Digital transformation on local level: lessons from the EU experience

INPUT FOR SESSION 4 - DIGITAL TRANSFORMATION
1. Have a Digital Strategy!

Where do we start?

- Understand user needs - be demand-driven. Plan a user journey, and imagine the user experience when planning digital strategy and services.
- Do a readiness or maturity test. Based on the level of maturity, a municipality gets recommendations how to act, what training to engage in and what kind of possible support measures to use.
- Outline a “digitalisation roadmap” from digital basic level to digital maturity;
- Facilitate access to quality training and advisory services.
- Seek resources and financial support + policy makers should leverage the expertise and facilitate the co-ordination with the ecosystem of existing innovation centres, networks and platforms for the digital transformation.
Municipality needs to have ability to use digital technologies which relates to standards, security, technical ability, technology. Sometimes simple solutions work best.

- launched in 2013
- data from ALL municipalities 2010-2019
- login credentials for mayors, free of charge
- several standard visualisations
- download of data
- upload for municipal data (2020, 2021)

Open Spending Austria dataportal

Scrollytelling
(How COVID got out by New York Times)

Smart Bus Stops as Interconnected Public Spaces
169 million EU citizens lack even basic digital skills. This accounts for 44% of Europeans between the ages of 16-74. Lack of access to digital services as well as lack of awareness of digital possibilities have major impact on the digital divide, resulting in social divide.

Municipality needs to:

➢ nurture digital skills among own employees and among citizens.

➢ this enables use of digital platforms and enables innovation culture in the community.

➢ continuous learning, organising digital education, connecting stakeholders in projects and digital initiatives are the platforms you may want to develop and support.

Find Digital Ambassadors:

➢ “Shakers and makers” of each digital ecosystem have the ability to drive the shift from a top-down to a bottom-up governance of their digital ecosystem.

➢ local digital experiences are also key to turn these local stakeholders into active digital ambassadors.
Key is whether the municipality consistently collects, manages and uses data across different procedures.

Data Cooperative is a new form of collaboration in which participants share their data and their data capabilities to create collective impact.

4. Be Smart Operator and Data manager!

Ukrainian start-up, who built an open data-based application to help people find the best place to live. (CityScale)
5. Collaborate and build a community!

How to navigate the shifts into the future?

<table>
<thead>
<tr>
<th>From ...</th>
<th>to...</th>
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</thead>
<tbody>
<tr>
<td>Citizen under control</td>
<td>Citizen in control</td>
</tr>
<tr>
<td>Governing for citizens</td>
<td>Governing with citizens</td>
</tr>
<tr>
<td>Organisation silos</td>
<td>Organisation networks</td>
</tr>
<tr>
<td>Public sector organisation are big, all-in-one giants</td>
<td>Public sector organisation are small, flexible, purpose-driven</td>
</tr>
<tr>
<td>Government as service provider</td>
<td>Government as service facilitator, broker, commissioner</td>
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<tr>
<td>Governments owning inputs and processes</td>
<td>Governments and citizens owning outcomes</td>
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<tr>
<td>Measuring outputs</td>
<td>Measuring outcomes and impact</td>
</tr>
<tr>
<td>Forced cooperation based on enforcement</td>
<td>Mutual collaboration based on trust</td>
</tr>
<tr>
<td>Trust in the “strong leader”</td>
<td>Trust in each other, the “servant leader”</td>
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</tbody>
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Planning and implementing plans in municipality may not only be limited to administration as open and collaborative approach builds grounds for innovation, prosperity and growth. Digital transformation opens new ways of collaboration with participatory budget planning, e-participation, e-voting and many other possible forms.
6. Provide the services with the user in mind!

Yes, there are different user personas

<table>
<thead>
<tr>
<th>Technical user</th>
<th>Expert Analyst</th>
<th>Policy influencer</th>
<th>Information forager</th>
<th>Inquiring citizen</th>
<th>Passive citizen</th>
</tr>
</thead>
<tbody>
<tr>
<td>“I like to play with data and technology”</td>
<td>“I live and breathe data and statistics”</td>
<td>“It’s hard to find the information I need”</td>
<td>“I have a need to find trustworthy data”</td>
<td>“I want to form my own opinion based on fact”</td>
<td>“I’m informed via the media”</td>
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</table>

Municipality is here for citizens and digitally enabled services may enable easier access. To do so the municipality needs to understand which services to make digitally enabled and needs to structure them for this purpose. Services will only be used if users have knowledge to use them and the digital tools of the municipality and central government bodies are promoted.