



DIGI-INCLUSION – LEAVING NO-ONE BEHIND IN A DIGITAL WORLD

Gdańsk

Integrated Action Plan

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Section 1 **City Context and Vision**



1.1. General Theme

The digital transformation of European cities is a key element of the European Union's strategy for sustainable development and the creation of smart communities.

The spread of digital technologies has an enormous impact on all aspects of life. Education, work, social relationships, shopping, leisure activities, health, and family life have become inseparably linked to the use of digital services.

However, digital transformation does not bring equal benefits to all citizens. By deepening the digital divide, it contributes to social inequalities—affecting primarily those who are already excluded—and even leads to the emergence and reinforcement of further inequalities.



URBACT Network Theme

The Digi-Inclusion network focuses on reducing social exclusion by narrowing the digital divide, which is considered on three levels:

Access level: lack of access to infrastructure, devices, or connectivity (e.g., broadband internet).

Skills level: gaps in digital skills and knowledge necessary to navigate and use technology effectively.

Usability level: limited ability to use digital opportunities for full participation in social life due to barriers such as service design, literacy, or motivation.

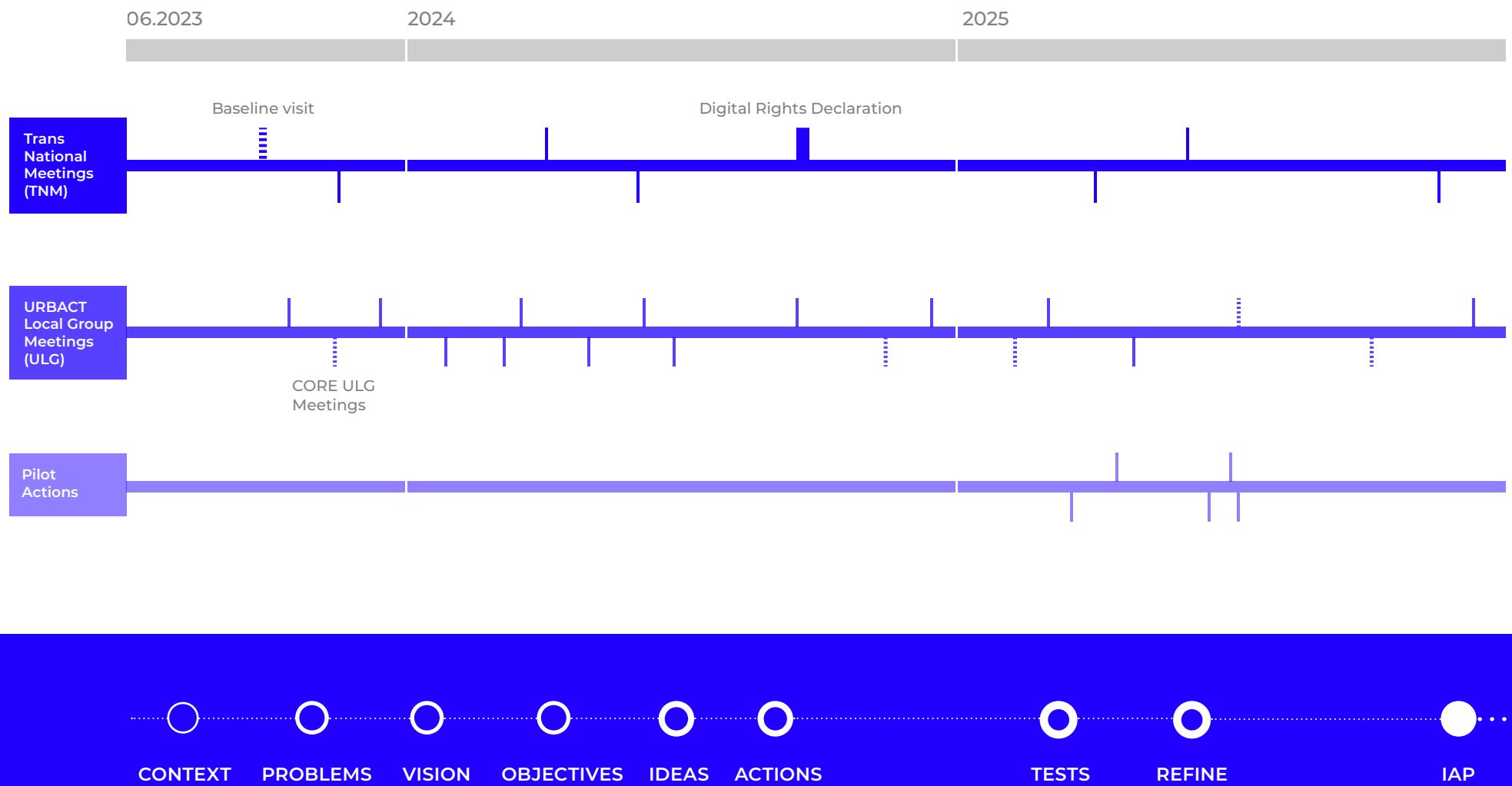
The digital divide is largely a social issue that affects both individuals and local communities. The network's activities primarily focus on developing essential digital skills and digital sovereignty to empower people to use the opportunities offered by the digital world.

Main Challenges

The main challenge for Gdańsk – and for the entire Digi-Inclusion network – is the lack of detailed data on the scale and nature of the digital divide, which creates further problems:

- Lack of unified strategies for digital inclusion, resulting from fragmented data analysis. The coexistence of digital exclusion with other, more visible forms of exclusion leads to ad hoc actions rather than systemic solutions.
- Lack of a systematic approach to identifying groups at risk of exclusion and measuring the impact of inclusion efforts.
- The complexity of digital exclusion, connected with existing social, economic, and cultural divides, means that groups affected by or at risk of digital exclusion require support addressing various aspects of their functioning.
- Motivation and digital competence: the main barrier to digital inclusion is not only lack of access to technology but also lack of self-confidence and motivation. Many people do not see the benefits of using digital tools or struggle to keep up with rapidly changing technologies.

URBACT process in Gdańsk



1.2. Gdańsk Context and Background

Population Statistics and Demography

Gdańsk is located in northern Poland, by the Gdańsk Bay, along the southern coast of the Baltic Sea. In terms of population, it is the sixth-largest city in Poland. It is the main cultural, educational, and economic center of northern Poland.

As of June 30, 2024, Gdańsk had 487,834 inhabitants, representing a stable increase compared to the previous year. Women accounted for 52.7% of the population. The demographic distribution is as follows:

- Pre-working age (0–17 years): approx. 82,025 people.
- Working age (18–64 years): approx. 291,431 people.
- Post-working age (65+ years): approx. 112,889 people.

People of retirement age constitute about 23.5% of the population. This share increases each year, reflecting the general trend of population ageing not only in Gdańsk but also in Poland and across Europe.

The city has an increasing number of residents born outside Poland, enhancing its diversity—many of them come from Ukraine, Belarus, and Russia.

The migration balance in Gdańsk in 2023 was +1,548 people.

Economic Structure and Employment

GDP per capita: PLN 84,474 (2020).

Registered businesses: 96,004 operating in 2023.

Employment and wages: the unemployment rate in 2022 was 2.3%, and the average gross monthly salary in 2024 reached PLN 8,505.76.

Gdańsk has the lowest unemployment rate in the voivodeship, which results in residents of nearby cities—such as Sopot, Gdynia, and Wejherowo—often commuting to work here.

Quality of Life

In 2023, Gdańsk achieved a high quality of life index - 3.85 points - thanks to improvements in infrastructure, housing, and social services. These data show the city's dynamic development and strategic actions for social inclusion, economic resilience, and sustainable environmental development.

Social Challenges and Inequalities in Access to Services

1. **Ageing population** – the growing number of residents in post-working age increases demand for healthcare, social support, and age-friendly urban infrastructure.
2. **Social integration and combating exclusion** – challenges related to integrating immigrants, especially from Ukraine, Belarus, and other countries, including education, access to the labor market, and social adaptation.
3. **Combating digital exclusion** – limited digital competences among residents, especially seniors and low-qualified people, generate the need for a support system for those at risk of digital exclusion.
4. **Access to education and healthcare** – insufficient number of nurseries and kindergartens in rapidly developing districts, need to improve school infrastructure, and expand healthcare services, including mental health.
5. **Improving quality of life and counteracting depopulation** – building local communities, promoting active citizenship, and developing cultural and sports infrastructure to retain residents in the city.
6. **Education and labor market** – mismatch between residents' skills and the needs of the local labor market, particularly in sectors requiring advanced digital competences, limits the innovation potential of enterprises.



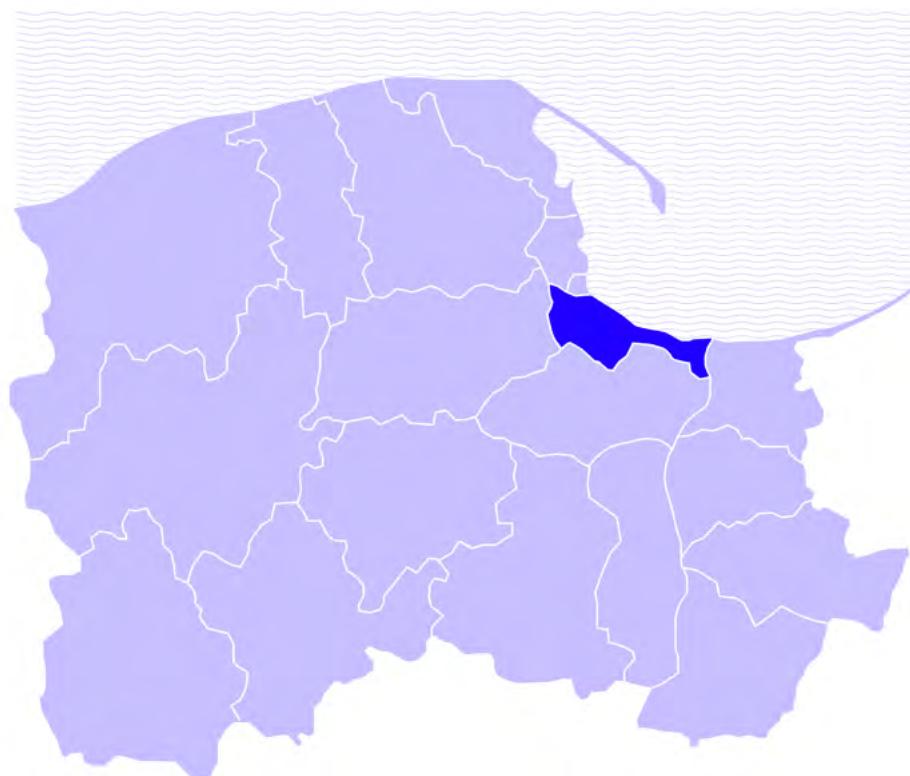
Location and Territorial Context

Gdańsk is strategically located on the southern Baltic coast and serves as a regional transport hub.

Together with the nearby cities of Sopot and Gdynia, it forms the area known as the Tri-City. These cities frequently collaborate on environmental, economic, and policy initiatives and share an integrated transport network of roads and urban rail.

Gdańsk also contributes to the Gdańsk–Gdynia–Sopot Metropolitan Area (OMGGS), which includes 61 cities, municipalities, and districts in the vicinity. This area constitutes one-third of the Pomeranian Voivodeship and is inhabited by over 1.6 million people.

Gdańsk is the capital of the Pomeranian Voivodeship and hosts the most important regional institutions—the Voivodeship Office and the Marshal's Office.



1.3. Existing Strategies and Policies

- City Development Strategy “Gdańsk 2030 Plus”.
- City Development Programs 2030 (implementing the City Development Strategy “Gdańsk 2030 Plus”, adopted by Resolution No. LIV/1363/22 of the Gdańsk City Council of 29 September 2022)
- EU Urban Agenda
- Leipzig Charter and New Leipzig Charter
- European Declaration on Digital Rights and Principles
- UN Sustainable Development Goals
- National Urban Policy 2030
- National Regional Development Strategy 2030
- Human Capital Development Strategy 2030
- Gdańsk Digital Transformation Strategy
- National Digitalization Strategy (document under public consultation)

1.4. Problem Framework

Local Needs and Challenges

Local needs and challenges were identified by engaging stakeholders from diverse environments, diagnosing the social situation, and analysing the city's digital services in the context of development challenges and the plans included in the “Digital Transformation Strategy” and “City Development Programs 2030”.

The scope of analysis included identifying the groups most at risk of exclusion, as well as barriers hindering digital inclusion and equality in accessing digital services. Municipal development programs defining the directions of social interventions planned until 2030 were also taken into account.

The analysis of the city's digital services made it possible to collect information and stakeholders' opinions regarding the planning, commissioning, delivery, implementation, and communication of digital services to residents.

The resulting Integrated Action Plan focuses on solving digital exclusion by offering assistance tailored to residents' needs.

List of ULG Stakeholders

The URBACT Local Group (ULG) in Gdańsk, led by the Gdańsk Entrepreneurship Foundation, includes:

Gdańsk City Hall Departments:

Department of Social Development – Cooperation with NGOs
Division and Local Cooperation Division, Office of District
Councils and Resident Engagement, Mayor's Plenipotentiary
for Seniors, Department of Economic Policy, Cooperation with
NGOs Division, Gdańsk IT Center, Department of Civic Affairs,
Gdańsk Contact Center, HR and Organization Department,
City Promotion Department,

Municipal Units:

Municipal Family Support Center, Gdańsk Shared Services
Center, City Culture Institute, Voivodeship and Municipal
Public Library in Gdańsk.

Non-Governmental Organizations (NGOs):

Regional Volunteer Center, Go4Robot (robotics and
programming education), A11y (digital accessibility
association), Gdańsk Foundation for Social Innovation,
Gdańsk Tourism Organization.

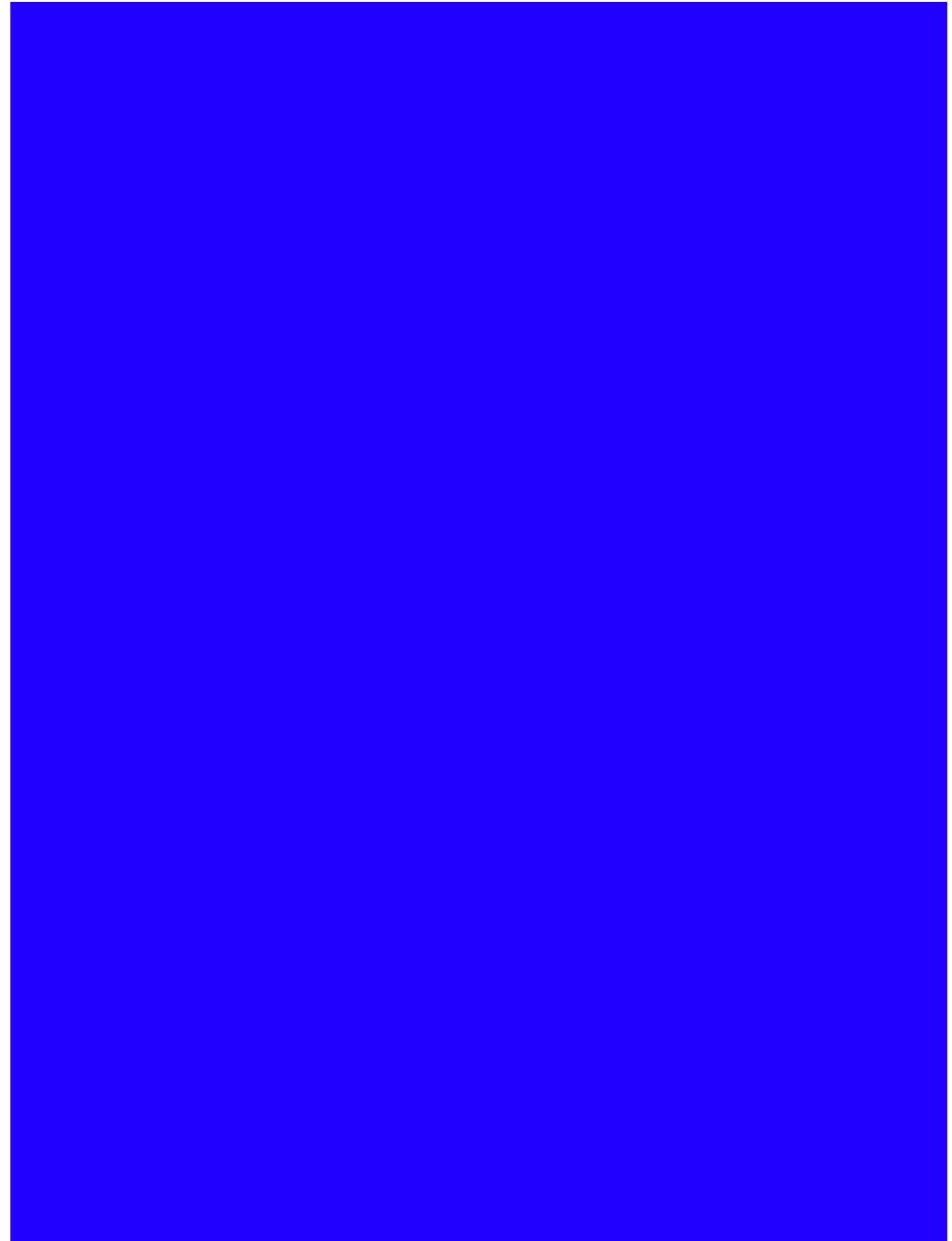
Universities:

Gdańsk University of Technology, University of Gdańsk.

Private Sector:

Kainos, Infoshare Academy, Hapag-Lloyd.

Gdańsk–Gdynia–Sopot Metropolitan Area



Local Strengths and Opportunities

- Well-developed digital infrastructure in the city—free internet access available in many locations.
- Social policies based on equality and human rights, with digital inclusion recognized as a cross-cutting priority for residents.
- A robust network of NGOs and established standards of cooperation between the municipality and NGOs.
- The city's Digital Transformation Strategy and political awareness of digital needs reflected in development programs.
- Supportive business, academic, and research environment: the presence of many IT companies with digital experts engaged in youth education; availability of universities and researchers; many good examples of business–science collaboration.
- Many good digital solutions already implemented by NGOs or municipal units on a small scale, with potential for wider implementation and scaling.
- Participation in international projects – building knowledge and learning from other cities.

Local Challenges and Weaknesses

- Lack of detailed data on the scale and nature of digital exclusion in the city.
- Low awareness of the scale of digital exclusion, resulting in the creation of digital services that may deepen it.
- The planned rapid development of digital city services may increase exclusion among certain groups of residents.
- Lack of detailed standards for designing and commissioning digital services that take into account digital accessibility and user-centered approaches.
- Low availability of staffing resources in the city hall to implement actions amid very rapid technological change.
- Absence of a system for sharing knowledge on good practices between city departments, leading to solutions misaligned with residents' needs.
- Inaccessibility of information and digital services on city websites, particularly for people with special needs or lower levels of education.
- Low public trust toward public administration and digital services.
- The threat of cybercrime with high potential harm to public institutions and residents.
- A high level of exposure to disinformation and relatively low public awareness of its scale, which deepens social divides and increases distrust toward public administration.
- No single person responsible for coordinating the overall digital transformation process.

Local Priorities

Local priorities were identified based on challenges reported by stakeholders. They include areas of intervention that address the most urgent needs while leveraging existing opportunities in the city.

The actions set out in the Integrated Action Plan are consistent with the city's priorities contained in the Common City Development Program and the Accessible City Development Program.

The Common City Development Program focuses on aspects related to learning, residents' activity, and social support and counteracting depopulation. It includes ensuring fair social and cultural development, improving the education system, providing equal opportunities for all residents, strengthening social solidarity, supporting families, and promoting active and responsible participation in community life.

The Accessible City Development Program focuses on a sustainable, safe, and fair system of mobility, communication, and services. It provides accessible information for all residents and uses new technologies to create the highest possible quality of life for all residents, including those with special needs.

Section 2

Overall Logic and Integrated Approach



2.1. Intervention Logic Model

Vision

The vision of Gdańsk addresses the three defined levels of digital exclusion: access, skills, and citizen empowerment, while taking into account equality and social solidarity, which are important pillars of our city's identity. It creates a framework for strategic actions and inspires all participants in the implementation process to act to achieve the strategic objectives.

The residents of Gdańsk have the city within their reach – they know it, understand it, and willingly use high-quality digital services accessible to everyone.

Strategic Objective (SO)

- SO.1. Increase the number of residents with digital knowledge, skills, and competences.**
- SO.2. Ensure residents of Gdańsk have easy and free access to digital services in their local environment.**
- SO.3. Improve the quality of digital services offered by the City Hall.**

Cross-Cutting Objective (CCO)

- CCO.1. Increase residents' motivation to use digital services and enhance their sense of safety when using them.**
- CCO.2. Create accessible information and communication channels between the City Hall and the residents of Gdańsk.**

Selected intervention areas

Intervention area	Strategic objective	Action
Capacity building	SO.2. Ensure residents of Gdańsk have easy and free access to digital services in their local environment.	2.1. Development of a network of local centres offering free access to digital services and educational support
	SO.1. Increase the number of residents with digital knowledge, skills, and competences.	2.2. Expansion of the digital assistance system provided by City Hall employees
	SO.3. Improve the quality of digital services offered by the City Hall.	1.1. Providing support for informal digital education initiatives for residents of Gdańsk at various levels of proficiency
Civic engagement	SO.1. Increase the number of residents with digital knowledge, skills, and competences.	3.1. Development of a series of practical training courses for civil servants and people working in municipal institutions
Improving the quality of digital services	SO.3. Improve the quality of digital services offered by the City Hall.	1.2. Developing a digital volunteering network among young people
		3.2. Developing a model for designing digital city services based on user-centred design

Logic of the Pilot Actions

Pilot Action 1

Identifying the needs and potential of Neighborhood Houses and Clubs, libraries, and NGOs to conduct informal digital education in different parts of the city and learning about the needs of residents who require digital support.

Objective: Obtain information about the digital needs of people using the offer of Neighborhood Houses and Clubs, libraries, and NGOs. Obtain information on who these people are. Additionally, examine the competences, resources, and openness to digital activities among people who work bottom-up with different groups of recipients in various districts of Gdańsk in Neighborhood Houses and Clubs, libraries, and NGOs.

Logic Pathway:

Inputs:	Activities:	Outputs:	Outcomes:	Impact:
Designing three surveys for local community animators – people working in Neighborhood Houses and Clubs, libraries, and NGOs. The surveys were prepared in cooperation with ULG members (Department of Economic Policy and Department of Social Development – Local Cooperation Division).	Preparation and implementation of three online surveys addressed to people working in Neighborhood Houses and Clubs, libraries, and NGOs. Each survey required a different outreach strategy. Library surveys were distributed by the Deputy Director for Strategy and Development. Neighborhood House and Club surveys were distributed via dedicated communication channels of the Local Cooperation Division. The NGO invitation was sent via a dedicated newsletter and direct contact.	Collection of 45 surveys from libraries. Collection of 8 surveys from Neighborhood Houses and Clubs. Collection of 13 surveys from NGOs.	Gathering information on competences, support needs, and openness to digital activities among bottom-up animators in different districts of Gdańsk. Identification of places for potential tests at a later stage of the pilot action, in which residents will be involved.	Obtaining the data, we were able to map the locations in Gdańsk where residents currently receive digital support, as well as identify where such support could be provided in the future and what forms of assistance might be most appropriate for residents visiting specific places. We also learned about the potential and needs of particular Neighborhood Houses and Clubs, as well as libraries, which in the long term will make it possible to develop a system of technical or substantive support for staff members who will help strengthen residents' digital competences. Additionally, based on the collected information, we decided to focus further research on the digital needs of seniors. At the same time, the low response rate from NGOs led us to conclude that, at the testing stage, we are not able to propose further actions for people who use the support of these organizations. We are aware that in order to respond effectively to their needs, more detailed research will be necessary.

Pilot Action 2

In-depth interviews with coordinators of digital support points in Gdańsk

Objective: Collect data on the functioning and needs of informal “digital support points” in the city.

Logic Pathway:

Inputs:	Activities:	Outputs:	Outcomes:	Impact:
Currently, approximately 12 locations operate in Gdańsk where residents can obtain free assistance and education in digital competences. These places operate on different principles and are financed from various sources. Some operate permanently, others temporarily depending on the funds obtained. The test plan and research scope were prepared in cooperation with ULG members (Department of Economic Policy and Department of Social Development – Local Cooperation Division).	Recruiting a researcher, preparing interview scenarios, selecting respondents – individuals managing “digital support points,” conducting interviews, analyzing the research findings, and preparing a research report with recommendations.	Conducting 10 individual interviews with people managing “digital support points.” Preparing a research report.	We mapped the locations and individuals operating within informal “digital support points.” We learned about the motivations and challenges faced by those running these points. Indirectly, we also gained insight into which residents come to these points and what kinds of digital support they seek. We identified good practices implemented at individual points. Based on the conducted interviews, a list of recommendations for the city was developed, outlining the actions that should be planned to ensure that “digital support points” can operate in a more structured and systemic way, based on jointly established principles.	Obtaining detailed data about the functioning of the points and developing recommendations for their improvement provides a foundation for designing city-level actions already at the stage of implementing the activities outlined in the Integrated Action Plan.

Pilot Action 3

Survey on the digital needs of seniors conducted during the Gdańsk Senior Picnic 2025

Objective: Obtaining direct information about the digital needs and competences of active seniors.

Logic Pathway:

Inputs:	Activities:	Outputs:	Outcomes:	Impact:
Developing a survey to study the digital needs of seniors. Organizing a booth during the Gdańsk Senior Picnic 2025. Recruiting four female volunteers who helped collect the questionnaires and ran a small digital advice corner.	Conducting surveys among seniors participating in the Gdańsk Senior Picnic 2025. Running a small digital advice corner led by young people.	Collecting 74 completed surveys with responses from senior women and men. Gathering observations on the issues that seniors brought up when visiting the small digital advice corner.	Thanks to the study, we collected information directly from seniors about how they assess their digital skills, what they are afraid of, whom they ask for support, and for what purposes they use new technologies.	The information collected serves as a starting point for further, in-depth research. It enables the development of a more tailored educational offer for seniors - both in the form of regular digital workshops and through the expansion of individual advisory support. An important aspect will be building a sense of security among seniors and providing education in the field of cybersecurity and safe internet use.

Pilot Action 4

Seniors as testers of the city's digital services

Objective: Practical testing of the possibilities for engaging seniors and IT company employees (UX specialists, accessibility testers) in the process of testing the city's public digital services, as part of promoting digital inclusion within the Digi-Inclusion project.

Logic Pathway:

Inputs:	Activities:	Outputs:	Outcomes:	Impact:
<p>The inspiration for this activity came from a good practice in the United Kingdom, where residents are invited to participate in different stages of designing public digital services. We decided to invite seniors to test the city's application and website, as we believe that digital services tested by older adults can become more accessible to everyone.</p> <p>Through the cooperation of members of the ULG group, we brought together a cross-sector working team consisting of: Gdańsk Entrepreneurship Foundation; Public Administration: Gdańsk Contact Center, Senior Information and Activity Center; Business: Kainos, Hapag-Lloyd; NGO: Gdańsk Foundation for Social Innovation.</p>	<p>Assembling a cross-sector team (local government, business, NGOs); recruiting IT skilled volunteers (7 people); developing a service testing scenario together with IT industry volunteers (UX specialists, testers); promoting the event among seniors (17 participants); recruiting senior volunteers; handling the technical preparation of the event; organizing an event that paired seniors with UX experts; conducting evaluation and documenting conclusions.</p>	<p>Conducting 16 paired tests (senior-UX expert) of the Gdańsk Contact Center application and website. Collecting 16 feedback forms from UX experts with notes on the difficulties seniors encountered while completing the test tasks. Analyzing the test results. Preparing an organizational checklist for the city – how to organize similar events in the future. Developing a short guide for NGOs and Neighborhood Houses and Clubs on how to organize digital activities for seniors.</p>	<p>The implemented activity demonstrated that seniors are an excellent group for testing digital services. Due to age-related challenges and relatively low proficiency in using digital devices, they require solutions that are highly intuitive, provide a sense of safety, offer good ergonomics, use simple language, strong contrasts, and allow more time to read instructions. If the city's digital services are adapted to their needs, they will also be better designed for other groups of residents, including people with special needs.</p> <p>The Gdańsk Contact Center appreciated the feedback provided by seniors and will forward the recommendations developed during the pilot to the company responsible for maintaining the website and mobile application. The next update will include changes based on the seniors' recommendations.</p>	<p>Engaging seniors in testing digital services will help increase the accessibility and quality of public digital services for a wider group of residents. The experience provided valuable insights into the difficulties encountered when using digital tools, while also giving senior testers a sense of satisfaction from being invited to take part in the initiative.</p> <p>The activity was also a valuable learning experience for UX experts who usually work in the business sector. Most of the experts involved in the pilot expressed their willingness to participate in similar initiatives in the future. This demonstrates that employees of the many IT companies operating in Gdańsk can engage in such initiatives as part of their skills-based volunteering.</p> <p>Organizing digital service tests with the participation of older residents already at the design stage will be an important recommendation for the city moving forward.</p>

Pilot Action 5

A focus group interview with staff members of Neighborhood Houses and Clubs

Objective: The aim of the study was to gather insights into the conditions under which Neighborhood Houses operate in the context of providing digital inclusion services. The project sought to collect information on the motivations and barriers to conducting such activities, as well as to gather suggestions regarding possible approaches to delivering support initiatives and developing community engagement activities in the area of digital inclusion.

Logic Pathway:

Inputs:	Activities:	Outputs:	Outcomes:	Impact:
An activity recommended by external experts from the University of Barcelona, who, based on information about the operation of Gdańsk's Neighborhood Houses and Clubs and the surveys conducted in the earlier phase of the pilot actions, developed a focus group research scenario along with guidelines for its implementation.	Recruiting a researcher and adapting the research scenario to local conditions; inviting staff members of Gdańsk's Neighborhood Houses and Clubs to participate in the focus group study; preparing the necessary documents and consent forms; ordering catering; conducting the focus group session; preparing and translating the transcription; sharing the materials with researchers from Barcelona; preparing a research report with recommendations.	Conducting one focus group interview with six staff members working in different Neighborhood Houses and Clubs in Gdańsk. Preparing a research report with recommendations for the city regarding the potential and barriers to developing digital inclusion activities within Neighborhood Houses and Clubs in Gdańsk.	Collecting information on the digital services currently being provided and identifying institutional potentials and challenges in this area; obtaining knowledge about individuals providing digital support; assessing their readiness to deliver such services; and identifying the profiles of people who are digitally excluded or not making use of the available support offer.	The data collected on possible directions for developing digital support in Gdańsk's Neighborhood Houses and Clubs will be used to inform the implementation of the activity "Development of a network of district points offering free access to digital services and educational support."

Lessons Learned

Local Good Practices on a Citywide Scale

An important aspect of implementing the Integrated Action Plan is collecting good practices that are already being carried out in Gdańsk on a small scale and drawing inspiration from them in such a way that they can be implemented in other districts and, at a later stage, transformed into systemic solutions, while maintaining a strong focus on keeping these solutions as close to residents as possible.

Assembling the Dispersed Puzzle

Gdańsk has many strengths it can use in combating digital exclusion—numerous social organizations; a developed network of Neighborhood Houses and Clubs; internet access nearly throughout the entire city; IT companies;

universities; and municipal policies that support diversity and those who need the greatest support. At the same time, many of these elements operate separately, in "bubbles", which hinders the flow of potential between them. The key is to connect all elements of the system to create synergies of experience and more effective solutions.

Following the Thread to the Yarn

Due to the large number of residents in Gdańsk and the lack of resources to conduct extensive research of digital skills and competences across the entire city population, we decided to focus on collecting data from "intermediaries" – local community activity centers and leaders, such as Neighborhood Houses

and Clubs, libraries, and NGOs. These local organizations actively support specific groups or communities in their areas and are familiar with their needs (including digital ones). The observations, experiences, and knowledge of these local activity centers provided a valuable source of information for more in-depth research.

A “Buffet” Approach - Technology Is a Tool, Not an End in Itself

The city's goal is to build a diverse range of support opportunities for residents in the area of digital competences, so that they can choose the activities that best meet their individual needs, abilities, and preferences. In our approach, digital competences should be understood functionally – their acquisition is not an end in itself, but a means of meeting various needs and bringing tangible benefits in different spheres of residents' lives.

Seniors first

According to Eurostat data from 2023, only 13% of Polish seniors aged 65–74 have at least a basic level of digital skills. Ongoing technological changes will make it increasingly difficult for these individuals to use public services and participate fully in social life. Considering the growing number of seniors in Gdańsk, this group will be the primary focus of activities under the Digi Inclusion project aimed at supporting the development of digital knowledge and competences. It will be essential to recognize not only the needs but also the potential of older adults.

Digital services as comfortable as slippers

Among the main factors influencing residents' motivation to use digital services is a high standard of service design that takes into account the needs of groups particularly vulnerable to exclusion. Therefore, Gdańsk's priority is to develop and implement a model for designing the city's digital services based on high accessibility standards, intuitive interfaces, and clear, simple communication. Such an approach will reduce barriers to using digital tools and increase trust in public institutions, as the services will be perceived as user-friendly and professional. Additionally, involving users in the participatory process of testing digital services at various design stages will have a positive impact on their motivation to use the city's digital services.

2.2. Integration Check

The planned actions address the three levels of digital inclusion and the developed strategic goals:

Access: By identifying the resources and potential of Neighborhood Houses and Clubs, as well as libraries, to provide informal digital education, the City of Gdańsk has mapped the locations where residents can access free digital services while simultaneously enhancing their digital competences in line with their passions and needs.

Skills: By examining the needs and barriers faced by seniors in using digital services, the City of Gdańsk will be able to tailor educational activities dedicated to the largest group of residents at risk of digital exclusion. These activities will be designed in such a way that improving digital competences simultaneously helps to combat loneliness among older people and promotes intergenerational integration.

Usability: Involving residents in testing the city's digital services will make it possible to collect feedback and recommendations from future users. This will help tailor the services to the real needs of residents and strengthen their motivation to use them. At the same time, inviting residents to participate in testing will foster civic engagement.

Check on integration:

1. Stakeholder Engagement in Planning

Stakeholders are involved in developing our IAP both horizontally - representatives of local government, cultural and educational institutions, NGOs, and business - and vertically - participants of meetings in the roles of director, manager, and specialist. Additionally, residents were involved during the testing phase.

2. Consistency with Existing Policies

The actions planned in the IAP are consistent with strategies at the city level (City Strategy 2030 and City Development Programs 2030), regional level (Pomeranian Voivodeship Development Strategy 2030), national level (National Digitalization Strategy), and European level (European Declaration

on Digital Rights and Principles, Cohesion Policy).

3. Sustainable Urban Development (Economic, Social, and Environmental)

The actions planned in the IAP relate to the three levels of digital inclusion and the developed strategic goals: access, skills, usability.

Economic dimension – Enhancing residents' digital competences strengthens local social capital, which in turn impacts the labor market and contributes to the city's economic resilience. At the same time, the ability to build social and cultural capital can also generate significant savings (for example, for public administration implementing more efficient e-government solutions).

Social dimension – reducing digital exclusion among seniors, people with disabilities, and migrants will promote social inclusion and integration. Civic attitudes and the local community are also strengthened through participation and the development of digital competences.

Environmental dimension – reducing forced mobility (e.g., the need to personally visit an office) decreases transport emissions. Efficient use of existing public infrastructure minimizes the need for new investments and protects environmental resources. These actions align with the concept of a green city.

4. Temporal Integration

The IAP includes planning actions in the short, medium, and long term. A necessary sequence of implementing actions has been identified that will most effectively lead to the desired results.

5. Stakeholder Engagement in Implementation

Stakeholders are involved in developing actions, testing them, and implementing them. Each planned action will have a leader responsible for implementing specific solutions in accordance with the schedule and scope of work.

6. Spatial Integration

The IAP includes planning actions at various spatial levels already at the testing stage. Quantitative and qualitative research conducted in specific

locations (e.g., libraries and Neighborhood Houses) is intended to form the basis for developing standards and systemic solutions on a citywide scale.

7. Territorial Integration

Gdańsk is a member of the Gdańsk–Gdynia–Sopot Metropolitan Area. The actions planned in the IAP will be promoted among the 61 cities, municipalities, and districts of the Pomeranian Voivodeship, inhabited by 1.6 million people.

8. Horizontal Aspects

Gender equality – actions to improve residents' digital competences will be inclusive. It is important that they respond to residents' functional needs so that everyone can benefit to the extent they choose.

Digitalization – Gdańsk plans to increase the number of public digital services to 85% by 2030 (from the current 30%). Consequently, more elements of the city's infrastructure will become digitalized.

Climate change – an important part of the IAP includes educational actions counteracting disinformation, much of which concerns climate change denial and influences residents' attitudes. At the same time, increasing the number of digital services and residents' competences in using them will enable the use of increasingly modern devices that, among other benefits, make energy use more efficient.

Public procurement – joint work by public administration and business on the project highlighted the need to look at the current rules of procurement from a broader perspective. This applies especially to commissioning new digital services by public administration. It is necessary to develop up-to-date standards for commissioning digital services that take into account digital accessibility and a schedule and methodology for service design that allow for testing elements at different design stages—not only at the end, when errors detected too late are costly or labor-intensive.

Section 3 Specific Actions & Details



<p>ACTION TITLE Development of a network of local centres offering free access to digital services and educational support</p>	<p>ACTION OWNER Department of Social Development (Local Cooperation Unit)</p>
<p>SHORT DESCRIPTION The aim of the initiative is to expand the free offer of informal digital education for residents near their place of residence. The initiative will use the existing infrastructure and resources of Gdańsk operating in various parts of the city, such as local activity centers, such as Neighborhood Houses and Clubs.</p> <p>The standards for the operation and provision of digital support services for residents will be developed based on research and co-designed with people working in Neighborhood Houses and Clubs, which will allow for better use of potential and resources. The starting point for the implementation of the measure are the recommendations made during the pilot project in the form of individual in-depth interviews with people running often unofficial “digital support points” and a group interview with people running Neighborhood Houses and Clubs in Gdańsk.</p> <p>The recipients of digital support provided in Neighborhood Houses and Clubs will be people in need of such support who live near a given institution in various districts of Gdańsk. At the same time</p>	<p>STAKEHOLDERS</p> <ul style="list-style-type: none"> Community Houses and Neighbourhood Clubs Non-governmental organisations <p>FINANCING AND FUNDING SOURCES</p> <ul style="list-style-type: none"> Municipal budget Purchase of necessary infrastructure using European funds External funding Title sponsor <p>READINESS FOR IMPLEMENTATION Implementation of the action requires strengthening staff capacity in the Department of Social Development. It will be necessary to engage a non-governmental organisation specialising in digital education in Gdańsk.</p>
<p>REFERENCES TO STRATEGIES</p> <p>Shared City Development Programme</p> <ul style="list-style-type: none"> Increasing accessibility of schools, kindergartens, nurseries and other forms of education and care for children and adults with diverse needs Development of educational and care services for residents with diverse needs Increasing residents' participation and expanding the offer and accessibility of educational activities for adult residents, taking into account the diversity of needs Strengthening social cohesion and solidarity Strengthening the competences of networks of local activity centres to provide social services <p>Recommendations resulting from the Shared City diagnosis</p> <ul style="list-style-type: none"> Coordination of activation and integration activities carried out in the city and its districts Supporting synergies of cross-sectoral activities in districts 	<p>CHALLENGES-MITIGATION Difficulties in obtaining funds for the purchase of modern equipment Lack of funds to hire an employee at the City Hall who will be responsible for coordinating this activity Difficulties in obtaining funds for long-term financing of activities.</p> <p>REFERENCES TO OBJECTIVE SO.2 Ensuring residents of Gdańsk easy and free access to digital services in the local environment</p>
<p>ACTION STEPS</p> <p>Building awareness and expanding knowledge about the phenomenon of digital exclusion in Gdańsk among people working in Community Houses and Neighbourhood Clubs, libraries and “digital support points”.</p> <p>Analysis and assessment of digital infrastructure in Community Houses and Neighbourhood Clubs in districts, taking into account staff competences.</p> <p>Initiation of networking activities for locations providing digital services in districts.</p> <p>Development of a minimum standard of digital services provided in Community Houses and Neighbourhood Clubs</p> <p>Implementation of the minimum standard of digital services in Community Houses and Neighbourhood Clubs</p> <p>Development of a training system for people working in Community Houses and Neighbourhood Clubs in order to strengthen their competences to deliver digital services.</p> <p>Promotion among residents of free access to digital services and opportunities to acquire digital skills in districts</p>	<p>RELATED ACTIVITIES</p> <p>Development of coherent promotion of activities</p> <p>Development of a roadmap of digital infrastructure resources and gaps Identification of competences necessary to operate district digital support points Development of the network of Community Houses and Neighbourhood Clubs and expansion of their service catalogue Collection of training support needs of staff working in local points</p> <p>Strengthening cooperation networks Exchange of good practices</p> <p>Participatory process of developing the minimum standard</p> <p>Implementation into the process</p> <p>Organisation of training activities</p> <p>Promotion activities</p> <p>TIMEFRAME</p> <p>2026</p> <p>2026</p> <p>2026</p> <p>2027</p> <p>2027</p> <p>2027</p> <p>end of 2027</p> <p>OUTPUTS</p> <ul style="list-style-type: none"> Number of meetings Number of meeting participants <ul style="list-style-type: none"> List of locations providing digital services with a description of services List of locations requiring equipment procurement – list of equipment gaps requiring priority support Report on staff competence needs <ul style="list-style-type: none"> Number of district points included in the network <ul style="list-style-type: none"> Digital services standard document <ul style="list-style-type: none"> A note summarising the implementation <ul style="list-style-type: none"> Number of training activities available for staff <ul style="list-style-type: none"> Promotional materials

<p>ACTION TITLE Expansion of the digital support system provided by City Office employees</p> <p>SHORT DESCRIPTION The aim of the action is to expand the offer of support in the use of digital services for people who, for various reasons, are unable to reach district-based digital support points (e.g. residents living on higher floors without lift access). An important element of the action is ensuring a sense of safety for both people receiving support and those providing it. The detailed scope and rules for the provision of available digital support in residents' homes will be developed on the basis of a diagnosis of the needs of potential users.</p> <p>The Department of Civic Affairs, of which the Gdańsk Contact Centre is a part (serving as a contact point between residents and the City Office and municipal units), already provides certain services in the homes of residents who are unable to appear in person at the City Office</p>	<p>ACTION OWNER Gdańsk Contact Centre</p> <p>STAKEHOLDERS</p> <ul style="list-style-type: none"> • Municipal Family Support Centre • Gdańsk Tourist Organisation (operator of the Gdańsk Resident Card) • Gdańsk IT Centre • Gdańsk Benefits Centre and the Municipal Disability Assessment Team • Volunteers <p>FINANCING AND FUNDING SOURCES</p> <ul style="list-style-type: none"> • Municipal budget • External funds <p>READINESS FOR IMPLEMENTATION The first stage of activities analysis of needs in the provision of digital services in residents' homes will begin in 2026.</p> <p>CHALLENGES-MITIGATION</p> <ul style="list-style-type: none"> • Concerns related to safety risks (both for officials and residents visited in their homes) • Development of formal frameworks and regulations • Limitation on the number of services that can be delivered in residents' homes 																															
<table border="1" data-bbox="152 830 2093 1424"> <thead> <tr> <th data-bbox="163 838 759 862">ACTION STEPS</th><th data-bbox="759 838 1309 862">RELATED ACTIVITIES</th><th data-bbox="1309 838 1455 862">TIMEFRAME</th><th data-bbox="1455 838 2082 862">OUTPUTS</th></tr> </thead> <tbody> <tr> <td data-bbox="163 862 759 938">Analysis of needs related to the provision of digital services in residents' homes Analysis and assessment of digital infrastructure in Community Houses and Neighbourhood Clubs in districts, taking into account staff competences</td><td data-bbox="759 862 1309 938">Collection of information on the types of client needs (e.g. equipment repairs, use of applications, submission of applications or official forms)</td><td data-bbox="1309 862 1455 906">1st and 2nd quarter of 2026</td><td data-bbox="1455 862 2082 938"> <ul style="list-style-type: none"> • Stakeholder engagement • Analysis of contacts related to support • Analysis of residents' requests </td></tr> <tr> <td 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<p>ACTION TITLE Providing support for informal digital education initiatives for residents of Gdańsk at various levels of proficiency</p> <p>SHORT DESCRIPTION The aim of the action is to expand the offer of informal digital education by using and strengthening the potential of local non-governmental organisations. The action will be developed in cooperation between municipal officials and NGO staff, based on the “Programme of Cooperation between the City of Gdańsk and Non-Governmental Organisations”. The action includes building awareness and expanding NGOs’ knowledge about the challenge of digital exclusion in Gdańsk. The first stage of the action will be the initiation of informational, integrative, and networking meetings for NGOs, supporting the exchange of experience in the area of digital inclusion. As part of the action, an advisory service will be implemented to support the integration of digital inclusion into the existing NGO offer. Digital activities incorporated into NGOs’ current offers will allow the use of their rich potential and diverse educational formats and will enable reaching a broad group of residents of different ages, needs, and interests who already benefit from NGO activities. In addition, the action is compatible with the Agents of Co-Existence project, which supports participatory processes among municipal officials and residents.</p>	<p>ACTION OWNER Department of Social Development (Unit for Cooperation with Non-Governmental Organisations)</p> <p>STAKEHOLDERS</p> <ul style="list-style-type: none"> • Municipal officials from various units • Non-governmental organisations (in particular those working with persons with disabilities and seniors) • Senior clubs <p>FINANCING AND FUNDING SOURCES</p> <ul style="list-style-type: none"> • Municipal budget • National funds • European funds (strengthening human capital) <p>READINESS FOR IMPLEMENTATION</p> <ul style="list-style-type: none"> • Funds need to be planned in the municipal budget • In the near future, it will be possible to develop implementation guidelines once funding is secured <p>CHALLENGES-MITIGATION</p> <p>Non-governmental organizations may not be actively involved in activities due to being overloaded with current projects, limited human resources, or a lack of immediate benefits. A remedy would be to design activities in a practical and useful format, with flexible forms of participation and clear communication of the added value for NGOs (development of offerings, new skills, opportunities for financing digital activities).</p> <p>NGOs may not have stable sources of funding and organizational resources to permanently include digital inclusion activities in their offer. A remedy would be to link activities to municipal funding mechanisms (calls for proposals, grants).</p>
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ACTION STEPS	RELATED ACTIVITIES	TIMEFRAME	OUTPUTS
Building awareness and expanding the knowledge of non-governmental organisations (NGOs) about the challenge of digital exclusion in Gdańsk through the organisation of networking meetings for NGOs, supporting the exchange of experience in the area of digital inclusion.	<ul style="list-style-type: none"> • Development of informational materials • Organisation of informational and networking meetings for non-governmental organisations • Initiation of an analysis of NGOs’ needs with regard to the implementation of an advisory service supporting the inclusion of digital inclusion into the existing NGO offer, so that it is best adapted to NGOs’ activities and to the needs of their target groups • Evaluation of networking meetings supporting the exchange of experience and development of recommendations for further actions 	2026	<ul style="list-style-type: none"> • Number of meetings organised for NGOs • Number of NGOs participating in the meetings • Number of NGOs participating in consultations that intend to include digital inclusion in their existing offer • List of recommendations for further actions
Initiation of the activities of an intersectoral working group – conducting co-creation workshops aimed at developing a minimum standard of digital services and designing the implementation of an advisory service supporting the inclusion of digital inclusion into the existing NGO offer.	<ul style="list-style-type: none"> • Organisation of informational and advisory meetings for non-governmental organisations 	2027	<ul style="list-style-type: none"> • Number of meetings organised for NGOs • Number of NGOs participating in the meetings
Implementation of a pilot action	<ul style="list-style-type: none"> • Organisation of networking meetings 	1st–2nd quarter of 2027	<ul style="list-style-type: none"> • A note with conclusions
Evaluation of the pilot action and development of recommendations for continuation of the project	<ul style="list-style-type: none"> • Collecting feedback 	3rd quarter of 2027	<ul style="list-style-type: none"> • Summary report
Implementation of the project on a larger scale		4th quarter of 2027	<ul style="list-style-type: none"> • Number of NGOs participating in the project

<p>ACTION TITLE Development of a series of practical training courses for civil servants and people working in municipal institutions</p> <p>SHORT DESCRIPTION The aim of the action is to strengthen the awareness, skills, and competences of municipal officials in the area of digital exclusion and broadly understood digital accessibility. The action includes expanding the training offer for municipal officials with new modules. Through these modules, City Office employees will gain awareness and knowledge of the phenomenon of digital exclusion and will acquire skills in the use of plain language, communication methods, and the preparation of digitally accessible files and procedures. The task will be implemented on a voluntary basis among experienced officials. In addition, basic training will be provided to newly employed staff who have not previously worked in local government.</p>	<p>ACTION OWNER Department of Human Resources and Organisation (Recruitment and Training Unit)</p> <p>STAKEHOLDERS</p> <ul style="list-style-type: none"> • Gdańsk IT Centre • Public Transport Authority • Municipal officials from various city units and employees of municipal institutions <p>FINANCING AND FUNDING SOURCES</p> <ul style="list-style-type: none"> • Municipal budget <p>READINESS FOR IMPLEMENTATION</p> <ul style="list-style-type: none"> • Funds need to be planned in the municipal budget • In the near future, it will be possible to develop implementation guidelines once funding is secured <p>CHALLENGES-MITIGATION</p> <p>A challenge may be the recruitment and retention of a group of experienced employees throughout the training process. In order to mitigate this risk, the training sessions will be designed in line with the needs of the involved participants. Particular emphasis will be placed on the practical and engaging format of individual training sessions.</p> <p>A network of digital ambassadors will be established among the participants of the training programme.</p>
<p>REFERENCES TO OBJECTIVE SO.3. Improve the quality of digital services offered by the City Hall.</p> <p>REFERENCES TO STRATEGIES Accessible City Development Programme Digital municipality and smart city Digital transformation of administrative procedures Development of municipal employees' skills in the use of data and tools supporting their work</p>	
<p>ACTION STEPS</p> <p>Review of currently available training programmes for municipal officials. Analysis of the number of officials who have participated in training to date and diagnosis of their further training needs in the areas of awareness of digital exclusion, preparation of digitally accessible files, and use of plain language.</p> <p>Development of a plan and schedule for the training cycle and preparation of the content of individual training sessions. Acquisition of experts and development of training materials. Communication of the new training cycle among municipal officials. Implementation of a pilot action</p> <p>Evaluation of the training process and development of further actions.</p> <p>Final adjustments and launch of updated version of the training programme</p>	<p>RELATED ACTIVITIES</p> <ul style="list-style-type: none"> • As-is analysis of topics and training programmes currently available for municipal officials • Diagnosis of municipal officials' level of knowledge of digital exclusion • Assessment of skills related to preparing digitally accessible files and using plain language <ul style="list-style-type: none"> • Organisation of internal meetings for networking and sharing the key idea of new training cycle <ul style="list-style-type: none"> • Gathering pilot feedback Incorporation of evaluation findings into the next version of the training programme <ul style="list-style-type: none"> • Organisation of training programme Promotional activities among office staff <p>TIMEFRAME</p> <p>2026</p> <p>2026</p> <p>2nd quarter of 2027</p> <p>3rd quarter of 2027</p> <p>OUTPUTS</p> <ul style="list-style-type: none"> • Training recordings and presentations <ul style="list-style-type: none"> • Training materials and communication related to training programmes <ul style="list-style-type: none"> • Evaluation surveys from participants Development of a training plan taking into account evaluation results Monitoring the number of participants in training sessions Assessment of participants' training needs <ul style="list-style-type: none"> • Attendance lists Video documentation Training materials

<p>ACTION TITLE Developing a digital volunteering network among young people</p> <p>SHORT DESCRIPTION The aim of the action is to expand opportunities for residents of Gdańsk to acquire digital skills and competences at various levels of advancement by developing a digital volunteering network among young people.</p> <p>The action will be implemented by willing school volunteering clubs, youth clubs, non-governmental organisations, and higher education institutions. Substantive support for participating volunteers will be provided by experts from business, non-governmental organisations, municipal institutions, higher education institutions, and a psychologist.</p> <p>Recipients of digital support provided by youth volunteers may include seniors in organised groups (e.g. senior clubs) as well as young people. In addition, the action has the potential to foster intergenerational dialogue.</p>	<p>ACTION OWNER Department of Social Development (Local Cooperation Unit)</p> <p>STAKEHOLDERS</p> <ul style="list-style-type: none"> • Regional Volunteer Centre • Non-governmental organisations • Schools • Business experts (IT) • Higher education institutions <p>FINANCING AND FUNDING SOURCES</p> <ul style="list-style-type: none"> • Municipal budget • Purchase of necessary infrastructure using external funds • External funding • Title sponsor <p>READINESS FOR IMPLEMENTATION</p> <p>The Regional Volunteer Centre, together with the Local Cooperation Unit, already carries out activities supporting various forms of volunteering implemented in different locations, such as youth clubs, non-governmental organisations, and higher education institutions. Expanding the action to new thematic areas (digital volunteering) will require the development of safety rules and thematic scopes of the digital support provided.</p> <p>CHALLENGES-MITIGATION</p> <p>A challenge may be reliance on volunteering and maintaining the group of volunteers and their engagement. To mitigate this risk, operational frameworks for volunteers will be developed within school volunteering clubs, as well as youth clubs, non-governmental organisations, and higher education institutions. As part of the action, these entities will be equipped with appropriate knowledge, competences, and tools.</p>		
<p>ACTION STEPS</p> <p>Preparation of a digital volunteering model.</p> <p>RELATED ACTIVITIES</p> <ul style="list-style-type: none"> • Appointment of an action coordinator. • Definition of the thematic scope and target groups of digital volunteering activities. • Mapping of existing youth and student volunteering initiatives that can be incorporated into the digital volunteering model and establishing cooperation with them. • Participatory development of safety and cooperation rules for digital volunteering activities and the digital volunteering model. <p>TIMEFRAME 2026</p> <p>OUTPUTS</p> <ul style="list-style-type: none"> • Appointed action coordinator. • Defined thematic areas of digital support. • List of partner organizations involved in the implementation of the action. • Set of cooperation and organizational rules. • Description of the digital volunteering model. • Safety rules and guidelines for digital volunteering. 	<p>Recruitment of youth volunteers and strengthening volunteer competencies.</p> <p>RELATED ACTIVITIES</p> <ul style="list-style-type: none"> • Information and promotional activities • Recruitment of young volunteers through schools, youth clubs, non-governmental organizations, and universities. • Organization of training and mentoring activities for volunteers <p>TIMEFRAME 1st–3rd quarter of 2027</p> <p>OUTPUTS</p> <ul style="list-style-type: none"> • Number of partner organizations involved in the activity. • Number of youth volunteers recruited. • Number of experts and supporting institutions involved. • Number of volunteers trained. • Training and mentoring materials. 	<p>Implementation of a pilot program for digital volunteering activities</p> <p>RELATED ACTIVITIES</p> <ul style="list-style-type: none"> • Provision of digital support by youth volunteers • Ongoing coordination and support for volunteers and partner organizations. • Exchange of experiences between entities involved in the implementation of the activity <p>TIMEFRAME 4th quarter of 2027 –2nd quarter of 2028</p> <p>OUTPUTS</p> <ul style="list-style-type: none"> • Number of digital volunteering activities carried out. • Number of residents receiving support. • Number of active volunteers and number of volunteer hours worked. • Documented examples of good practices. 	<p>Evaluation of the pilot program and further development of activities</p> <p>RELATED ACTIVITIES</p> <ul style="list-style-type: none"> • Evaluation of completed activities – gathering feedback from volunteers, partner organizations, and beneficiaries. • Developing recommendations for continuation and potential scaling of the activity. <p>TIMEFRAME 3rd and 4th quarter of 2028</p> <p>OUTPUTS</p> <ul style="list-style-type: none"> • Evaluation report. • Set of recommendations for the further development of the digital volunteering network.

<p>ACTION TITLE Developing a model for designing digital city services based on user-centred design</p> <p>SHORT DESCRIPTION The aim of the action is to improve residents' quality of life and motivation to use municipal digital services by adapting the process of designing municipal digital services to residents' digital needs. User-centred design of public digital services brings benefits to various groups of residents, including groups at risk of digital exclusion due to low digital skills or disabilities. At the same time, it also benefits the city, as intuitive and user-friendly digital services increase the motivation of a broader group of residents to use them. The development of the municipal digital service design model will be based on cross-sector cooperation bringing together municipal officials, representatives of the IT sector, and residents, including people with special needs (e.g. seniors). The model for designing municipal digital services will not only serve as a base of essential and practical knowledge about the digital service design process. A key element of the model will be guidelines on involving residents (e.g. seniors) in testing services already at the prototype stage, so that subsequent design stages are as intuitive as possible and adapted to groups at risk of digital exclusion. The implementation of the intergenerational and cross-sector pilot action entitled "Digital services through the eyes of a senior – more than usability", which brought together municipal employees, seniors, and competence-based volunteers from the IT sector who jointly prepared and carried out usability tests of the digital tools of the Gdańsk Contact Centre, delivered very positive results. These results concerned both UX recommendations for necessary changes to the municipal application and the use and strengthening of seniors' social and digital activity potential.</p> <p>REFERENCES TO STRATEGIES Accessible City Development Programme Digital municipality and smart city Implementation of digital services for residents Ensuring comprehensive information for residents tailored to their needs Popularisation of the use of public digital services Improving residents' quality of life through intelligent use of digital technologies (smart city) Development of residents' digital skills</p>	<p>ACTION OWNER Gdańsk IT Centre</p> <p>STAKEHOLDERS</p> <ul style="list-style-type: none"> Municipal officials from various City Office units <p>FINANCING AND FUNDING SOURCES</p> <ul style="list-style-type: none"> Municipal budget <p>READINESS FOR IMPLEMENTATION</p> <ul style="list-style-type: none"> Ready for implementation <p>CHALLENGES-MITIGATION Risk: exclusion of certain groups (e.g. seniors, persons with disabilities, people unwilling to use a given digital service) Mitigation measures: Offering non-digital alternatives <ul style="list-style-type: none"> Encouraging residents to use digital channels Providing adjustments and alternative solutions for different groups Activating various individuals to promote solutions within their communities </p> <p>REFERENCES TO OBJECTIVE SO.3. Improve the quality of digital services offered by the City Hall.</p>
<p>ACTION STEPS</p> <p>Appointment of an action coordinator and an interdepartmental team.</p> <p>Analysis of the offer of digital services implemented by the City of Gdańsk.</p> <p>The development of the first draft of municipal digital service design model</p> <p>Testing and consulting of the first draft of the municipal digital service design model</p> <p>Final adjustments and internal launch</p>	<p>RELATED ACTIVITIES</p> <p>Organisation of internal meetings for networking and sharing the key idea of new training cycle</p> <p>"As-is" analysis of the catalogue of digital services implemented by the City of Gdańsk. Creation of a shared database containing information on departments and service providers responsible for individual services, the frequency of residents' online use of each service, and the difficulties encountered by users.</p> <p>Organisation of internal meetings and workshops</p> <p>Gathering pilot feedback Incorporation of evaluation findings into the next version of the training programme</p> <p>Organisation of an internal information campaign at the city hall related to the developed digital service design model</p> <p>TIMEFRAME</p> <p>2026</p> <p>2026</p> <p>2027</p> <p>1st and 2nd quarter of 2028</p> <p>3rd and 4th quarter of 2028</p> <p>OUTPUTS</p> <p>Number of meetings</p> <p>Analysis report Database</p> <p>Draft of a of the municipal digital service design model</p> <p>Pilot feedback summary</p> <p>Improved version of the municipal digital service design model</p>

Section 4 Implementation Framework



4.1. Governance

The implementation of the IAP for digital inclusion in Gdańsk will be carried out in line with a participatory management model based on co-creation and collaboration. The main entity coordinating the implementation of the planned actions is the Municipality of the City of Gdańsk, working closely with thematic experts and local stakeholders.

The developed ideas for actions, reports, and recommendations produced during the pilot activities constitute a starting point for further development and refinement of initiatives with broader target groups, as well as for subsequent pilot actions that can widely engage residents.

The selected strategic objectives of the project are aligned with the City Development Strategy “Gdańsk 2030 Plus”, related policies, and the city’s long-term priorities. The actions planned under the project correspond to the intervention directions specified in the Development Programmes Shared City and Accessible City, and they are embedded in the accessibility policy of the Municipality of the City of Gdańsk.

To ensure effective implementation of the actions included in the IAP, it will be necessary to establish a supervisory body embedded within the broader governance structure. Its task will be to ensure communication between the owners of the planned actions and to coordinate an integrated approach to task delivery in line with the accessibility policy—both within the City Hall and across municipal institutions and units subordinate to the city.

4.2. Continuation of the ULG

The cross-sectoral local ULG (URBACT Local Group) will change its current character. Members of the ULG representing the City Hall departments involved in the DIGI-INCLUSION project will from now on act as leaders of individual actions and will make operational decisions.

ULG members from outside the City Hall will take on an advisory role focused on specific themes and actions.

The cross-sectoral relationships and contacts built during the project process will enable long-term cooperation to be maintained. If needed, leaders of individual actions will engage new stakeholders and experts. Periodic meetings of the existing ULG members are also planned in order to maintain the cross-sector flow of experience and knowledge exchange.

Implementation readiness

Implementing actions as complex as those planned in this IAP will require ensuring human and financial resources, as well as obtaining detailed data from various sources.

Ensuring an effective integrated approach to counteracting digital exclusion in Gdańsk will require establishing a supervisory body responsible for overseeing the implementation of the plans set out in this document. Another necessary step will be to analyse the monitoring indicators used so far and to create a new, more cross-cutting observation matrix, enabling a more effective response to the complex phenomenon of digital exclusion.

4.3. Resources and Funding

The funding strategy is based on combining local, regional, national, and EU resources. Implementation assumes the maximum use of the city’s existing resources and the city budget allocated to the implementation of the City Development Programmes. External funding from various sources is also planned.

A diversified financial plan aims not only to cover current costs but also to enable actions to be planned over the long term.

Funding sources:

- City budget.
- State budget allocated to implementing actions planned under the “Poland’s Development Strategy to 2035”.
- EU funds: resources from programmes such as the European Social Fund Plus (ESF+), the European Regional Development

Fund (ERDF), the Digital Europe Programme, and continuation actions under the URBACT Programme.

- Grants for NGOs: participation in national and international grant competitions promoting digital inclusion, social innovation, and seniors' education.

Private sector contribution: support from IT companies through skills-based volunteering, technical expertise, and donations of equipment and software.

4.4. Risk Analysis

Implementation of the IAP may be hindered by political (including geopolitical), institutional, and organisational factors.

The most serious challenges relate to political changes and the geopolitical situation in the region. It will be important to strengthen awareness of the complexity of digital exclusion among a wider group of officials and decision-makers.

Consequently, solutions will require introducing new forms of cooperation between departments and municipal units. At the same time, implementation processes spread over time may be threatened by staff turnover and the loss of institutional knowledge.

These risks can be mitigated by selecting a group of “thematic ambassadors” within the Municipality of the City of Gdańsk—across the City Hall, municipal units, and city-owned companies (e.g. officials involved in developing the IAP).

Dividing implementation processes into stages will allow flexible responses to emerging organisational, social, or technological challenges. A participatory approach to developing further actions, involving a broad range of civil society organisations and other stakeholders, will support a sense of ownership and effective implementation.

Risk	Type	Category	Mitigation Strategy
Lack of continuity of political support resulting from changes in priorities of decision-makers elected in future local or national elections.	Political	Medium	Implementation actions have been planned in a way that builds broad engagement and inclusion of social stakeholders in the process. The actions will be consulted and co-created with various stakeholder groups in order to ensure alignment of the project with their needs.
Progress in the implementation of the IAP will not be monitored or managed in a coherent manner.	Operational	High	Steps will be taken to ensure that actions are focused and coordinated by a supervisory body separated within the governance structure. This will enable cross-cutting and horizontal monitoring of implementation progress and allow for the introduction of necessary adjustments to actions and the timetable.
The process becomes natively bureaucratic and business partners drop out.	Organisational	High	Steps will be taken to ensure that animation and facilitation of the process are entrusted to an institution that will actively safeguard the continued engagement of social and business partners.
Risk of misunderstanding the complexity of the phenomenon of digital exclusion in a broader perspective, resulting in difficulties in implementing actions across different City Office departments and subordinate municipal units.	Institutional	High	Digital exclusion, like digital transformation, is a horizontal phenomenon. It affects various aspects of residents' lives and intersects with the work of different municipal departments. The phenomenon can be mitigated through educational and informational activities addressed to a wider group of municipal officials. It will also be important to develop a shared system for monitoring data and implementation progress.
Staff turnover among key employees involved in cooperation with stakeholders outside the City Office may weaken knowledge continuity and slow down processes.	Organisational	Medium	This risk can be reduced by establishing permanent roles responsible for maintaining participatory processes and ensuring stable financing of these functions.
Limited or delayed external funding (EU or national).	Financial	Medium	This risk can be mitigated by diversifying funding sources.

Timeline

Action	2026				2027				2028				2029			
	I	II	III	IV												
2.1. Development of a network of local centres offering free access to digital services and educational support																
2.2. Expansion of the digital assistance system provided by City Hall employees																
1.1. Providing support for informal digital education initiatives for residents of Gdańsk at various levels of proficiency																
3.1. Development of a series of practical training courses for civil servants and people working in municipal institutions																
1.2. Developing a digital volunteering network among young people																
3.2. Developing a model for designing digital city services based on user-centred design																

Monitoring Framework

To effectively implement the actions planned in this document, it will be necessary to develop a new, cross-cutting system for collecting and analysing data on digital exclusion in the city in a horizontal and problem-oriented way. This will make it possible to continuously adjust action plans to changing needs and capabilities.

It will also be necessary to create a monitoring framework for implementation of the IAP, based on the integrated implementation indicators of the Development Programmes Shared City and Accessible City, as well as on indicators related to the accessibility policy of the Municipality of the City of Gdańsk.

An important element of effective implementation will be the cyclical verification of the relevance of objectives and indicators, which may change along with social, technological, or economic changes in the city and its wider environment.

To respond to the challenges linked to the complex nature of digital exclusion and to counteract its effects, it will be necessary to involve partners from different backgrounds in monitoring implementation progress—non-governmental organisations, local leaders, higher education institutions, business, and other stakeholders.

Monitoring will be conducted at regular, predefined intervals. It will be based on standardised reporting formats and will take into account various sources and types of information: municipal statistics and data, expert analyses, and surveys of stakeholders and residents.

The monitoring system is linked to the strategic objectives presented in Section 2 of this document.

Evaluation

Evaluation will be conducted regularly and based on the integrated monitoring framework. Progress in implementing the planned actions and their effects will be assessed.

List of attachments:

1. Digital Rights Declaration

1. Digital Rights Declaration



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Digital Inclusion in Europe's communities:

Digi-inclusion Partner Declaration on Digital Rights

We, the mayors and official representatives of the European cities, regions and institutions participating in the Digi-inclusion network under the URBACT IV Programme, have co-authored this declaration and mutually agree on the following:

We are inspired by...

- The importance the European Union attaches to aiming for digital transitions that are just and give benefits to all citizens, leaving no-one behind
- The European declaration on digital rights and principles, and how it puts people at the centre of digital transformation
- The idea of a set of digital rights that strives for solidarity and inclusion, freedom of choice, participation in the digital public space, digital safety and security, and empowerment of citizens

The commitment at the EU level to a digital transformation that leaves nobody behind and the aim that it should benefit everyone, achieve gender balance, and notably include elderly people, people living in rural areas, persons with disabilities, or marginalised, vulnerable or disenfranchised individuals and those who act on their behalf, as well as promoting cultural and linguistic diversity.

We recognise that...

1. A digital divide exists in our territories and societies and that this is a social and economic problem, not merely a technical one;
2. This divide is characterised by inequalities in the access to digital technologies, in the skills that are essential to use that technology, and in the ability to capitalise on this to gain full value from digital transitions in our society;
3. Digital inclusion is about bridging this divide and is about more than online transactions and being an online consumer;
4. Being fully digitally included is about participating in society via the digital space - being confident in interacting, working, playing, learning, creating, socialising, consuming, and participating in our communities and democratic process and discourse;

We believe that...

By sharing our experiences we can better understand our individual contexts. Through a process of critical reflection and co-creation, we can explore how digital inclusion can be better incorporated as a cross-cutting theme in all digital transformation planning and implementation activities.

We define that successful digital inclusion policies should be aimed at:

- Ensuring everyone can access the digital world and that the digital world offers them the services they need
- Enabling citizens to acquire and maintain core digital skills for now and the future
- Helping citizens gain digital capital, to enable them to make the best use of their digital skills and access, hence being empowered to get best value from the digital world
- Offering opportunities and value that motivates citizens to engage in the digital world
- Enabling citizens to operate safely in the digital world, with a sense of trust digital public space and awareness of their own security responsibilities and limitations

We commit to...

- Promote core digital rights and principles for all our citizens
- Support the implementation of Integrated Action Plans aimed at enabling digital inclusion in our territories
- Bring together relevant stakeholders and actors of civil society to promote these local policies and supporting their participation in actively defining, implementing and monitoring those actions
- Promote in our cities, regions, countries and the whole European Union the results of our common work and lessons learned, contributing in particular to strengthening the transnational work of digital inclusion in small and medium sized cities and rural communities



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Signed in Iasi (Romania)

September 24, 2024

Political signatories

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