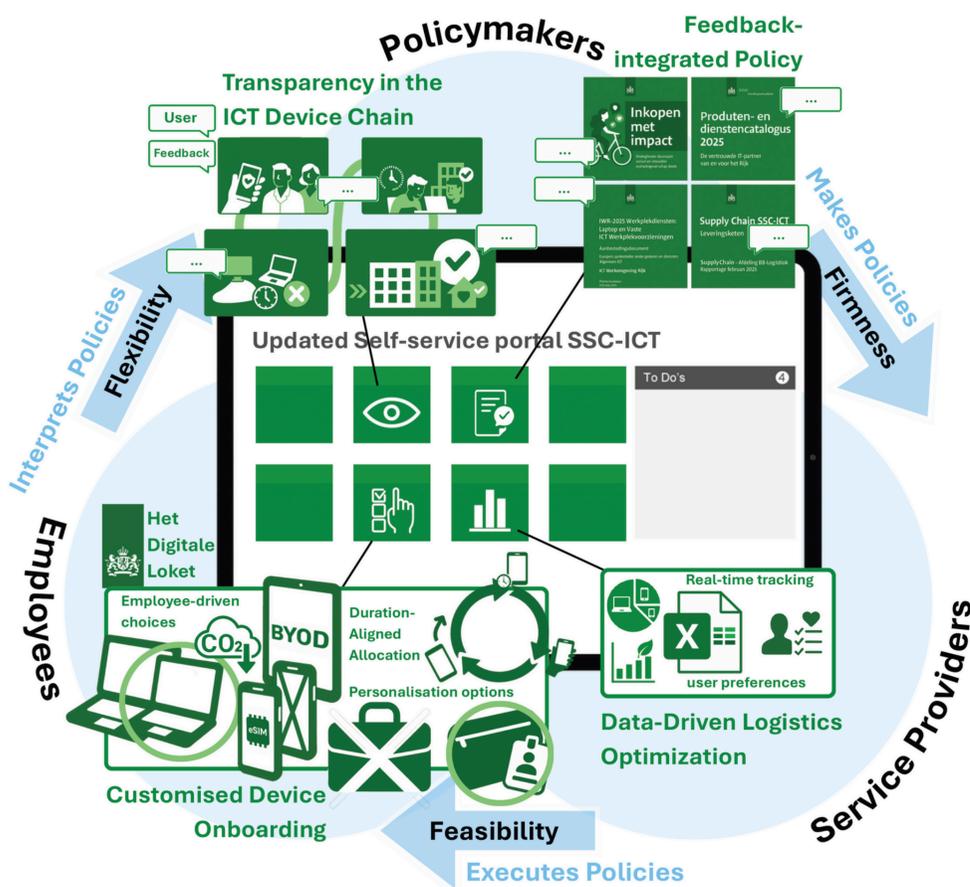




The Dutch central government is highly dependent on ICT devices such as **laptops, smartphones, and tablets**. SSC-ICT—the largest service provider—manages approximately 100,000 devices, a scale that **pressures public finances, contributes to environmental degradation, and increases reliance** on global supply chains involving critical raw materials and, at times, questionable labour conditions. Yet few mechanisms exist to transition toward a more sustainable device chain.

Over 20 ICT service providers support more than 160 government organisations, creating a **fragmented landscape** driven by compartmentalised ministries. While this diversity and specialisation can be a strength, the core issue is the **lack of joint value creation**. Stakeholders in procurement, usage, and disposal—**policymakers, service providers, and users**—often operate in isolation, with limited feedback loops or shared decision-making. Their distinct value orientations—**firmness** (policy clarity), **feasibility** (practical efficiency), and **flexibility** (adaptability)—form a linear chain where values are handed down rather than co-developed, limiting mutual understanding and systemic improvement.

A Unified Platform for Sustainable and Collaborative ICT Governance



The goal is not to reduce fragmentation but to govern it more effectively by fostering structured collaboration based on **clear roles, shared language, and active value negotiation**. A dedicated platform enables this by combining technical features—such as BYOD and eSIM requests, clear task overviews, and CO₂ tracking—with integrated **feedback mechanisms**. Users can review policy documents, explore the chain, and select or decline assets and accessories, fostering both functional choice and emotional connection. Service providers gain real-time insights into preferences, lifespans, and behaviours, enabling profile-based asset allocation that matches device lifespans to employment terms. Policymakers receive a direct channel to share reports and supply chain updates, with user feedback informing more responsive policies.

This ongoing interaction transforms the system into a circular, collaborative model that prioritises **transparency and shared responsibility**, inspired by Montesquieu's **Trias Politica**: policymakers as Legislative, service providers as Executive, and users as Judicial. In this model, firmness, feasibility, and flexibility coexist and are continuously renegotiated.

Implementation

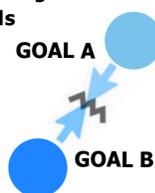
Strategy

Roadmap



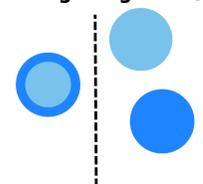
- Build stakeholder buy-in
- Validate feasibility
- Assess impact potential

Eliciting conflicting goals



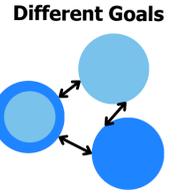
- Scale interventions
- Cross-stakeholder collaboration
- Institutionalise adaptive governance

Differentiating and Integrating tactics



- Optimise sustainable hardware management
- Unified governance
- Continuous value negotiation

Relating Different Goals



Didier van Citters

Redesigning the ICT Device Chain through Joint Value Creation among Employees, Service Providers, and Policymakers within the Dutch Central Government

Chair: Dr. M. (Marina) Bos-de Vos
Mentor: Sem Carree
Company Mentor: Pepijn van der Spek
Ministry of the Interior and Kingdom Relations of Netherlands
MSc Strategic Product Design
28 August 2025

