Results of the digitalisation programme

Situation picture and development of indicators for the impact of digitalisation

- System model for effectiveness of digitalisation
- Indicator proposals and dialogue model
- 4 published situation pictures
- Proposed indicators for digital compass
- Systemic review of the digital compass

Digital support

- Businesses' and organisations' digital support recommendations
- 14 government grant projects for Regional Councils
- National-level network activities and communications
- Developing skills of digital support persons
- First situation picture of digital skills
- Digital support model
- Roadmap 2023–2026

Development of legislation

- Situation picture of legislation on digitalisation
- Survey on the implementation of the Digital Services Act
- Recording and materials from training series on the Act on the Provision of Digital Services
- Manual of good practices
- Working group final report with proposed measures

Development support for digital services

YritysDigi project

- Service platform concept and requirements
- Digital scale for evaluating the maturity of services
- Tool for examples of good digital services
- Survey of service needs of employer businesses

- Service pledge surveys and related analysis
- Report on the digitalisation of municipalities' statutory duties
- Summary of collected examples and lessons learned about collecting them as well as proposal for collecting and using them in the future

Digitalisation survey of municipalities

- Survey report + dataset

Further development of Suomi.fi messages and e-authorisations for business services

- Suomi.fi e-authorisations
- Suomi.fi messages

Activities of network for promoters of digitalisation

- Operating model
- Summary of participating parties and number of participants
- Proposal for continuing activities

Expert support

- Model for expert support
- 2021 pilots
- 2022 challenge projects
- Morning coffee sessions relating to the development of human-centred digital services
- Digital roadmap for municipalities in the digital compass
- eOppiva digital learning platform

Shared tools for quality of services

- Suomi.fi quality tools
  - Self-evaluation tool based on the quality criteria for services
  - Customer feedback tool
  - Tool for measuring utilisation rate
- Summary dashboards in the Finnish Service Catalogue

Expert support

WHAT? Expert support provided knowledge assistance to digital developers free of charge

In 2021–2022, expert support was organised through a pool of experts, which offered expert assistance to municipalities and government agencies free of charge. The goal was to improve the quality, accessibility and customer-orientation of digital services through co-creation.

The pool included service designers, experts in change management, and usability experts, among others. At first, co-creation was carried out as challenge projects. Later in 2022, it took the form of municipalities' digital roadmap work related to the digital compass.

To determine the need for support, a survey was conducted for municipalities and government agencies. The main support needs highlighted by the survey were related to revising and enhancing operating methods by means of

digitalisation, developing service design and customer-oriented services, and determining the state of existing services and development needs.

The Digital and Population Data Services Agency contributed with experts and service designers from the public sector. The first pilot and test projects for developing the operating model were carried out in 2021, and the following year, five challenge projects were launched based on an open call for applications. The progress of the projects could be followed at open morning coffee sessions for digital developers. In addition to the challenge projects, a digital roadmap was developed for municipalities in cooperation with the Digital and Population Data Services Agency and the Association of Finnish Municipalities.

- Free digital service competence for municipalities and government agencies:
- An expert pool including service designers, experts in change management, and usability experts, among others

- A new operating model, challenge projects and a digital roadmap for municipalities in the digital compass
- In cooperation with the Digital and Population Data Services Agency and the Association of Finnish Municipalities

HOW? Challenge projects and digital roadmap work

Expert support was provided in the form of challenge projects. The goal of the projects was to help especially small municipalities that do not have adequate resources for dealing with change needs. The themes of the challenges included the smoothness of services provided to customers, the identification of needs for change and the initiation of change in organisations, as well as the employment of solutions benefiting common national services in service development.

In addition to the challenge projects, morning coffee sessions were organised to share information about and among the projects. The sessions were attended by service developers from municipalities, government agencies and institutions, as well as by company representatives. The impact sought through the activities was undermined by the small number of applicants and the weak participation of small municipal operators. There would have been enough resources for more than the five projects carried out.

Resources were thus allocated to the municipalities' digital roadmap work, the purpose of which was to make the goals set for public services in the national digital compass more concrete from the perspective of municipalities and thereby strengthen the management of digitalisation in municipalities.

The goal was to identify common tasks and measures that would help achieve the targets of the digital compass by 2030. Another goal was to determine municipalities' needs for the next Government Programme.

- Challenges to be solved were sought from municipalities that had special needs for digital competence.
- Morning coffee sessions were organised to share information among projects and to network.

- The digital roadmap strengthens the management of digitalisation in municipalities.
- It also makes the content of public services in Finland's digital compass more concrete from the perspective of municipalities.

FOR WHOM? Expert support benefited municipal service developers

Expert support was primarily intended for the developers of digital services in municipalities and government agencies, and especially for small operators with a clear need for digital competence. However, the number of municipalities that applied for the challenge projects was small, and ultimately only two of the five projects focused on the municipal sector. These were attended by the City of Porvoo, the City of Lahti and the municipality of Asikkala with a joint project.

On the other hand, the digital roadmap attracted greater interest in the municipal sector, with more than 40 municipalities participating in the related activities. There is an interest in continuing work on the digital roadmap, and plans are to update it in the future.

Based on the activities carried out, expert support is a flexible co-creation operating model that meets the resource needs of municipalities and other organisations and supports their networking.

BENEFITS? New working methods, information sharing and concrete outputs

As the interest in challenge projects was weaker than expected, some of the resources were allocated to the digital roadmap. This was ultimately felt to be even more useful, even though the related expert process was more demanding. The digital roadmap also provided many tools for future projects, and the work it gave rise to can be continued in the future.

The challenge projects carried out were also found to be useful, for example in terms of the manuals, cooperation, and solutions for improving service utilisation rate, promoting knowledge-based management, and administering Suomi.fi authorisations resulting

from the projects. The projects were also related to the life event service packages, which are part of the digital compass.

One of the goals of expert support was to develop the model for sharing learning, which involves co-creation and the future use of results. Related to this, a new online course available to everyone will be prepared and offered through the eOppiva learning environment to help share the results and learning from the different projects. The course will be published in the first quarter of 2023.

- Because of the limited interest shown in applications for challenge projects, activities with municipalities focused on the digital roadmap.
- The digital roadmap helps promote follow-up projects and provides a range of tools for them.

- An eOppiva online course on the results and lessons learned from the operating model will be prepared in early 2023.

RESULTS? Cooperation, agreement, and the importance of networked development are the key lessons for the future

The key results of the digital roadmap concerned the municipalities' interest in and need to participate in the cooperation and co-creation related to the implementation of the digital compass. Dialogue and the creation of a common understanding were also highlighted. Overall, the digital roadmap project taught the participants to do things in a new way that was found to work well. This insight will be communicated through the eOppiva online course.
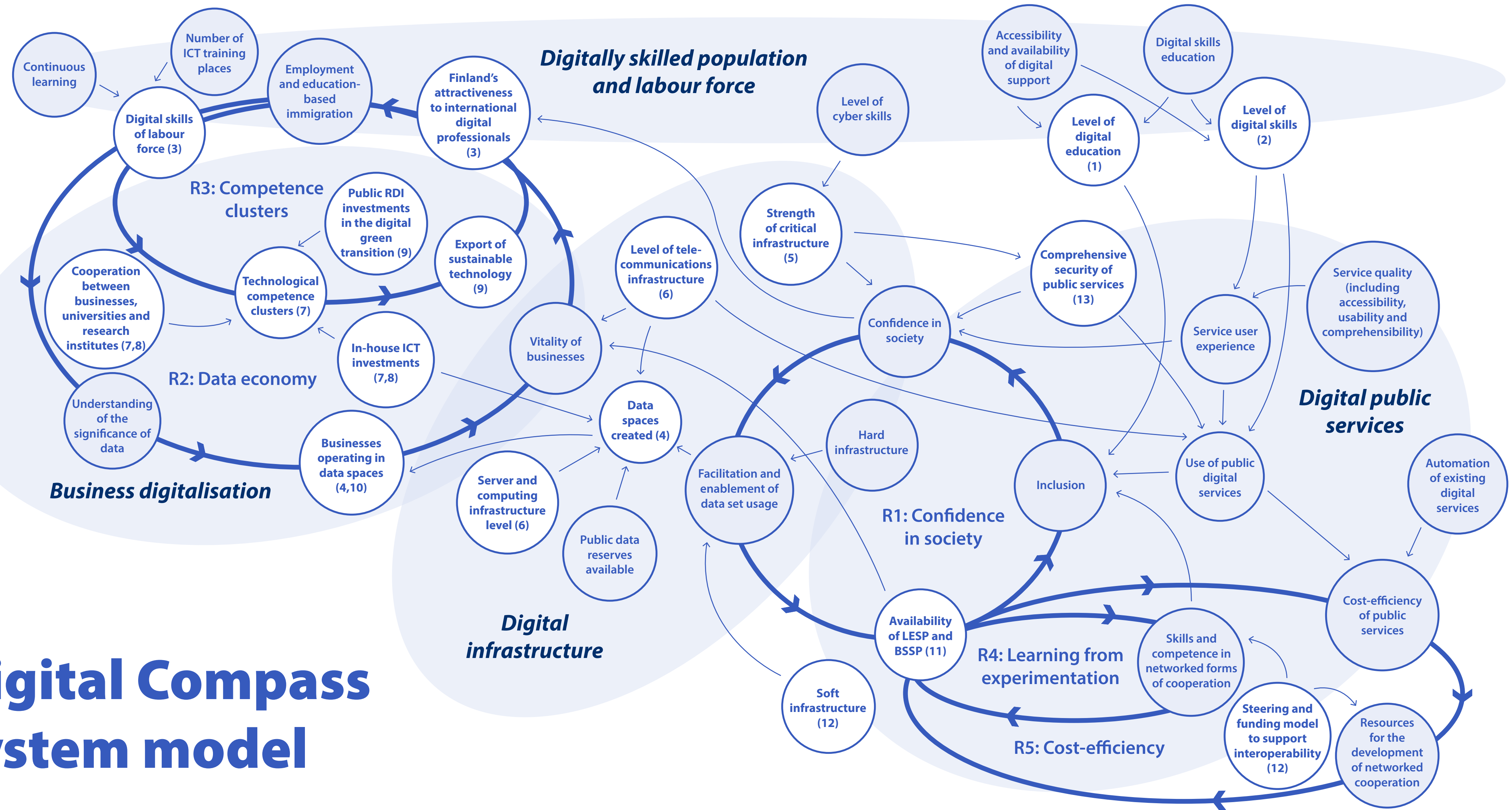
The results of the challenge projects include guidelines for planning digital service instructions (Avaimet asiakkaan maailmaan, "Keys to the customer's world"), a roadmap for

management based on customer information, solutions for improving the findability of information and raising the utilisation rate of digital services, and improvements to the administration model of Suomi.fi authorisations.

In general, the projects highlighted the importance of service design, cooperation and communication, as well as understanding customer needs. The solutions found in the challenge projects call for continued attention in the participating organisations and can also be useful to others. The digital roadmap should continue to be updated in the coming years.

- Significance and model of co-creation and collaboration:
- Significance of dialogue and agreement

- New people-centred operating methods and customer understanding
- Co-created solutions to the digital challenges presented

Digital Compass system model

Continuous learning

Number of ICT training places

Employment and education-based immigration

Finland's attractiveness to international digital professionals (3)

Digitally skilled population and labour force

Level of cyber skills

Accessibility and availability of digital support

Digital skills education

Level of digital education (1)

Level of digital skills (2)

Digital skills of labour force (3)

R3: Competence clusters

Public RDI investments in the digital green transition (9)

Export of sustainable technology (9)

Strength of critical infrastructure (5)

Comprehensive security of public services (13)

Service quality (including accessibility, usability and comprehensibility)

Cooperation between businesses, universities and research institutes (7,8)

Technological competence clusters (7)

Level of tele-communications infrastructure (6)

Confidence in society

Service user experience

R2: Data economy

In-house ICT investments (7,8)

Vitality of businesses

Understanding of the significance of data

Businesses operating in data spaces (4,10)

Data spaces created (4)

Facilitation and enablement of data set usage

Hard infrastructure

Inclusion

Use of public digital services

Automation of existing digital services

Business digitalisation

Server and computing infrastructure level (6)

Public data reserves available

R1: Confidence in society

Digital infrastructure

Availability of LESP and BSSP (11)

R4: Learning from experimentation

Skills and competence in networked forms of cooperation

Cost-efficiency of public services

Digital public services

Soft infrastructure (12)

R5: Cost-efficiency

Steering and funding model to support interoperability (12)

Resources for the development of networked cooperation

Digital Compass system model

Cross-sectoral management and development of digitalisation (14)

Regulatory enablers and clarity for the utilisation of data sets

Cooperation for the development of contractual models and operating models

Cross-sectoral cooperation

Description of the Digital Compass system model

The figure shows the Digital Compass system model, providing a visual illustration of the various cardinal points, objectives and variables (components) between them. As shown, the cardinal points of the Digital Compass include a digitally skilled population and labour force, digital infrastructure, business digitalisation, digital public services and cross-sectoral cooperation.

Cross-sectoral cooperation

Under the Digital Compass, cross-sectoral management is one of the most important preconditions for success in Finland's digital transformation. In the cardinal point for cross-sectoral cooperation, 'cross-sectoral management and development of digitalisation' (Digital Compass, objective 14) allow progress in the four cardinal points and links them together. This also allows the 'availability of LESP and BSSP' (life event-based service packages and business situation-based service packages) (objective 11) in the cardinal point for digital public services.

Components that enable cross-sectoral cooperation include 'cooperation for the development of contractual models and operating models' and 'regulatory enablers and clarity for the utilisation of data sets.' In the system model, these components enable other ones like 'soft infrastructure;' in turn, this affects the 'facilitation and enablement of data set usage' in the digital infrastructure cardinal point.

Digital infrastructure

Under the Digital Compass, digital infrastructure underpins the data economy and digital services. This cardinal point in the system model shows the 'hard infrastructure' that affects 'the facilitation and enablement of data set usage.' The cardinal point for digital infrastructure includes the variable 'data spaces created' (objective 4). The 'data spaces created' and the 'level of telecommunications infrastructure' (objective 6) affect 'businesses operating in data spaces' and the 'vitality of businesses' in the cardinal point for business digitalisation. In turn, the data spaces created enable the 'level of server and computing infrastructure' (objective 6) and the 'public data reserves available' on the digital infrastructure side.

In the cardinal point for digital infrastructure, the figure of the system model shows one reinforcing feedback loop (R1: Confidence in society). This takes account of the component 'strength of critical infrastructure' (objective 5), which builds 'confidence in society' and contributes to the 'comprehensive security of public services' (objective 13) in the cardinal point for digital public services. The 'level of critical infrastructure' can be influenced through the cardinal point for the digitally skilled population and labour force: for instance, by strengthening the 'level of cyber skills.'

Digitally skilled population and labour force

Based on the Digital Compass, the digital transformation is also enabled by a digitally skilled population and labour force. In this cardinal point, we can influence service user experience and inclusion as experience (cardinal point: digital public services). 'Digital skills education' affects both the 'level of digital Bildung' (objective 1) and the 'level of digital skills' (objective 2); in turn, these affect the 'service user experience.' Inclusion as experience is enhanced by the level of digital Bildung; the latter can also be influenced through the 'accessibility and availability of digital support.'

When confidence in society grows in the cardinal point for digital public services, it increases 'Finland's attractiveness to international digital professionals' (objective 3) in the cardinal point for the digitally skilled population and labour force. This is also included in two other feedback loops of the system model (R2: data economy and R3: competence clusters). The aforementioned 'Finland's attractiveness to international digital professionals' increases 'employment and education-based immigration;' as this grows, it improves the 'digital skills and competencies of the labour force' (objective 3). The digital skills and competencies of the labour force are also influenced by other components like the 'number of ICT training places' and 'continuous learning.'

Description of the Digital Compass system model

Digital public services

In the figure of the system model, the cardinal point for digital public services shows three feedback loops. The LESP and BSSP availability components described above are an integral part of all these three loops. Feedback loop R1 (confidence in society): Through inclusion, the life event-based public services implemented build public confidence. A high level of confidence in society contributes to 'data set usage' (i.e. citizens have confidence that their data is being used appropriately and ethically); this enables the development of new public services. To build trust, the key is for people to know how their data is utilised and that they can influence the use of their data if necessary. In addition to this, the development of new types of life event-oriented and business situation-related public services requires new forms of networked cooperation skills which will evolve as new services are implemented (loop R4: learning from experimentation, 'skills and competence in networked forms of cooperation').

In turn, the third feedback loop (R5: cost-efficiency) in the cardinal point for digital public services means that the development of life event-oriented and business situation-related public services requires sufficient 'resources for the development of networked cooperation.' When these services are implemented, they are thought to improve 'public sector cost-efficiency' which enables resources for the development of new services. The loops of cost-efficiency and learning from experimentation are both influenced by the component 'steering and funding model to support interoperability' (objective 12).

In the cardinal point for digital public services, 'service quality (including accessibility, usability and comprehensibility)' also affects the 'service user experience;' in turn, this builds the aforementioned 'confidence in society' (R1) and increases the 'use of public digital services.' The latter reinforces the 'cost-efficiency of public services' (R5) described earlier. Cost-efficiency is also affected for instance, by the 'automation of existing digital services.'

Business digitalisation

Under the Digital Compass, competence is the bottleneck of this cardinal point. In the system model, 'growth in the digital skills and competencies of the labour force' reinforces 'technological competence clusters' (objective 7) in the cardinal point for business digitalisation. Furthermore, competence improves 'understanding of the significance of data.' Technological competence clusters are also boosted by 'public RDI investments in the digital green transition' (objective 9) and 'cooperation between businesses, universities and research institutes' (objectives 7 and 8).

In the feedback loop of the competence clusters (R3), the number of 'technological competence clusters' increases the 'export of sustainable technology;' in turn, this promotes 'Finland's attractiveness to international digital professionals' (cardinal point: digitally skilled population and labour force). Technological centres for expertise in selected regions form the basis for high-tech exports, also including sustainable technology solutions (the digital green transition).

In the data economy loop (R2), 'understanding of the significance of data' also increases the number of 'businesses operating in data spaces' (objectives 4 and 10); this increases the "vitality of businesses' mentioned earlier. Among businesses, understanding of the significance of data to business operations is a precondition for companies to join data spaces and utilise these in their operations. The 'vitality of businesses' also increases 'Finland's attractiveness to international digital professionals' (cardinal point: digitally skilled population and labour force). Increasing data utilisation leads to an increasingly skilled labour force; it also promotes the data economy-related skills and competence of businesses. In the cardinal point for business digitalisation, 'in-house ICT investments' also affect the technological competence clusters while in the cardinal point for digital infrastructure, they increase the number of 'data spaces created' therein.

Network for promoters of digitalisation

WHAT? The network for promoters of digitalisation boosted interaction among developers

The network for promoters of digitalisation was part of the Programme for the Promotion of Digitalisation (digitalisation programme) in 2021–2023, offering an unofficial dialogue channel for service developers in public administration and the Ministry of Finance, which was in charge of the digitalisation of public services.

The network's goal was to increase interaction among participants interested in the digitalisation of public administration, develop their networks and establish new development partnerships. It also aimed to support the development of digitalisation, for example by disseminating information about best practices in the field and by highlighting development needs and solutions related to digitalisation.

Dialogue helps identify bottlenecks in the development of digitalisation and can reveal development challenges in the preparation of national development projects.

The network was established for the needs of the digitalisation programme, but was not officially appointed to the task. Participation in the network's events varied depending on the themes discussed at individual events. At best, an individual network event attracted nearly 250 participants.

HOW? Online events brought participants together

The activities of the network for promoters of digitalisation began in November 2021, and the meetings continued throughout the programme period until the end of March 2023. Online meetings were organised the first Friday of every month.

The network's goal was to help present and map out the goals of national digital development, as well as help developers identify their role in the big picture.

The network also brought together parties related to the digitalisation of public administration and discussed typical challenges, solutions and good practices. To this end, regular online events were organised to handle common themes.

These included legislation concerning digitalisation, as well as digital services, which were the focus of several events. The themes were defined in advance when the network began operating, and an introduction to the theme discussed was prepared for each meeting.

Interaction, networking and feedback provision took place in the online event's chat or through other channels. Discussions were also conducted on social media, including in the Ministry of Finance's channels, under the tag #DiginEdistäjät. Indeed, many of the digitalisation designers participating in the events established networks and solved project challenges outside the events.

The operating model was actively developed based on feedback from surveys during the network's operations, and after the programme's conclusion, the experiences from it were documented and assessed as part of the wrap-up.

Goals of the network for promoters of digitalisation

- Increasing interaction among operators in the field.
- Developing digitalisation in public administration.
- Disseminating good practices.
- Identifying challenges to the development of digitalisation.
- Solving such challenges.

FOR WHOM? Developers of digitalisation in public administration

True to its name, the network for promoters of digitalisation convened developers involved or interested in development projects focused on digitalisation in public administration. To keep the threshold for participating in the network low, there was no requirement to register for the events.

The network was intended especially for public administration change agents and directors, service developers, service designers, process and project developers, as well as information management and administration professionals. Some of the participants represented municipalities and government agencies, as well as the Ministry of Finance, which supervises the digitalisation of public services.

The number of participants in online meetings varied depending on the theme, but it increased steadily from a few dozen in the beginning to as many as nearly 250. On average, the events were attended by 80–90 participants.

At first, meeting participation took place through invitations distributed in the channels of the Ministry of Finance and delivered by members of the digitalisation programme. At later stages, invitations were also submitted on the mailing lists of municipalities and government agencies, and directly to parties that had expressed their interest through forms published on the website.

Target group of the network for promoters of digitalisation

- Change agents in public administration.
- Change directors in public administration.
- Digital service developers and service designers.
- Processes and project developers.
- Information management and administration professionals.

All participating parties 2022

- City/municipality 45 %
- Joint municipal authority 4 %
- Government agency 19 %
- Educational institution 7 %
- Company 11 %
- Organisation/association/foundation 7 %
- Union 3 %
- Others 4 %
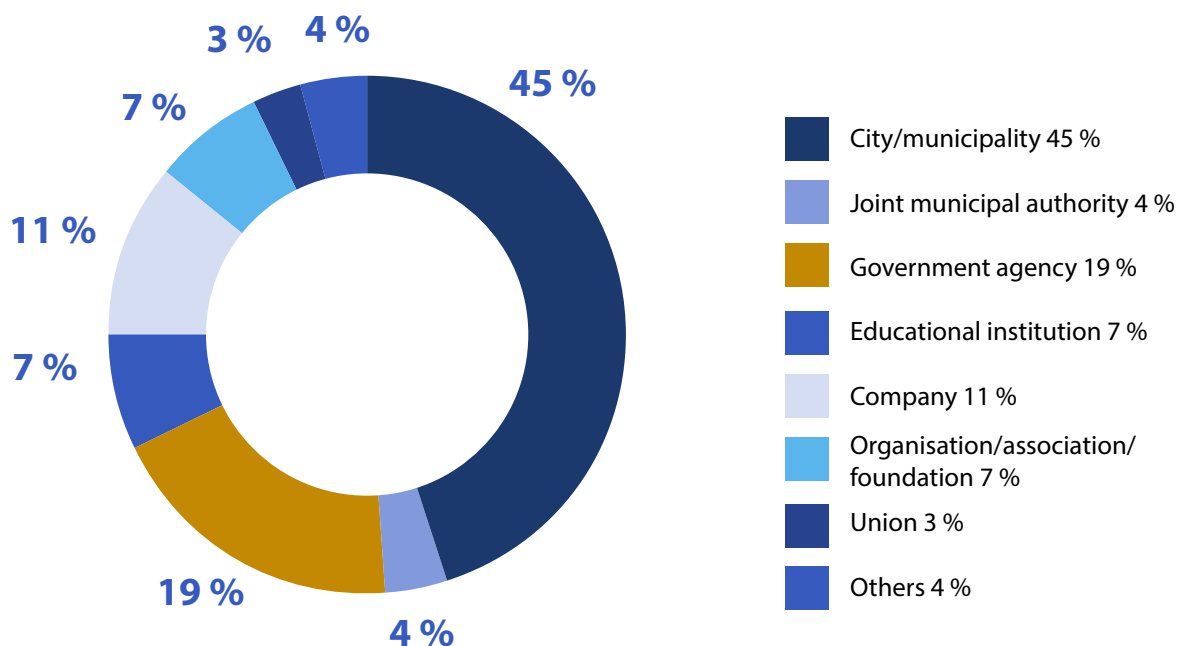
BENEFITS? The network for promoters of digitalisation highlighted challenges and solutions related to digitalisation

The greatest benefits came from the networking of operators in the field. The network brought together people working with digitalisation in public administration, who dealt with similar challenges or, alternatively, knew of good operating models that could also benefit the other participants.

In addition, the network helped understand the goals of national digital development and the significance of individual operators to the system as a whole. It helped many developers gain a better overall picture of the situation in the field.

RESULTS? The network continues its life after the programme's conclusion

While the activities of the network for promoters of digitalisation ended with the digitalisation programme, the concept can continue to be used in the development of other open networks.

At best, the network brought together hundreds of experts interested in the field, offering them inspiring peer support and a broad overview of development in the field. The rapid increase in the number of participants indicates that there was a demand for such a network and that it was found to be useful.

Even though the official network ended, it enabled professionals in the field to forge contacts, as well as solutions to challenges and bottlenecks to be crowdsourced. The organic network resulting from the programme will thus continue to benefit the digitalisation of public administration.

Results of the network for promoters of digitalisation

- The meaningful and useful activities connected as many as hundreds of people interested in the topic and working with it.
- The encouraging discussion atmosphere also provided opportunities for networking outside the programme and for new development partnerships.
- The activities highlighted the goals of national digital development, helped developers understand their role as part of the whole, and offered a better overall picture of the situation in the field.

- Interesting themes and carefully prepared introductions provided information and solutions concerning challenges to digitalisation.
- The activities attracted a great number of new network members, and the number of meeting participants increased steadily.
- The organic network resulting from the programme will continue to benefit the digitalisation of public administration.
- The experiences gained will enable the concept's use in the development of future open networks.

Operating model for digital support: Developing and coordinating digital support

WHAT? Strengthening the competence of digital support operators

The development of an operating model for digital support is part of the Programme for the Promotion of Digitalisation, which aims to support and encourage authorities to provide digital services to citizens and companies, thereby promoting the use of digital service channels. One of the Programme's goals is to have digital support available across the country and develop it to provide support not only to citizens but also to businesses. This is one of the measures promoting equality in the 2019–2023 government term. The goal is to facilitate citizens' use of digital services and devices.

The goal for quite some time has been to improve citizens' and businesses' capabilities to use services online. Digital support lowers the threshold to use electronic services and strengthens individuals' and organisations' social inclusion. The development of digital skills also helps adopt and deploy new electronic services. The national development and coordination of digital support is the responsibility of the Digital and Population Data Services Agency. The Digital Support page provides learning and support materials for developing digital support, as well as research-based information about the need for digital support, the operating environment and digital competence.

HOW? Information and guidance for digital support operators

In Finland, digital support is provided by various parties, ranging from municipalities and authorities to volunteers. A variety of providers and operating methods means there is a need for joint development efforts. The operating model for digital support of the Digital and Population Data Services Agency includes the production and compilation of information on digital support and digital skills, the development of the competence of digital support providers and digital support practices jointly with the network of digital support operators, as well as varied and effective stakeholder cooperation. The operating model is based on national network cooperation and local digital support services.

The operating model's key offering to digital support operators is depicted in the following service diagram.

Information and guidance services

Capacity building

- Training
- Guidelines and instructions
- Recommendation
- Communication
- Digital support provider's skills profiles

Co-creation

- Tests and pilots
- Study circles
- Guest talk
- Workshops
- Design sprints

Quality and consistency

- Skills badges
- Self-assessment test
- Good practices (databank)
- Glossary
- Expert support

Events

- Digital skills week
- Webinars
- Roadshow

Policies

- Annual theme
- Digital skills recommendation
- Digital support achievement award

Research-based information

- Digital skills report
- Surveys
- Open data

FOR WHOM? All digital support providers

The purpose of the operating model for digital support is to help develop and coordinate the digital support offered to citizens and businesses and disseminate the best support practices. Digital support is offered by Public Service Info, the authorities, municipalities and municipal actors such as libraries, service points, organisations, companies, volunteers and citizens themselves. Some parties that provide digital support may not even realise they do so if they provide digital support as part of their other duties.

Digital support providers

- Public Service Info
- Authorities
- Municipalities, municipal actors and service points
- Organisations
- Health and social services
- Companies
- Adult education centres
- Volunteers
- The fourth sector (citizens)

BENEFITS? Improved quality, availability and access to digital support

Even though individual providers of digital support may possess a great deal of information and competence suitable for the needs of their own customers, they can also benefit from the broad and diverse results of coordinated development efforts. The operating model for digital support helps provide a comprehensive picture of the state of digital support and skills, which contributes to improving the quality, availability and access to digital support.

❯ RESULTS? The operating model for digital support aids the work of digital support operators

Establishing the operating model for digital support is a long-term process, which aims to support and harmonise the operations of different support providers. For example, the digital skills week organised online brought together experts in the field and examined the range of digital support from a wide perspective. Recordings from the event are freely available online. Digital support providers also have access to other online material. The results of the work on digital support profiles help providers find tools needed in their own work, and the network of operators in the field can provide assistance with problems.

Results of the operating model for digital support 2022

Tests and pilots:

- Young people
- Municipalities
- Companies and organisations
- Survey of the digital support ecosystem
- Glossary of the development of digital support
- Profiling of digital support providers

Surveys, reports, recommendations, training:

- Regional duty of digital support
- Report and recommendations on the discoverability of digital support
- Digital skills report and digital skills recommendations
- Surveys of digital support tools and description of the information model for digital support
- Design Sprint to develop the digital support site of the Digital and Population Data Services Agency
- Digital support training for municipalities
- Data security survey of digital support providers
- Multicultural skills badge

Digitalisation survey
of municipalities

WHAT? The digitalisation survey explored digitalisation in municipalities

The digitalisation survey of municipalities was conducted as part of the Programme for the Promotion of Digitalisation. The goal was to determine the scope of digital services provided by municipalities and the methods of service provision.

Service research is typically based on questionnaires. As the goal of the digitalisation survey was to examine services in greater detail and compare user experiences, it was conducted by examining the websites of municipalities and the services found on them.

The initial data was collected online in December 2019 and January 2020, and the survey itself was conducted in early 2020. The survey resulted in an overall picture of the services provided by Finnish municipalities and the municipalities' digitalisation.

HOW? Services were examined from a user perspective on the municipalities' websites

The digitalisation survey was carried out by empirically studying the kinds of digital services that municipalities provide to their residents and companies doing business in the municipality. The way in which the services were organised was also examined.

The survey comprised two stages. The first one was conducted in the form of a case study in a region of Central Finland, focusing on 52 different digital services in 23 municipalities. This was used to specify the framework for a study encompassing all of Mainland Finland, dealing with 45 municipalities of different sizes and 15 different services or service systems.

The municipalities were selected randomly from all of Mainland Finland's 18 regions, ensuring that the selection included one municipality with fewer than 10,001 residents and one municipality with 10,001–100,000 residents from each region. Cities with more than 100,000 residents were included irrespective of their region.

The sectors studied were those in which municipalities have statutory duties, such as education, culture and urban planning. Health and social services and rescue services, which will be handled by the new wellbeing services counties, were excluded from the study.

In addition to focusing on digital services as such, the survey also examined the support offered, including chat services and electronic user manuals. The survey also sought to determine whether the websites studied contained an accessibility statement describing how the digital services met the accessibility requirement in the Digital Services Act.

Survey of municipalities' digital services

- Services were examined on 68 municipalities' websites.
- The survey focused on 15 services or service systems related to the statutory duties of municipalities.
- The service sectors examined included education and early childhood centres, culture, young people and libraries, urban planning, land use, water and energy production, waste management, and environmental services.
- Other aspects studied included support for the use of digital services, such as electronic guidelines, contact information for user support or a support chat, and the availability of accessibility statements.

Size category	Number of municipalities selected	Share of municipalities in the same size category	Share of municipalities in Mainland Finland	Total number of municipalities selected	Share of population in the size category	Share of population in Mainland Finland
More than 100.000	9	100 %	3.05 %	2.169.897	100 %	39.54 %
10.001-100.000	18	20.5 %	6.10 %	616.898	25.40 %	11.24 %
Less than 10.001	18	9.10 %	6.10 %	75.113	8.50 %	1.37 %
Total	**45**		**15.25 %**	**2.861.908**		**52.15 %**

The number of municipalities sampled from Mainland Finland and the number of inhabitants by size category.

FOR WHOM? The survey benefits digital service developers

The digitalisation survey of municipalities, conducted in connection with the Programme for the Promotion of Digitalisation, was a one-time project, but its data and research methods can be used in other similar studies.

The survey results indicate how digital services have been organised in different municipalities and the scope of services provided through digital channels. Overall, the survey provides information about the scope of digitalisation in Finland, helping to better target development efforts on digital support, for example.

Using the survey

- The survey enables comparisons of digital services provided by municipalities.
- Municipalities can use the results to guide their digital development.
- Digital service developers can offer their service applications to interested parties.
- The survey sheds light on the level of digital services nationwide.
- The data, results and implementation method can be freely used for further research.

BENEFITS? The digitalisation survey pinpoints the type of municipalities in which digital services require further development

Municipalities can independently decide on the provision of certain statutory services. Where possible, digital channels are nowadays recommended for the provision of such services.

The digitalisation survey indicated that larger municipalities offered a wider range and a higher quality of digital services. What this means in practice is an easier or more extensive use of electronic forms and better support for their use.

Another finding was that the greater the number of municipalities using a digital service, the more developed the service. The third observation concerned quality: municipalities that offered fewer digital services had a higher quality of

services than municipalities offering a greater number of services. In large municipalities with a wide range of services, the services were very similar.

The research data can be used to help disseminate information about the best digital services and broader digital support. In addition, the data enable digital service developers to compare the service provision of their own municipality and identify any areas of development.

RESULTS? Increasing number of municipal digital services

The survey helped determine the scope of digital services and highlight good examples and functioning applications that can also be introduced in less digitalised municipalities. Seeing as standardised digital services are usually more developed than solutions implemented by municipalities themselves, the use of such services would reduce development and deployment expenses. The level of support services varies, but as a rule, it is higher in larger municipalities.

Service developers can also use the research data to identify necessary services. Especially larger municipalities offer numerous examples of various digital services. Overall, the data collected provides a firm foundation for the further development of digital services, as they are freely available to everyone.

Results of the digitalisation survey

- Statutory services can be implemented in various ways; municipalities favour digital service channels, but their degree of digitalisation varies.
- Large municipalities offer more digital services and user support.
- If few services are offered, they are usually more highly developed.

- The greater the number of municipalities using a service, the more developed the service.
- The data and results can be freely used for further research.

Working group of the Programme for the Promotion of Digitalisation for the application and development of legislation

WHAT? Support to authorities for digital service development

The goal of the Programme for the Promotion of Digitalisation was to harness digitalisation and technological opportunities in Finland. The preparation of government policies and proposals, as well as statute drafting were among the measures aimed at achieving these goals.

In view of these tasks, a working group was appointed for 2020–2023 to promote digitalisation and support the work of authorities developing digital services in the field of legislation, for example. The working group's efforts also promoted the priority of digital services and harmonised their development and provision.

According to the appointment decision, the working group's tasks included:

- Ensuring and contributing to the implementation of measures in the Programme for the Promotion of Digitalisation by examining legal questions arising during the project's implementation.
- Preparing and formulating recommendations for the application of legislation concerning the development and use of digital services

- Identifying any needs to develop regulation with the aim of promoting digital services and propose initiatives on regulatory development.
- Monitoring and supporting the implementation and realisation of legislation issued to promote digitalisation.

HOW? Situational picture, manual, surveys and training

The working group drew up the first situational picture concerning digital legislation in autumn 2021. In this context, it defined as its main goals for the following year to update the situational picture, prepare a manual of good practices, identify laws hampering or slowing down digitalisation, and based on all these, prepare a presentation on the state of digital services and the measures required to promote them.

The goal of separate subgroups was to identify any needs to develop regulation related to digital services, in terms of both general and special laws. In this regard, various organisations were asked for opinions on legislative challenges related to digital services. In addition, discussions were carried out with the organisations' representatives to determine in greater detail the reasons for and nature of such challenges.

In the spring of 2022, the working group conducted an open survey to map out the challenges to digital services. In addition, it monitored the implementation of the Digital Services Act, and the third survey concerning this topic was carried out in late 2021, early 2022.

Based on the survey results, a training series to support the implementation of the Digital Services Act was organised jointly with the Regional State Administrative Agency for Southern Finland in autumn 2022. In May 2022, a separate survey was conducted to obtain further information about the challenges observed during the implementation of the Digital Services Act. This survey was carried out to help plan training. The focus of training was to specify the obligations imposed by the Digital Services Act and discuss problems that had arisen in the implementation of the Act.

- Update to the situational picture of digital legislation
- Surveys about legislative challenges related to digitalisation
- Training series to solve challenges related to the Digital Services Act

FOR WHOM? Assistance for authorities providing digital services

The examination of regulation affecting the promotion of digitalisation primarily benefits the authorities who develop digital services and must take such regulation into account in their work. In the surveys and discussions conducted in subgroups, the goal was to determine the situation of municipalities, businesses and developers of public services in terms of digitalisation.

The training series provided jointly with the Regional State Administrative Agency for Southern Finland in autumn 2022 mainly targeted these authorities. The focus was on specifying the obligations imposed by the Digital Services Act and discussing any problems that had arisen in the surveys.

BENEFITS? Situational picture and examples for promoting digitalisation

The working group's efforts benefited service developers and the authorities by providing an up-to-date situational picture of the progress made in digitalisation. It highlighted conflicts and bottlenecks related to the interpretation and application of legislation and provided training for solving them. The work was considered important, and the feedback from the target groups was mainly positive.

Both good and non-recommended examples were included in the manual of digital legislation to support authorities in interpreting and

dealing with various situations related to legislation and digitalisation.

Overall, the working group identified many practices and laws that slow down digitalisation. In future, greater attention should be given to the promotion of digitalisation in legislation to put it on a par with print services. The ultimate goal is to make digital services and practices the primary option, while still enabling print operations.

- An up-to-date situational picture describes the state of legislation concerning digitalisation and the related challenges.
- The manual of good and non-recommended examples helps interpret and apply statues.
- The working group's observations benefits legislative work.

> ## RESULTS? The working group's efforts will help remove obstacles to digitalisation
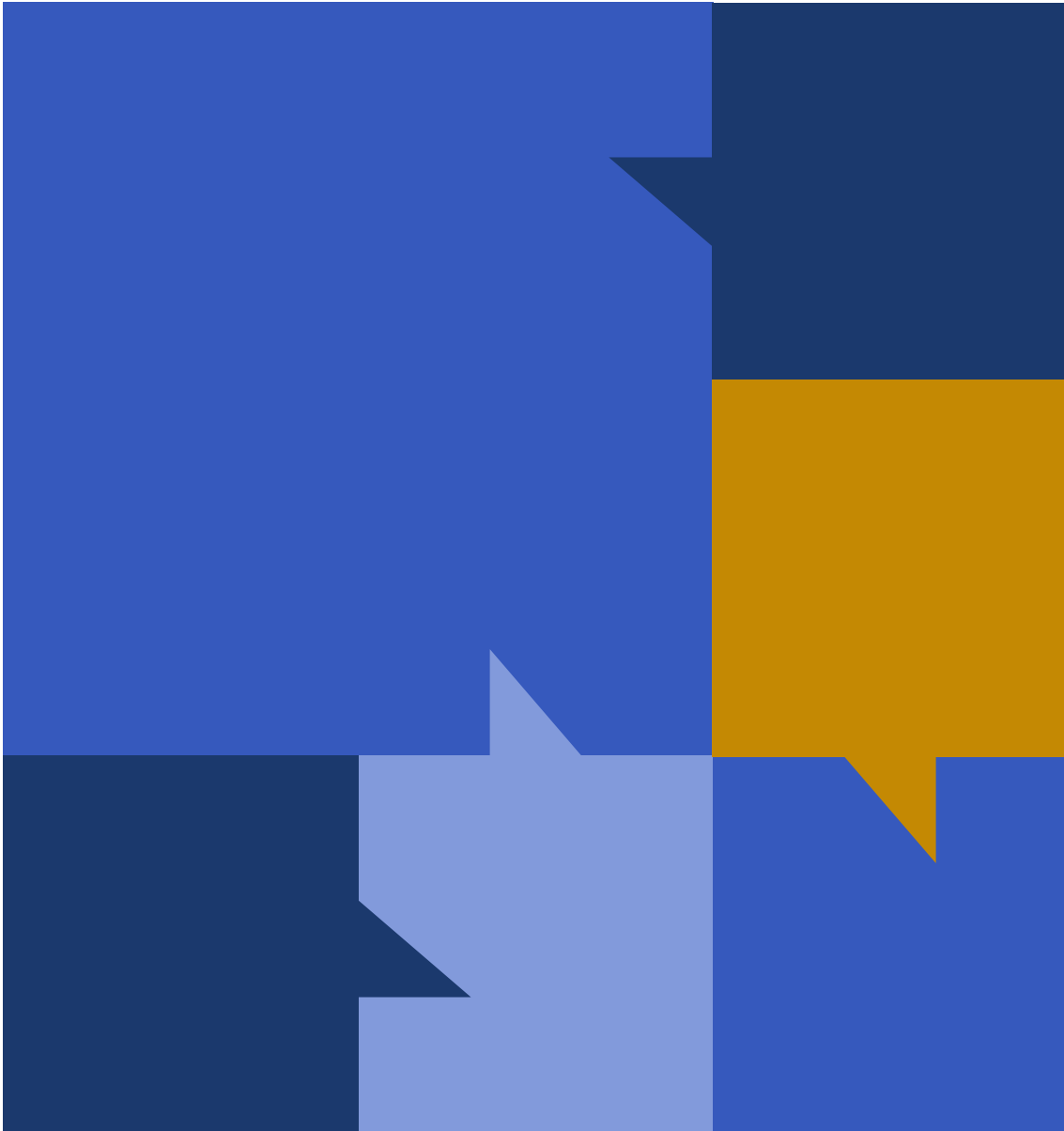
As a result of the working group's efforts, a situational picture of digital legislation was published and updated, and a manual of both good and non-recommended examples was compiled for organisations working with legislation. Surveys shed light on different authorities' views on factors slowing down legislation and the obstacles they had encountered in their work. This information was used to organise a training series focused on the implementation of the Digital Services Act from the perspective of different authorities.

The working group's final report contains observations and proposed measures for improving legislative drafting and applying and assessing current legislation. Their purpose is to support the work of government agencies, institutions and municipalities and help grasp legislative packages, identify legislation affecting digital services and provide digital services.

The working group's output also helps solve interpretative challenges concerning general and special legislation, as well as achieve the key outcomes of the digital compass by regulatory means – in other words, avoiding unnecessary service use and making digital services the primary default approach.

- Situational picture of digital legislation
- Survey on the implementation of the Digital Services Act
- Training series on the implementation of the Digital Services Act
- Manual for the application of digital legislation
- Final report ("Digitalisaation säädöstilanne ja ehdotukset sen edistämiseksi") concerning measures and observations in the following fields:
  - Development needs in law drafting
  - Support for the application of current legislation
  - Needs to assess current legislation

Suomi.fi quality tools

❯ WHAT? Quality Tools enable the quality of services provided by organisations to be monitored

The Suomi.fi Quality Tools offer a compatible solution that especially organisations providing digital services can use to assess and monitor the quality and use of their services and compare the results to those of other equivalent services.

Anyone can use the Quality Tools – also for non-digital services. The tools help service developers identify the strengths and weaknesses of their services, and based on a customer-oriented approach, make their services work increasingly smoothly. This contributes to improving knowledge-based management.

The set of Suomi.fi Quality Tools comprises three different tools – self-assessment, customer feedback and measurement of utilisation rate. The data produced by the tools can be easily processed in the follow-up view, which also enables searching, sorting and filtering the data.

❯ HOW? Three tools for improving the quality of digital services

The goal in public administration is to increasingly provide services through digital channels. Developed in cooperation with public organisations, the Quality Tools can be used to monitor customers' activities and collect customer feedback.

The tool kit contains three different tools, one of which is intended for internal development and the two others for collecting customer data.

Self-assessment
The self-assessment tool includes the national criteria drawn up by public organisations, which are divided under six different themes and comprise 55 statements that organisations can use to internally assess their digital services.

Customer feedback
Organisations can use the customer feedback tool to ask customers for immediate feedback after they use the service. The tool is based on a five-star rating scale and open-ended feedback.

Utilisation rate measurement
The tool for measuring utilisation rate enables service utilisation and the transitioning of use to be monitored in different channels.

On their own Quality Tools pages, organisations can perform a self-assessment of their services, examine customer satisfaction and trends in the rate of service use, process and categorise the open feedback concerning their services, as well as monitor the development of service quality over different periods. The data collected can also be transferred through the service interface to the organisations' own systems for further processing and analysis.

In the public Quality Tools view, anyone can examine the star ratings, self-assessment results and changes in the rates of use of services for which the tools are used, as well as compare the quality of public services using various search criteria.

The use of Suomi.fi Quality Tools is voluntary and free of charge. Each organisation is responsible for any costs they incur from deployment. The use of the tools requires a licence to use the Finnish Service Catalogue. In addition, descriptions of the services to be monitored must be included in the Catalogue.

Quality Tools for digital service measurement

- Make it easier to monitor and develop service quality and use.
- Offer a compatible solution and comparable data collected across organisational boundaries.
- Can be used free of charge.

- Require a licence for the Suomi.fi Finnish Service Catalogue and descriptions of the services monitored to be included in the Catalogue.

FOR WHOM? Public organisations and anyone interested in the tools

The Quality Tools are primarily intended for public organisations, but anyone with a licence for the Suomi.fi Finnish Service Catalogue can use them free of charge. The Quality Tools are deployed through the Suomi.fi service management site.

By December 2022, nearly 30 organisations and more than 80 services had tested the Quality Tools. The Tools are regularly used by 12 organisations, of which four are municipalities and eight are government organisations. The tools are most visible in the electronic passport application service of the Finnish Police, where self-assessment and customer feedback tools are used for both internal and external service quality assessments.

Potential users of the Quality Tools

- Municipalities, towns and cities
- Government agencies and authorities

- Third sector organisations
- Private organisations and companies

BENEFITS? Quality Tools provide comparable data

The main benefit of Quality Tools is that they offer organisations an easy way to monitor customer satisfaction with their services, assess the need for service development and compare the quality of different services, also across organisations, in real time. The self-assessment, which has been proven to work well and be easy to perform, helps determine the strengths and development needs of services. The customer feedback tool offers service users the opportunity to easily provide feedback, and the data collected offers good insight into the quality of operations.

In addition to internal monitoring, the compatible Quality Tools enable service comparisons between organisations.

RESULTS? An increasing number of organisations use the Quality Tools

The goal is for more and more public organisations to start using the Quality Tools to monitor their service quality and use. This will help provide a real-time picture of the progress of digitalisation and the quality of services. Comparisons with other services across organisational boundaries are more interesting and diverse the larger the number of services that use the Quality Tools.
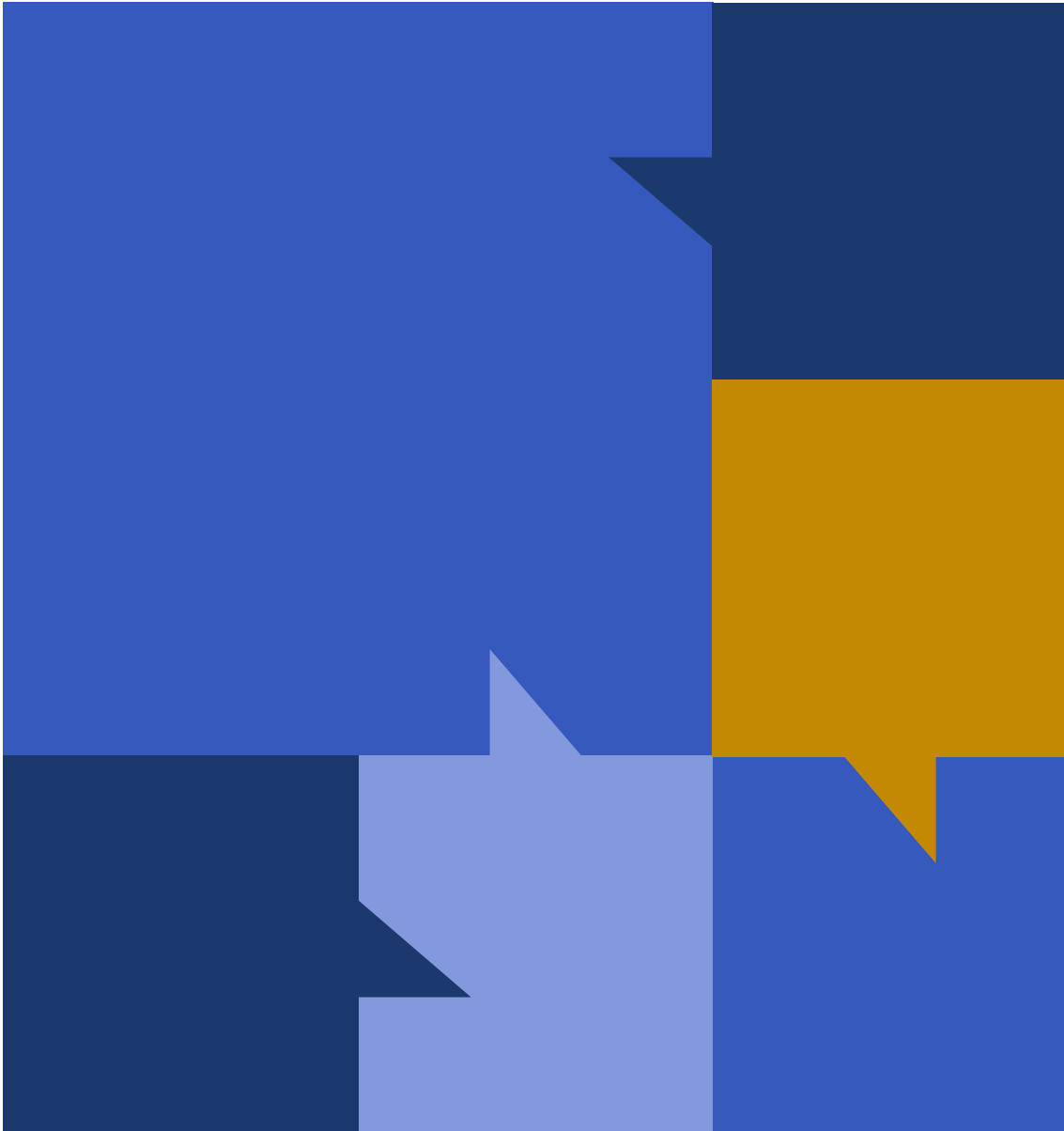
The customer-oriented development of the Quality Tools continues, and in the future, the utilisation rate measurement tool, for example, can be used to monitor customer feedback and the number of service users, as well as their trends in different service channels. There are also plans to incorporate new features into the customer feedback tool.

Overall, the Quality Tools have received positive customer feedback. They are easy to deploy and use, and monitoring is logical. Low-threshold customer feedback collection and efficient self-assessment are important tools for developing operations and identifying areas in need of development in municipalities and government agencies.

Results regarding the Quality Tools

- Important tools and indicators for development and monitoring in municipalities and government organisations.
- The co-created tools accurately match the needs in public administration.
- The tools enable low-threshold customer feedback collection and processing.
- The tools produce compatible and comparable data that help organisations compare their services and identify areas in need of development.

- In the first stage, more than ten municipalities, authorities or government organisations have adopted the tools for regular use.
- Nearly 30 different organisations and more than 80 services have at least tested the tools.
- The free tools are available to everyone, which enables a wide user base.

Development of business services in Suomi.fi Messages and e-Authorizations

MINISTRY
OF FINANCE

› WHAT? ? Developing the Suomi.fi Messages and e-Authorizations services to meet the needs of business users

Some of the measures in the Programme for the Promotion of Digitalisation focused on the development of digital services for companies and corporations. The support offered for electronic services in Suomi.fi is also available to companies and corporations.

With funding from the digitalisation programme, the Digital and Data Population Services Agency has developed the functionality of the Suomi.fi e-Authorizations and Messages

services. Development has focused on new functionalities for services addressing companies and corporations to enable the provision of new digital services, as well as facilitate and develop the use of existing services. Among other things, the new functionalities enable public administration services to assign messages related to individual service instances to the appropriate coordinators of companies and corporations based on roles.

› HOW? Smoother services and new functionalities

In the e-Authorizations service, user roles were defined jointly with customer organisations, and features facilitating the mass processing of authorisations were implemented. Roles make it easier to handle matters on behalf of companies and corporations, as users can better see their own and other people's authorisations as well as the authorisations of the parties they represent. The user interface and new functionalities developed for the mass processing of authorisations made the processing of large volumes of authorisations smoother. These functions have been requested especially by accounting firms handling multiple customers.

In other areas of development, the Tax Administration's deemed partnership register was linked as a background register to e-Authorizations, and the use of the Estonian and Swedish trade registers began. The centralised visibility of authorisations and

rights of authorisation also made it easier for organisations to manage their authorisations.

In the Messages service, the introduction of roles had the greatest impact, enabling companies and corporations to control who can see the incoming messages. Before roles were introduced, it was more difficult to direct messages to the appropriate parties.

The possibility to use a programmatic REST interface was also developed for messages. The new interface simplifies message transfer between systems and makes it easier for organisations to introduce Suomi.fi messages. The new concept for company messages streamlines the operating model used to implement the Messages service in organisational systems.

Areas of development in the Messages and e-Authorizations services

- Selection of role for users logged in to the e-Authorizations service
- Inclusion of the deemed partnership register as a background register for the e-Authorizations service
- Addition of mass processing functionalities in the e-Authorizations service
- Centralised visibility of authorisations and rights of authorisation

- Increased use of the Estonian and Swedish trade registers in the e-Authorization service
- Roles in the Messages service
- Development of the service interface of customer organisations in the Messages service
- Concept of company messages

FOR WHOM? Public administration organisations providing digital services to companies and corporations

The more advanced Messages and e-Authorizations services enable the further development of digital services provided to the target customer group, paving the way for smoother digital services for companies and corporations.

While development efforts primarily addressed the needs of companies and corporations, they will also benefit individual citizens as they make services increasingly diverse and easier to use.

For example, the new message interface reduces the need for users to transfer between services, as organisations can directly use Suomi.fi messages. Moreover, the secure Suomi.fi messages will replace print mail in the Tax Administration, for example.

BENEFITS? Smoother and more independent operations

Service development adds new useful features and streamlines operations. The use and independent administration of authorisations saves time and enables more comprehensive digital operations. Extending the use of authorisations to companies in neighbouring countries makes for smoother international trade and business.

Wider message use and interface development reduce the need for print letters and make Suomi.fi messages available to a wider range of users. The role-based operations enabled by authorisations streamline message transfer in organisations and contribute to the phasing out of print mail.

Benefits to companies and corporations

- Clear roles and authorisations
- More independent management of authorisations
- Easier digital operations and phasing out of paper
- Easier use of Suomi.fi messages

❯ RESULTS? Developing the Messages and e-Authorizations services promotes the development of digital services

The development of the Messages and e-Authorizations services has expanded and facilitated their use. For example, accounting firms have begun to actively use the mass processing of authorisations after the streamlining of administration and development of functionalities. Likewise, deemed partnerships have found it easier to manage their authorisations after their registers were linked to the e-Authorizations service.

Changes to the Messages service have helped target messages in organisations and enabled Suomi.fi messages to be more widely used to replace paper in communication. The development of the REST interface also expanded the use of the Messages service and made it available to an increasing number of organisations.

Results of the development of the Messages and e-Authorizations services

- Enables the use of roles in services provided by organisations
- Facilitates the use of mass authorisations
- Facilitates the management of authorisations

- Expands the use of Suomi.fi messages
- Helps target digital messages within organisations
- The results of development also benefit services for citizens

Digitalisation programme:
The YritysDigi project

MINISTRY
OF FINANCE

WHAT? Business services in the digital channel

One of the goals of the Government Programme is to make digital services available to businesses and citizens by 2023. In view of this, the goals of the YritysDigi project, part of the digitalisation programme, were specified as being to significantly reduce paper-based and in-person services for businesses and make available several fully digital business services.

The project included three service pledge surveys of the scope of digital services, the drafting of a service platform concept and requirements specifications, as well as the collection of good examples of digital services to serve as references. A survey was carried out on the digitalisation of municipalities' statutory services for companies and organisations, and a separate service needs survey, based on a service design approach, was conducted to determine the service needs experienced by employers hiring their first employee.

The benefits to entrepreneurs and authorities sought in the YritysDigi project materialise when the target group begins using digital service channels and operating methods that enable a lower cost level and reduced administrative load.

- The goal is to increase the number of digital services offered to businesses.
- Survey of the number and quality of existing services.
- Service platform concept and specifications for procurement.
- Survey of the digitalisation of municipalities' statutory services.
- Collection of good examples of well-functioning digital services.
- Service needs survey of companies hiring their first employee.

HOW? Service pledge surveys, service platform concept and good examples

The state of digital services was examined in 2020–2022 by conducting three service pledge surveys. The surveys conducted among authorities determined the kinds of digital services offered to businesses, their stage of development and whether any development plans had been made for them. The first survey indicated that the Government Programme's goal of providing digital services to companies would not be achieved during the government term.

The goal of the service platform activities was to provide public administration with a concept and requirements specifications on the functions and features of a solution for the service launch stage. In the work carried out, existing technologies were used to facilitate, speed up and harmonise the purchases that organisations make to implement the solutions.

In the project on good examples, successful digital services of different operators were collected and presented to provide sources of comparison for others developing similar services.

In the service needs project, service design methods were employed to address questions of self-employed persons who are considering hiring their first employee, as well as to consider measures reducing hiring-related risks such as a digital hiring advisor, digital support for the selection of collective agreement, and proactive digital support for preparing the entry of a new employee.

FOR WHOM? Assistance for authorities providing digital services

The project's target group consisted of parties engaging in business, which in practice meant companies and corporations. However, the measures focused on public-sector operators: government agencies, institutions, cities and municipalities that provide digital services in connection with their own duties.

The project provided service developers from municipalities and public administration with good reference points in the form of previously implemented services, increased their awareness of the current state of services or service needs, and clarified any required further measures.

BENEFITS? Tools and information for municipalities' digital services

The project shed light on the current state of digital services and different operators' capacity for developing and expanding their services. Especially small municipalities may lack competence in legislation, data protection, data security and software engineering technology or staff required for service development.

Good examples offered a window into the operations and services of other municipalities and operators, in addition to enabling networking and information sharing. In turn, work on the service platform provided a clear concept and requirements specification for service implementation.

Overall, the project indicated that the state of digital business services in Finland is not yet at the level that the Government had set for 2023.

- A situational picture of the state of and opportunities in digital business services offered by municipalities and government agencies.
- Good examples and information about well-functioning services.
- A concept and requirements specifications for use in service platform procurement.

RESULTS? The project offered a better picture of the state of digital services
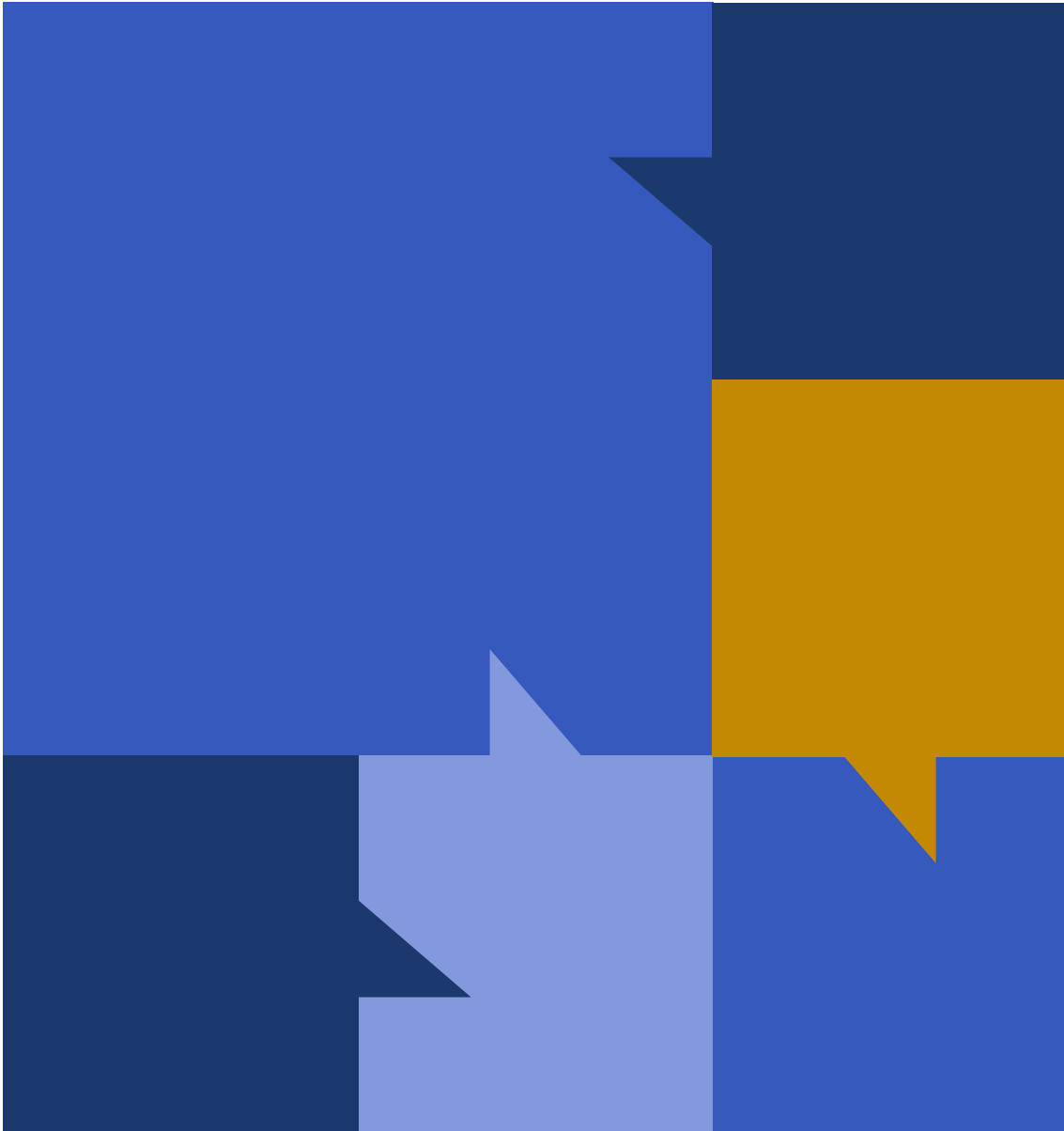
According to the definition of the YritysDigi project, the transition to digital services will be possible once a comprehensive array of services is available, the services offer quality functionality and user experience, and customers have the competence required to use the services and are actively encouraged to do so.

The primary goals of the project's measures were to formulate a situational picture, increase the number of services and improve service quality. Although the number of digital services increased during the project, the goals were not achieved overall. Indeed, the project's final report states that the Covid-19 pandemic had a greater impact on the transition to digital services than the project itself.

Nevertheless, the survey of the state of digital services conducted in the project will benefit the design of further measures and resource allocation. Good examples helped share information about well-functioning services, while the platform specifications offer concrete content requirements for organisation's procurement.

- The number of services increased, but only partly because of the project.
- A better understanding was gained of the digital services offered to companies, as well as the state of services and service needs.

- Good service examples enabled information sharing and networking among developers.
- The service platform work offered developers concrete specifications and a concept.

YritysDigi:
Good examples

WHAT? Information about well-implemented services

In spring 2022, the YritysDigi project began collecting examples of good digital services that companies and organisations could use. The goal was to encourage local and central government operators to develop their digital business services by sharing their experiences and successes.

The idea was to collect examples of proven services and chart good service systems to inspire developers in the field. The work also helped generate discussion about what makes services good and how information about good services could be shared and used more effectively.

Service developers often face similar challenges when developing digital services. Good implementations are available, but other service providers are not necessarily aware of them. Many good solutions could be applied in other contexts as such or suitably adapted.

HOW? Services collected from various sources

The service pledge survey and service platform survey indicated a demand for digital services aimed at companies and organisations, as well as a need to increase and develop them.

One of the goals was to inspire local and central government operators to develop their digital business services by collecting good examples and sharing information about successful implementations.

Examples of services were collected from various sources, including the Service pledge survey, digital incentive projects, events, websites and the YritysDigi project group. A separate form was later developed to help collect examples.

While the business services provided by different municipalities are often very similar, for example portal solutions providing one-stop services for entrepreneurs had not been implemented. Most of the services were discrete, and many different services had to be contacted to take care of matters.

Moreover, some of the operators did not want their services to be cited as good examples, because they had been criticised by users. However, discussing challenges and areas of development was also useful for the project's purpose.

Collection of good examples and observations

- Examples of services were sought from many different sources, and service providers – public administration organisations – were later able to offer them through a separate form.
- Service portfolios were explored to find examples of well-functioning services – which were not required to be perfect.

- Typical good services were highlighted to inspire service developers and share information about good practices.

❯ FOR WHOM? For service developers in local and central government

Examples of services were collected to benefit service developers. The goal was to present good service systems to serve as an inspiration and example for other developers in the field. The examples also gave rise to discussion and encouraged people to share related information.

The importance of collaboration was prominent in the good examples. Many of the services presented in the project had been developed collaboratively by different operators and authorities. In some cases, the service came with a great deal of information about services provided by other parties that could also benefit the customer. The extensive use of the Suomi.fi support services was also positive.

By increasing collaboration and dialogue among service developers, good practices can be spread more quickly and effectively than currently.

❯ BENEFITS? Peer support and solutions for service developers

Some of the common denominators of good services were the attention given to the different life-cycle stages and needs of companies and the customer-driven development of services. As previously mentioned, they also included information about external services of potential interest to users and/or incorporated existing support services.

The interest shown in service developers' work and solutions also boosted discussion and activated developers to identify and share their good examples. Developers also appreciated the attention given to their services and the opportunity to talk about them more widely. Because of the limited time available, no official network was created, but instead, the developers shared information among themselves.

None of the services discussed was perfect, and this was in keeping with the project's intention. Highlighting challenges and areas of development helped generate discussion about the features of good services.

Benefits to service developers

- Presenting examples of well-functioning services helps spread information about good practices and generate discussion about their features.
- Collaboratively developed services often work better and are more customer-oriented.
- The use of existing support services is an easy way to improve service functionality.
- Discussion and cooperation help harmonise services.

RESULTS? The activities related to good examples disseminated information and generated discussion

Some of the most important results of the activities related to good examples included the discussions concerning local and central government services and their characteristics, as well as the acceleration and facilitation of service development. Highlighting good services, on the one hand, and areas of development, on the other, generated insight into the characteristics of good service. The goal was to inspire local and central government operators to develop their digital business services by sharing experiences and successes with their peers.

The recognition that the developers of good services received for their work was another important result of the activities. Service development is demanding and tough work that rarely makes the headlines. The attention awarded to good examples granted recognition to the developers and provided the opportunity to share examples that could help other developers.

The supplementary form for collecting good examples was also developed with an eye on future use. The form was introduced in autumn 2022, and it can also be used in future service development projects, if required.

The results of activities related to good examples

- Pointed out good practices and well-functioning services.
- Generated discussion about the characteristics of good services.
- Gave recognition to the developers.
- A supplementary form for the collection of examples of good services.