT MODEL

NIIS IS AN ASSOCIATION FOUNDED JOINTLY BY
FINLAND AND ESTONIA. ITS MISSION IS TO DEVELOP
E-GOVERNANCE SOLUTIONS, KICKING OFF WITH
THE X-ROAD TECHNOLOGY USED NATIONWIDE IN
THE ESTONIAN PUBLIC ADMINISTRATION AND IN THE
SUOMI.FI DATA EXCHANGE LAYER SERVICES.

Steering Group

Charter
Roadmap

Working Group

Workflow
Doc. list
Backlog
NFR

Cooperation between Population Register Center (FI) and Information System Authority (EE)

X-Road Master Respository

Source code
Documentation (MD)

Estonian ecosystem, RIA responsibility

Finnish ecosystem, VRK responsibility

EE BRANCH

EE BRANCH

EE RELEASE REPOSITORY

EE RELEASE REPOSITORY

The 2017 X-Road development was coordinated by RIA and VRK. In addition to the X-Road development, both organizations were also responsible for operating the national data exchange layer services based on the X-Road, the Estonian X-tee and the Finnish Suomi.fi Data Exchange Layer.

One of the challenges of the collaboration was a different development cycle. In Finland, a newly working and fully operational version was released every second week, but in Estonia, the development cycle lasted for a month and each release included a wider set of new features, meaning 4–6 bigger releases per year.

It became clear that when the same software was being developed by two different teams, led by RIA and VRK, the efficiency of the process would always have its limits. In order to improve efficiency, the development process, as well as the communication, had to be conducted by a single institution. NIIS was founded for this purpose.
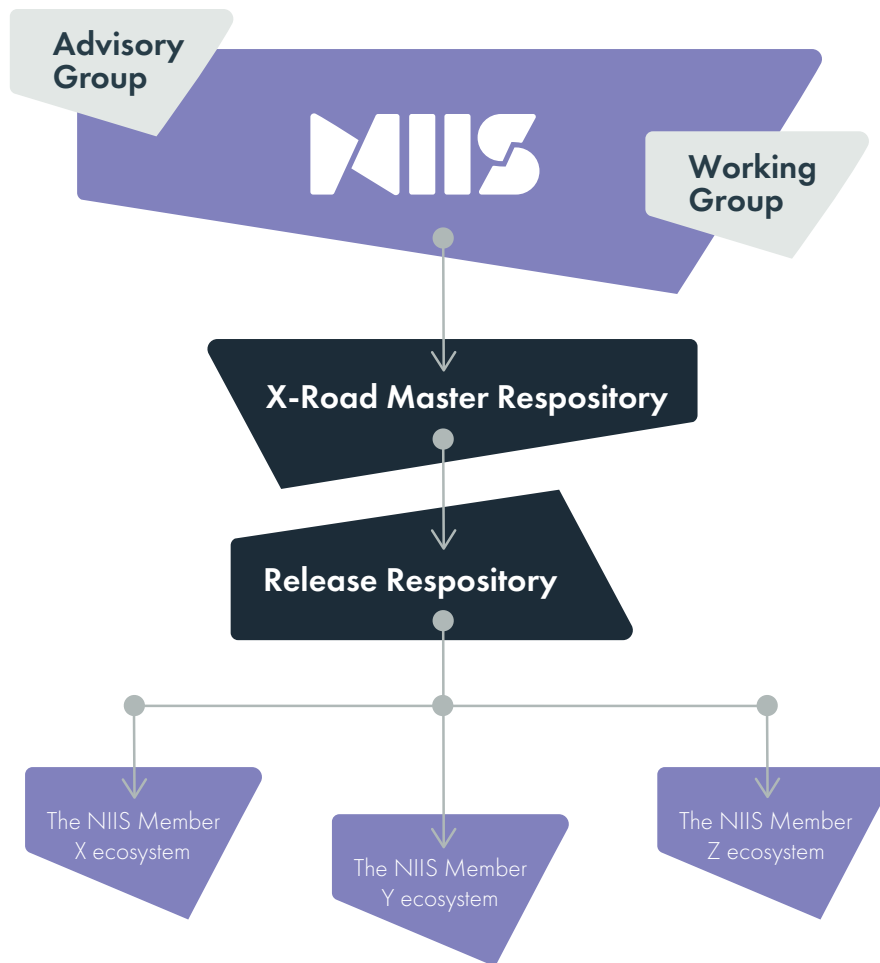
Compared to the previous concept, where RIA and VRK were working on the same software together using two separate teams, the new concept foresees only one development team – led by NIIS.

This way the cooperation between Estonia and Finland is not limited to handing over the source code as the countries started to develop the core of the X-Road together. Both countries wanted to share the same X-Road core and maintain the interoperability between X-tee and Suomi.fi Data Exchange Layer to enable cross-border data exchange between Estonia and Finland. This meant that the joint development of the X-Road needed to be coordinated.

NIIS is responsible for coordinating the daily collaboration and maintaining the product roadmap and the product backlog. The input to the development process still comes from RIA and VRK through their participation in the Working Group that is organized and facilitated by NIIS.

As a result, the development work and all the input required for it is centrally managed by NIIS, which makes the process much more efficient than before.

Nothing will change for the X-tee and Suomi.fi-palveluväylä member organizations. RIA and VRK are still responsible for running their national ecosystems and providing all the same support services to their members. From the X-Road community's point of view one of the biggest changes is making the X-Road backlog public. Anyone can access the backlog, leave comments and submit enhancement requests through the X-Road Service Desk portal.

X-ROAD TECHNOLOGY OVERVIEW 2017

Petteri Kivimäki

Chief Technology Officer, X-Road
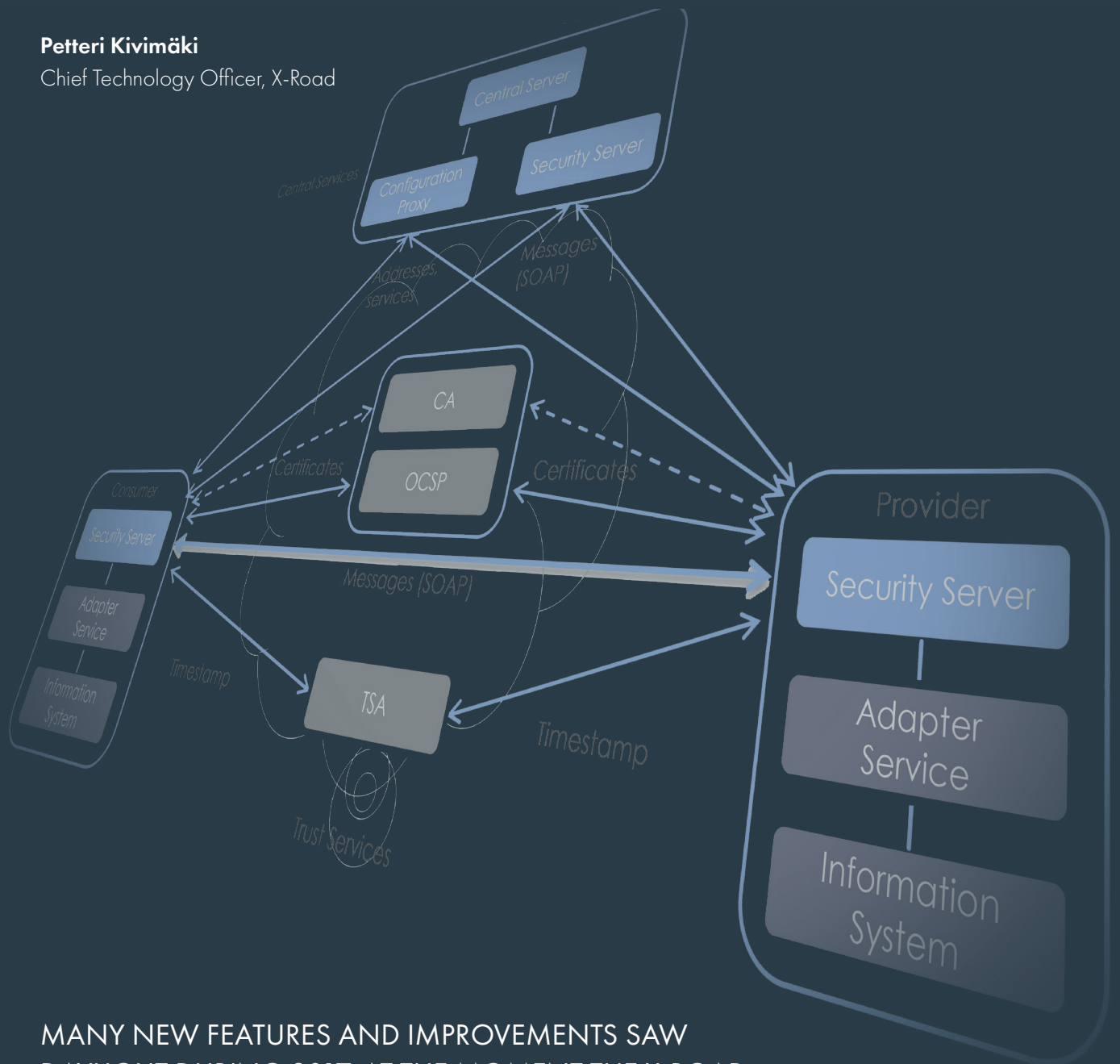
MANY NEW FEATURES AND IMPROVEMENTS SAW
DAYLIGHT DURING 2017. AT THE MOMENT THE X-ROAD
CORE IS STABLE AND RELIABLE, AND IT PROVIDES
TOOLS FOR BOTH TECHNICAL AND OPERATIONAL
MONITORING.

NIIS was founded in June 2017 and did not, therefore, have an active role in the X-Road development at the time. However, in August 2017, the path leading to the handover of the responsibilities regarding the development of the X-Road core was established. Looking at the results of the last year gives a picture of the current status of the development of the X-Road core and helps understand the starting point for NIIS.

Two of the major features released in 2017 were operational monitoring and support for external load balancing. Operational monitoring collects operational data on the Security Server and makes it available to external monitoring systems (e.g. Zabbix, Nagios), through interfaces. Operational monitoring can be used for collecting data about which services have been called, how many times, what was the size of the response, etc. The data can be used for statistical purposes and it enables a more detailed analysis regarding the use of different services. Operational monitoring and environmental monitoring now cover all the aspects of the Security Server monitoring concept.

Support for external load balancing was the second major feature released in 2017. It improves the scalability, high availability and manageability of the Security Server. Before the release, the use of an external load balancer was technically possible, but not officially supported or recommended. In practice, support for external load balancing means running a group of security servers as a cluster with a single master server and one or more slave servers. An external load balancer is then used for balancing incoming messages between different nodes of the cluster. This is an important feature for service providers that are providing the same service on multiple Security Servers.

Some smaller improvements and bug fixes that were released in 2017 are mentioned below:
- support for Global Configuration versioning;
- Security Server performance improvements, e.g. a more efficient XML parser, connection pool improvements, new indexes to the Messagelog database;
- improvements to archiving old messages from the Security Server Messagelog database;
- Security Server specific configuration for enabling/disabling federation;
- support for Security Server auto-login after server startup and/or reboot;
- Security Server health check API as a part of the support for external load balancing;
- improved automated tools for setting up a new X-Road instance for the purposes of testing and evaluating;
- conversion of the official X-Road documentation to a markdown format was completed;
- new GitHub master repository for the X-Road core source code and documentation https://github.com/nordic-institute/X-Road.

In addition to the improvements mentioned in this overview, a complete change-log can be found at https://github.com/nordic-institute/X-Road/blob/develop/CHANGELOG.md.

The foundation is solid and, from now on, NIIS will take care of keeping it that way and will develop it even further.

THE LAUNCH

ESTONIA AND FINLAND DECIDED TO DEEPEN THEIR COOPERATION BY FORMING A SEPARATE JOINTLY MANAGED SPECIAL PURPOSE ORGANISATION TO ADMINISTER DEVELOPMENT OF THE X-ROAD – THE NORDIC INSTITUTE FOR INTEROPERABILITY SOLUTIONS MTÜ.

TIMELINE 2017

MARCH 2017

- Ministers Palo and Mykkänen signed the Formation and Cooperation Agreement.

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JUNE 2017

- The Memorandum of Association was signed.

- Entered into the Estonian register of non-profit associations.

Miia Mänd, Siim Sikkut and Anna-Maija Karjalainen

- The first General Meeting appointed a member of the management board (CEO).

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AUGUST 2017

- The appointed CEO started working.

- Presentation by Ville Sirviö at the MyData 2017 organized by Open Knowledge Finland, Aalto University, Fing, and Tallinn University. NIIS was invited to give a presentation on "National Governments Moving Towards MyData" session, which was an international joint message on the why and how public organizations are making the shift to human-centricity.

THE AGREEMENT

The agreement on the new organization, signed by Urve Palo, the Estonian Minister of Entrepreneurship and Information Technology, and Kai Mykkänen, Finnish Minister of Foreign Trade and Development, in Helsinki on 7 March 2017, during the state visit of the President of Estonia, H.E. Ms. Kersti Kaljulaid and her spouse Mr. Georgi-Rene Maksimovski.

The parties to the agreement are the Ministry of Finance of Finland and the Ministry of Economic Affairs and Communications of Estonia. Minister Mykkänen signed the agreement under the authority of the Minister of Local Government and Public Reforms of Finland, Anu Vehviläinen, the minister responsible for the digitalization of public services.

The NIIS Memorandum of Association was signed on 14 June 2017, and the institute was registered on 20 June 2017. The newly appointed CEO of the institute started on 14 August 2017 and that can be considered the date of starting operations.

Urve Palo and Kai Mykkänen signing the agreement on establishing a new organisation

SEPTEMBER 2017

- NIIS moved to its premises at Hobujaama 4.

Hobujaama 4 office building

- The X-Road Community Meeting in Nelijärve.

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OCTOBER 2017

- eFörvaltningsdagarna 2017 (eGovernance Days) in Stockholm, Sweden.

- The Advisory Group held its first meeting.

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NOVEMBER 2017

- NIIS was an advisor to the Network of e-Government Leaders of Latin America and the Caribbean (Red GEALC).

NIIS was established in June and the newly appointed CEO started work in August.

In 2017, the following activities, among others, were conducted by the Management Board:
- The Management Board prepared the internal policies of NIIS to guide the operations of the institute.
- The Advisory Group was formed for the purpose of supporting the Chief Executive Officer and relaying information and instruction between the operative level and the General Meeting. The Advisory Group replaced the former Steering Group of the Finnish–Estonian X-Road cooperation.
- By the end of December, NIIS had filled the positions of Chief Technology Officer and Project Manager, responsible for, among other things, the public procurement function of the institute.
- In December 2017, the NIIS strategy, action plan and budget for 2018 were completed and approved by the General Meeting.

THE RE-ACTIVATION OF X-ROAD COMMUNITY

The "Joint X-Road Community" network of developers and users was re-branded as the "X-Road Community" and the community was re-activated after a quiet period since 2016. By the end of 2017, the X-Road Community was already an active discussion forum. In September 2017, an X-Road Network (nowadays "X-Road Community") seminar was organized in Nelijärve, Estonia, where NIIS presented its forthcoming activities and discussed with a community of developers and users interested in the X-Road.

INTERNATIONAL COOPERATION

Throughout that year, NIIS participated in discussions regarding the X-Road, with representatives from several countries. NIIS was also an advisor to RedGealc, the Network of e-government for Latin America and the Caribbean, which facilitates cooperation between governments around the topic of e-governance. In its international relations, NIIS worked in cooperation with the Ministry of Economic Affairs and Communications of Estonia, the Ministry of Finance of Finland, RIA, VRK, and the E-Governance Academy of Estonia.

RECRUITMENT

In November 2017, NIIS started recruitment activities. All positions were announced internationally and gained attention. There were applicants from Argentina, Australia, Belgium, Brazil, Czech Republic, Dubai, Estonia, Finland, Germany, India, Jordan, Latvia, Lithuania, Nigeria, Pakistan, Russia, Saudi Arabia, Serbia, Spain, Sri Lanka, Turkey, Ukraine, United Kingdom and the United States.

ANNUAL REPORT 2017

BEGINNING OF FINANCIAL YEAR:	20.06.2017
END OF FINANCIAL YEAR:	31.12.2017

BUSINESS NAME:	MTÜ NORDIC INSTITUTE FOR INTEROPERABILITY SOLUTIONS

REGISTRY CODE:	80419486

STREET, BUILDING:	HOBUJAAMA TN 4
CITY:	TALLINN
COUNTY:	HARJU MAAKOND
POSTAL CODE:	10151

TELEPHONE:	+372 7130 800

E-MAIL ADDRESS:	INFO@NIIS.ORG

MANAGEMENT REPORT

Ministers Urve Palo of Estonia and Kai Mykkänen of Finland signed the Formation and Cooperation Agreement in March. In June the Memorandum of Association was signed, NIIS was entered into the Estonian register of non-profit associations, and the first General Meeting meeting appointing a member of the management board (CEO). The appointed CEO started working in August.

In autumn, the Management Board prepared internal policies of NIIS to guide operations of the institute. The Advisory Group was formed for the purpose of supporting the Chief Executive Officer and relaying information and instruction between the operative level and the General Meeting. In December 2017, the NIIS strategy, action plan and budget for 2018 were completed and approved by the General Meeting.

The "Joint X-Road Community" network of developers and users was re-branded as the "X-Road Community" and the community was re-activated after a quiet period. In September 2017, an X-Road Network (nowadays "X-Road Community") seminar was organized in Nelijärve, Estonia, where NIIS presented its forthcoming activities and discussed with a community of developers and users interested in the X-Road.

Throughout the year, NIIS participated in discussions regarding the X-Road, with representatives from several countries. NIIS was also an advisor to Red GEALC, the Network of e-government for Latin America and the Caribbean, which facilitates cooperation between governments around the topic of e-governance. In its international relations, NIIS worked in cooperation with the Ministry of Economic Affairs and Communications of Estonia, the Ministry of Finance of Finland, the Information System Authority of Estonia (RIA) and the Population Register Centre of Finland (VRK), the E-Governance Academy of Estonia and often shared responsibilities with its cooperative partners.

In November 2017, NIIS started recruitments. All positions were announced internationally and gained attention. There were applicants from Argentina, Australia, Belgium, Brazil, Czech Republic, Dubai, Estonia, Finland, Germany, India, Jordan, Latvia, Lithuania, Nigeria, Pakistan, Russia, Saudi Arabia, Serbia, Spain, Sri Lanka, Turkey, Ukraine, United Kingdom and the United States.

Since the association in 2017 had activities only during the months after its establishment and the main activity was not substantively initiated, the management report does not cover all the requirements set out in the Accounting Act of Estonia for the management report.

Statement of Financial Position

(in euros)

	31.12.2017	20.06.2017	Note
Assets			
Current assets			
Cash and cash equivalents	1,764,838	0	
Receivables and prepayments	1,929	0	2
Total current assets	1,766,767	0	
Non-current assets			
Property, plant and equipment	1,724	0	3
Total non-current assets	1,724	0	
Total assets	1,768,491	0	
Liabilities and net assets			
Liabilities			
Current liabilities			
Payables and prepayments	9,922	0	6
Total current liabilities	9,922	0	
Total liabilities	9,922	0	
Net assets			
Surplus (deficit) for the period	1,758,569	0	
Total net assets	1,758,569	0	
Total liabilities and net assets	1,768,491	0	

Statement of Revenues and Expenses

(in euros)

	20.06.2017-31.12.2017	20.06.2017-20.06.2017	Note
Revenue			
Fees received from members	1,841,000	0	7
Other income	17	0	
Total revenue	1,841,017	0	
Expenses			
Miscellaneous operating expense	-38,591	0	8
Employee expense	-43,379	0	9,10
Depreciation and impairment loss (reversal)	-345	0	3
Other expenses	-169	0	
Total expenses	-82,484	0	
Surplus (deficit) from operating activities	1,758,533	0	
Interest income	36	0	
Net surplus (deficit) for the period	1,758,569	0	

Statement of Cash Flows

(in euros)

	20.06.2017-31.12.2017	20.06.2017-20.06.2017	Note
Cash flows from operating activities			
Surplus (deficit) from operating activities	1,758,533	0	
Adjustments			
Depreciation and impairment loss (reversal)	345	0	3
Total adjustments	**345**	**0**	
Adjustments for operating receivables and prepayments	-1,929	0	2
Adjustments for operating liabilities and prepayments	9,922	0	6
Interest received	36	0	
Total cash flows from operating activities	**1,766,907**	**0**	
Cash flows from investing activities			
Purchase of property, plant and equipment and intangible assets	-2,069	0	3
Total cash flows from investing activities	**-2,069**	**0**	
Total cash flows	**1,764,838**	**0**	
Change in cash and cash equivalents	**1,764,838**	**0**	
Cash and cash equivalents at end of period	1,764,838	0	

Statement of Changes in Net Assets

(in euros)

	Accumulated surpluses (deficits) from previous period	Total net assets
20.06.2017	0	0
Net surplus (deficit) for the period	1,758,569	1,758,569
31.12.2017	1,758,569	1,758,569

Note 1 Accounting Policies

General information

The financial statements 2017 of the non-profit association MTÜ Nordic Institute for Interoperability Solutions have been prepared in conformity with the Estonian financial reporting standard. The main requirements of the Estonian financial reporting standard are established in the Accounting Act of the Republic of Estonia and are supplemented by the guidelines issued by the Accounting Standards Board.

The financial statements have been prepared in euros.

Cash and cash equivalents

Cash and cash equivalents in the statement of financial position and statement of cash flows comprise bank account balances

Foreign currency transactions and financial assets and liabilities recorded in foreign currencies

Foreign currency transactions are recorded based on the official foreign currency exchange rates of the European Central Bank valid on the transaction date. Monetary financial assets and liabilities denominated in foreign currencies are translated into the entity's functional currency on the reporting date based on the rates of the European Central Bank prevailing on the reporting date. Profits and losses from foreign currency transactions are recorded in the statement of revenues and expenses of the reporting period.

Receivables and prepayments

Receivables and prepayments shall be carried at amortised cost which generally equals their nominal value less any impairment allowances

Property, plant and equipment and intangible assets

Based on the materiality principle non-current assets are asset items with the cost of over 2,000 euros and a useful life of over 1 year. Assets with a lower cost or shorter useful life are fully expensed when the asset is taken into use and they are accounted for off-balance sheet.

Property, plant and equipment are recognised at cost which comprises the purchase price and other costs directly attributable to the acquisition.

Minimal acquisition cost of non-current assets   2,000

Useful life by non-current asset group (years)

Name of non-current asset group	Useful life
Computers	3 years

Leases

The lease transactions where all material risks and rewards related to the ownership of the assets are transferred to the lessee are recorded as finance leases.

Other leases are recorded as operating leases.

Operating lease payments are recognised as expenses in the income statement on the straight-line basis over the lease period.

Financial liabilities

Financial liabilities (trade payables) are carried at amortised cost.

Revenue

The membership fees received from members of the association are accounted for based on the following principle: membership and joining fees and other fees not intended for specific purposes that are received from members of the association are recognised as income in the period for which they have been paid.

Note 2 Receivables and Prepayments

(in euros)

	31.12.2017	Within 12 months
Prepayments	1,929	1,929
Deferred expenses	689	689
Other paid prepayments	1,240	1,240
Total receivables and prepayments	1,929	1,929

	20.06.2017	Within 12 months
Prepayments	0	0

Note 3 Property, Plant and Equipment

(in euros)

	Computers and computer systems	Machinery and equipment	Total
20.06.2017			
Carried at cost	0	0	0
Accumulated depreciation	0	0	0
Residual cost	0	0	0
Acquisitions and additions	2,069	2,069	2,069
Depreciation	-345	-345	-345
31.12.2017			
Carried at cost	2,069	2,069	2,069
Accumulated depreciation	-345	-345	-345
Residual cost	1,724	1,724	1,724

Note 4 Tax Prepayments and Liabilities

(in euros)

	31.12.2017 Tax liabilities
Personal income tax	1,396
Fringe benefit income tax	4
Social tax	2,364
Total tax prepayments and liabilities	3,764

See also Note 6.

Note 5 Operating Lease

(in euros)

Accounting entity as lessee

	20.06.2017-31.12.2017	20.06.2017-20.06.2017
Operating lease expenses	3,240	0
Future lease expense under non-cancellable lease contracts		
	31.12.2017	20.06.2017
Within 12 months	10,400	0

Office premises are leased under the operating lease terms.

See also Note 8.

Note 6 Payables and Prepayments

(in euros)

	31.12.2017	Within 12 months	Note
Trade payables	5,949	5,949	
Tax payables	3,764	3,764	4
Other payables	209	209	
Other accrued expenses	209	209	
Total payables and prepayments	9,922	9,922	

Note 7 Fees Received From Members

(in euros)

	20.06.2017-31.12.2017
Fees not intended for specific purposes	
Membership fees	1,841,000
Total fees received from members	1,841,000

Note 8 Miscellaneous Operating Expenses

(in euros)

	20.06.2017- 31.12.2017	20.06.2017- 20.06.2017
Leases	3,240	5
Miscellaneous office expenses	351	0
Travel expense	3,565	0
Training expense	734	0
Purchased services	18,533	0
IT expenses	4,866	0
Cost of personnel search	6,464	0
Other	838	0
Total miscellaneous operating expenses	38,591	0

Note 9 Labour Expense

(in euros)

	20.06.2017- 31.12.2017	20.06.2017- 20.06.2017
Wage and salary expense	32,306	10
Social security taxes	10,774	0
Total labor expense	43,080	0
Average number of employees in full time equivalent units	1	0

Note 10 Related Parties

(in euros)

Number of members by the end of economic year		
	31.12.2017	20.06.2017
Number of members who are legal entities	2	2

Remuneration and other significant benefits calculated for members of management and highest supervisory body		
	20.06.2017- 31.12.2017	20.06.2017- 20.06.2017
Remuneration	32,306	0
Other	298	0

Both members have paid a membership fee in the amount of 920,500 euros. Membership fees are disclosed in Note 7.

Remuneration is disclosed in Note 9. Other benefits calculated for members of management comprise the phone and car compensation. Potential termination payment for members of management shall amount to their three months' remuneration.

STRATEGY 2018

OUR MISSION: TO ENSURE THE DEVELOPMENT
AND STRATEGIC MANAGEMENT OF THE X-ROAD
AND OTHER CROSS-BORDER COMPONENTS FOR
E-GOVERNMENT INFRASTRUCTURE.

NIIS IS BOTH A NETWORK AND COOPERATION
PLATFORM, AND EXECUTOR OF ITS DEVELOPMENTS IN
MEMBERS' COMMON INTERESTS.
THE INSTITUTE FOCUSES ON PRACTICAL
COLLABORATION, SHARING OF EXPERIENCE AND
PROMOTING INNOVATION.

Development: Development model and first deliverables
X-Road data exchange protocols

Communications: Partnerships and networks
Sharing information and knowledge

Procurement: Public procurement process
Attraction of new suppliers

Community: Re-activation of the X-Road Community
Community as a source of knowledge and solutions to support the X-Road core development
International development of the X-Road Community

STRATEGIC OBJECTIVES FOR 2018

Development
- The development model is harmonized between Finland and Estonia to enable agile development in 1–2 local or remote teams, consisting of at least 2–4 suppliers.
- First deliverables are already in the agreed schedule.
- To help public sector and private companies join and benefit from the X-Road, the use of selected representational state transfer (REST) technologies has been enabled in the X-Road.

Communications
- X-Road's basic information is well organized and responsibilities related to information sharing are agreed with the other parties involved.
- Events are being organized to attract new suppliers, establish partnerships and share information and knowledge regarding the X-Road.

Procurement
- Procurement processes are established according to the procurement policies.
- First public procurements are successfully conducted and sourcing for the core development has been secured.

Community
- The Joint X-Road Community is reactivated. The community participates in discussions on the X-Road and its development.
- The community brings in new ideas and initiatives to develop the X-Road further and community members are seen as potential X-Road core developers.
- International flagship event for the X-Road Community.

ORGANIZATION

The highest body of NIIS is the General Meeting of its Members. The Members of NIIS are the Ministry of Finance on behalf of the Republic of Finland and the Ministry of Economic Affairs and Communication on behalf of the Republic of Estonia.

Representatives of the Members:
- Anna-Maija Karjalainen, Director General, Public Sector ICT, Ministry of Finance, Finland;
- Siim Sikkut, Deputy Secretary General for Communications and State Information Systems, Ministry of Economic Affairs and Communications, Estonia.

NIIS is managed and represented by the Management Board. The Management Board is elected for three years and may have one to three members. The members of NIIS have agreed that the Management Board shall comprise a single member who shall act as the Chief Executive Officer of the Institute. The CEO is in charge of the day-to-day management of the Institute, as referred to in subsection 26(1) of the Non-profit Associations Act.

Chief Executive Officer

Ville Sirviö
+372 7130 801
ville.sirvio@niis.org

The Advisory Group is formed for the purpose of supporting the Chief Executive Officer and relaying information and instruction between the operative level and the General Meeting. For clarity, the Advisory Group is not a formal organ of the Institute and has no decision-making power on its own.

Advisory Group Members in 2017
- Andrus Kaarelson, Director of Information System, Information System Authority (RIA), Estonia (26.10.2017–);
- Miia Mänd, Head of Department of IT Policy, Ministry of Economic Affairs and Communications (MKM), Estonia (26.10.2017–);
- Maria Nikkilä, Head of Digitalization Unit, Ministry of Finance (VM), Finland (26.10.2017–30.4.2018);
- Janne Viskari, Director, Digital Services, Population Register Centre (VRK), Finland (26.10.2017–14.12.2017);
- Eero Konttaniemi, Development Manager, Population Register Centre (VRK), Finland (14.12.2017–25.1.2018).