URBACT

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Executive summary

Objective and context

Between 2025 and 2027, Újbuda will implement a digital transition that will simultaneously speed up administrative procedures, reduce paperwork and make decision-making more transparent. This will be based, on the one hand, on full and regular connection to the state and local government ASP systems (document management, financial management, taxation, etc.) and, on the other hand, on the introduction of a modern DMS One document management and workflow management system and its connection to the ASP. The direction set out in the "Modern Újbuda" pillar of the district's economic programme – the development of the Újbuda app and the ASP connection – is thus becoming a tangible result in everyday operations.

With budgetary leeway shrinking, the expectations of the population are clear: fast, online, traceable administration. Digitalisation brings measurable time and cost savings in both internal processes (approvals, contract and invoice management) and external services (forms, case tracking, mobile app).

Strategic objectives

1 – Procedures: workflows, e-signatures, form front-end, ASP integration.

2 – Infrastructure: system integration, information security, compliance.

3 – Competencies: targeted training and change management.

4 – Data-driven and participatory local government: unified UX/UI, transparent reports, two-way communication.

Main interventions (2025–2026)

1. We will introduce the DMS One system and standardise official approval processes.

Pre-set, flexible "template" processes will be launched in DMS One for general approvals, commitments and invoice verification. Each step can be tracked digitally, assigned at task level, and bottlenecks are immediately visible in management reports. The full introduction of e-signatures will eliminate the world of "paperwork".

2. We are creating a central contract repository and online e-contract management system.

All contracts will be available in one place, with version tracking and searchability; external partners will have online access to their tasks. The contract repository ensures the mandatory export of data to the NAVÜ, thus integrating legal compliance into daily operations.

3. We will connect the DMS to the state ASP systems so that we can work on a single interface.

Documents generated in ASP document management automatically trigger a related process in the DMS, and the steps in the DMS automatically generate filing or data transfer in the ASP according to predefined conditions. This two-way connection eliminates parallel recording and data duplication and also includes targeted partner synchronisation and GAZD–ADÓ data synchronisation.

4. We are expanding the Újbuda application into a "one-stop shop" interface for the public.

The most common issues can be initiated in the app using simple forms; the status of submitted requests (case tracking) can be monitored throughout the process. News, announcements and calls for action are delivered to the relevant groups (e.g. young tenants, 65+) via targeted push notifications, while the smart map view provides a clear overview of parking zones, events, services and digital city card discounts.

5. We are strengthening participation and opening up data.

We ask for genuine feedback from residents through questionnaires and polls; the first pilot of participatory budgeting (PB) will start in 2025. We will make the municipal open data

catalogue public and publish a list of algorithms used by the municipality (Algorithm Register) so that everyone can see what automated processes are running in the background.

6. We support our colleagues with targeted training and change management.

We hold job-specific, practical training courses (Office, SharePoint, ASP, cyber security) and run a "mini-academy" on the everyday use of DMS and ASP. The aim is to ensure that all employees are confident in using the new tools.

What does this mean in everyday life?

- For the district's residents: less time spent queuing, more matters that can be dealt with online, transparent case tracking and targeted information in the app.
- For local government employees: tasks that can be performed on a single interface, clear approval routes, and less parallel administration.
- For managers: real-time management information (VIR/dashboard), better decision preparation and transparent accountability.
- For the district: data-driven decision-making (e.g. parking, environmental sensors), open data and meaningful public participation.

Summary:

Over the next two years, Újbuda's digital "backbone" will be built: the close relationship between DMS and ASP will result in faster, more accurate and auditable processes on the administrative side, and simpler, traceable, mobile-accessible administration on the public side. The measures are scheduled, the responsibilities are clear, the results are measured and presented publicly – thus, digitalisation brings real, everyday quality improvements to the district.

1. Introduction

Újbuda

Újbuda, or Budapest's 11th district, is the most populous district of the capital and the seventh largest in terms of area. It has been officially known as Újbuda since 2005, although between 1934 and 1950 it was referred to as Szentimreváros. Újbuda is located in South Buda and serves as an important transport hub in the western part of Budapest, with a varied topography and a mixture of urban and natural landscapes.

Újbuda was originally part of District I and was primarily used for agricultural activities. From the end of the 19th century, there was rapid population growth, which led to the creation of a new district in 1930, and local government began operating in 1934. In 1950, with the creation of Greater Budapest, the district expanded to its current boundaries, incorporating areas such as Albertfalva and Kelenvölgy. The population continued to grow, especially in the 1960s and 1980s, thanks to housing construction. The 1990s brought further transformation, with Újbuda developing into a dynamic district with a cosmopolitan identity, a rich cultural life and a strong business community.

As a result of economic changes, the traditional manufacturing sectors that dominated until the end of the 1980s gave way to knowledge-based industries. Today, the local economy focuses on electronics, IT and telecommunications, with significant growth also seen in financial, educational, healthcare and real estate business services. Újbuda also plays a significant role in higher education and research and development, and ranks high in the national rankings in terms of educational outcomes. There are currently around 40,000 businesses operating in the district, with recent growth mainly in the construction, real estate, trade, scientific and technical sectors. The density of businesses per capita and the presence of large companies in Újbuda are higher than the Budapest average.

Despite these developments, Újbuda does not have a defined digital strategy, and its ability to act independently in areas such as urban planning is limited due to complex municipal legislation. Previous initiatives, including the UIA-funded project, focused primarily on the

cultural and arts sector, which led to the creation of the ADAPTÉR centre, conceived as an arts and technology centre similar to the Austrian Ars Electronica.

The Metacity project

The COVID-19 pandemic has accelerated the digital transformation in all service sectors, emphasising the need for cities to introduce future-oriented tools. As smart, technology-conscious cities look ahead, AI-based concepts such as the metaverse are emerging as potential cornerstones of urban development and public service improvement.

What is the metaverse?

The metaverse is an ecosystem of persistent digital spaces that complement the physical world, where users can meet in real time, interact, exchange information and use services. From an urban perspective, this is related to the concept of a "digital twin": a virtual model of the district in which the effects of interventions (e.g. traffic control, public space transformation) can be tested in advance, and the population can comment on them in a visually understandable form before decisions are made. In the short term, low-cost, thematic pilots (exhibitions, customer information, public tours) can be launched; in the medium term, urban data layers related to the digital twin (mobility, green space, noise, air) can be integrated.

Although still in its early stages, the metaverse offers promising opportunities for urban planning, providing a data-driven approach to urban development. New AI tools such as ChatGPT are already having an impact in areas such as customer service, highlighting the urgent need for cities to seek digital solutions. According to the World Bank, the metaverse could benefit local economies and significantly support urban planning by enabling more informed, creative and sustainable designs. This approach is based on the concept of a "digital twin," which allows designers to experiment and test urban changes in a virtual environment before implementation.

Cities now face the challenge of identifying the specific urban needs that these tools can address, ensuring that metaverse technology is regulated and beneficial to residents. This challenge is particularly pressing for smaller cities, which need to adapt quickly despite having less influence than large technology companies.

Initial steps include assessing which public services or cultural events could be delivered through the metaverse within three to five years, and developing small-scale pilot projects with affordable AI solutions to automate basic services. These initiatives offer a pragmatic, incremental approach to integrating the metaverse into urban planning, reducing dependence on vendor-driven solutions.

The next step is to extend the metaverse to digital twins of cities, which provide a virtual model for infrastructure planning, testing ideas and engaging the public. This technology enables broader civic participation, allowing residents to see and influence proposed changes. EU funding programmes such as Horizon Europe support projects aligned with this vision, creating opportunities for cities to leverage these resources for Urban Digital Twins.

Újbuda's role in the Metacity project

Újbuda has the potential to become a leading centre of excellence in digital technologies, but currently lacks a strategic framework to align digital initiatives with urban priorities, citizen needs and the public good. This project offers Újbuda the opportunity to learn from other cities and involve local stakeholders in the development of its first comprehensive digital strategy and implementation plan, incorporating state-of-the-art digital developments in areas such as artificial intelligence and the metaverse. With committed political leadership, a dedicated project team, a municipal IT company and a knowledge centre growing out of the UIA project, Újbuda is well placed to achieve these goals using the URBACT methodology and resources.

To facilitate this, it is essential to set up a URBACT Local Group (ULG). This group will manage the strategic and operational aspects of the Integrated Action Plan (IAP) and will include a trained IAP coordinator who will oversee the development of the plan and ensure the participation of all relevant stakeholders.

SMART11, a pilot initiative led by the municipal IT company, is worth considering for testing AI-based solutions during initial interactions to improve public engagement.

Újbuda can also make a valuable contribution to the metaverse network. One of the most important tasks of the ADAPTÉR centre will be to raise awareness among the population and stakeholders about the opportunities and ethical considerations of new digital technologies. As part of its activities, ADAPTÉR plans to introduce training programmes on future human

values, social evolution and ecological issues, as well as a workshop entitled "Fake News Factory with Deepfake Technology". These initiatives aim to address the challenges and responsibilities of digital innovation and serve as a reference point for the network, with a similar meeting proposed for the next CNM meeting in Újbuda.

What is ASP?

The municipal ASP (Application Service Provider) is a state-operated, centralised specialist system package (e.g. document management, Management, Tax, Industry and Trade) that ensures the performance of municipal tasks through uniform authorisation management and system integrations (e.g. automatic filing of IFORM forms, NAV Online Invoice, VIR). Advantages: compliance with legislation, centralised operation, lower maintenance costs, integrated data flow between specialist systems.

Vision

Between 2025 and 2027, Újbuda will implement a unified digital operating framework based on full connection to **ASP** specialist systems, the **DMS One** administration and workflow environment, and the integration of **district digital channels for residents** (Újbuda app, website, administrative forms). The goal is to achieve **paperless, transparent and measurable** municipal operations, in which decision-makers have access to real-time management information (VIR), employees have a unified, mobile-friendly toolset and automated approval processes, and residents have access to **fast, online** services. The aim is to make service delivery faster and more predictable, to increase transparency and to tangibly reduce the environmental footprint. **The ASP connection** and **the further development of the Újbuda application**, which feature prominently in the "Modern Újbuda" pillar of the municipal economic programme , are the cornerstones of the digital transition.

The vision focuses on three interrelated outcomes:

1. **Unified digital backbone** – the integration of ASP and DMS One will eliminate parallel paper-based records; e-forms will be automatically filed and **a workflow** will be initiated for related cases.
2. **Data-driven management and accountability** – managers receive **specialist statistics** from VIR; the status of cases can be tracked internally and by customers.

3. **Public experience and participation** – the application features **a smart map, event management, questionnaires/votes, a digital city card and a parking system**; businesses and institutions can appear on their own interface and run campaigns.

Urban approach

The city-wide goal of the digital strategy is to improve the quality of life in public spaces, public services and neighbourhood decision-making through the development of public administration. The three pillars of this are:

- transparent, measurable municipal operations;
- resident experience and access to all key services via mobile phone;
- urban data-driven decision support (mobility, environment, community spaces).

Key urban focuses for 2025–2027: integration of mobility and parking data; visualisation of environmental sensor data (air and noise maps); digital map of public spaces and events; district administrative hubs; participatory tools (questionnaires, polls) in the district application.

2. Situation analysis and vision for the future

Starting point and key lessons

Based on professional interviews conducted at the local government, **digital readiness** is currently at a medium/low level. Strengths include the Hivatali Kapu (Official Portal), e-paper, the Újbuda app bug reporter and remote access. Weaknesses include widespread use of paper, lack of a unified strategy and management commitment, outdated/cumbersome systems, and a heterogeneous digital culture.

The most pressing **areas for digitisation** are: commitments, contract management, invoicing/performance certification, filing and internal approvals.

The infrastructure is mixed (unstable network, old equipment), while **in terms of skills development**, there is a need for job-specific, practical training (Office, SharePoint, ASP, cyber security).

External environment, financial framework: the economic programme treats ASP accession and the development of digital channels as priorities; at the same time, macroeconomic risks and the predictability of central resources require continuous management.

System environment – where we are now

ASP system and integrations. The municipal ASP specialist systems (document management, financial management, taxation, industry and trade, estate inventory, etc.) are integrated via data links; the IFORM forms on the E-municipality Portal are automatically filed and can be transferred to the taxation and other modules with pre-set parameters; a case tracking service is provided.

DMS One implementation and schedule

– July–December 2025: live task management, contract repository (NAVÜ export), e-signature, workflow for selected processes, management reports; filing still in Contentum.

– January 2026+: ASP-IRAT interface, partner synchronisation, automatic DMS workflow from documents filed in IRAT, and automatic ASP filing from DMS steps; the goal is for administrators and managers to access all necessary functions from the DMS interface.

Digital channels for the public. The Újbuda application features a smart map, event and publication management, opinion polls/votes, a digital city card, a coupon system and parking discounts; the news feed can be automatically updated with website integration.

Key problem areas

- **Contract management**: decentralised records, lack of version tracking and framework contract order tracking.
- **Policy management**: unclear approval process, no automatic review alerts.
- **Task and information flow**: informal distribution (verbal/e-mail), lack of uniform tracking.

Multi-level governance and actors

• Central level: operation of ASP specialist systems, legal compliance, integrations, VIR and central services; definition of parameterisation frameworks and interfaces.

• Local government level: development of local processes and authorisations; forms and filing rules; local workflows and approval chains; operation of public channels (website, application) and participation tools.

• Integration and interfaces: data connection between the ASP IRAT, GAZD, ADÓ systems and the local administrative environment (e.g. DMS), workflow triggers and status synchronisation, with a uniform interface for users.

Identification of case studies

The following cases cover processes that are **critical from an operational perspective**, high-volume, high-risk or customer-impacting. **A DMS workflow pattern** and/or **ASP connection point** is available for each of them.

Case 1 – Commitment and general approval process

Initial situation: paper-based submissions, circulating signatures, difficult-to-track statuses. **Solution: DMS workflow** with "general approval" and **"commitment"** templates; **e-signature**; configurable approval path (clerk/mayor's final signature). **Integration:** from 2026, **ASP-IRAT** automatic filing; transfer of commitment data to ASP **GAZD**.
Expected impact: 30-50% reduction in turnaround time; traceability, accountability audit trail.

Case 2 – Contract management and contract repository

Initial situation: isolated records (Excel, files), version tracking and framework contract order tracking deficiencies.
Solution: central contract repository (NAVÜ export), DMS workflow for the contract lifecycle (request → draft → approval → signature → fulfilment). **Integration:** connection **to order and invoice processes**; from 2026, contractual documents will be filed using the **ASP-IRAT** interface.
Expected impact: reduction of financial risks, deadline and entitlement management, reportability.

Case 3 – Incoming invoice receipt and invoice verification

Initial situation: manual reconciliation, paper signatures, slow closure.
Solution: Utilisation of **ASP-GAZD ↔ ASP-IRAT** integration; **DMS workflow "invoice verification"**, control steps (legal title, framework, performance).
Integration: automation with **ASP-GAZD** modules; regulated data flow between **IRAT** and **GAZD**.
Expected effect: reduction in cycle time and error rate; improvement in payment discipline.

Case 4 – Filing and document tracking (with e-forms)

Initial situation: paper-based file movement, delayed filing, lack of customer feedback. **Solution: Automatic filing of** IFORM forms on **the E-Government Portal**; **case tracking** with public data; **DMS workflow** initiation from IRAT events.
Expected impact: reduction in errors, measurability of SLAs, improved customer experience.

Case 5 – Participatory consultation and public case management (app)

Initial situation: scattered interfaces, low response rate, cumbersome feedback. **Solution:** use of the app's **built-in questionnaire/poll** module, **news feed integration** with the website, **smart map** for location-based questions; complaints/error reports appear **as tasks** in DMS.
Expected impact: more targeted feedback; data-based decision preparation.

Case 6 – Digital city card and parking discount

Initial situation: fragmented discount and partner management. **Solution: digital city card** in the app, **partner interface** for businesses, **coupon system**, **parking discount** management.
Expected impact: stimulation of the local economy, targeted communication, customer retention.

Use cases and workflows – brief process overviews

A) General approval process
Initiator: administrator/organisational unit → **DMS form** (subject, amount, attached document) → **automated route** (intermediate manager(s) → legal/financial control) → **notary/mayor** e-signature → **ASP-IRAT filing** (automatic) → **report**.

B) Commitment
Claim submission → framework and legal title check → responsible approvals → **e-signature** → **ASP-GAZD** recording → contract conclusion workflow initiation.

C) Contract life cycle
Claim → draft (version tracking) → legal control → **e-signature** → **Contract repository (NAVÜ export)** → order and fulfilment → invoice verification → closure/evaluation.

D) Incoming invoice
ASP-IRAT receipt → **DMS workflow invoice verification** (role-based checks) → **ASP-GAZD** accounting → payment → VIR reports.

E) Public notification/consultation

App notification/questionnaire → internal **DMS task** (responsible person, deadline, status) → push/email feedback → dashboard for managers.

Testing actions – Examples implemented in Újbuda in 2025

• Public vote via app (Újbuda-Lidl investment): controlled participatory vote conducted via the district app – rapid data collection, transparent summary, decision preparation.

• Újbuda Community Budget: annual process with online idea submission and voting; proposed integration into the application's questionnaire/voting module, with open project monitoring.

Mapping of actors and responsibilities

Representative body and committees – approval of strategic direction, regulations and budgetary frameworks; political authorisation of the modernisation goals set out in the economic programme.

Mayor/deputy mayors – representing digital priorities, setting an example in the use of **e-signatures** and transparent workflows ("tone from the top").

Clerk – legality, **document management**, internal procedures; supervision of the consistency of **ASP-IRAT** and **DMS workflow**.

Organisational units of the Mayor's Office – process owners in the areas of **commitment**, **contract** and **invoice management**, **filing** and **administration**; **change management and training**.

Municipal institutions (kindergartens, social services, cultural units, **Szent Kristóf Clinic**) – front-line service providers and data managers; areas for expansion of digital channels (appointments, information).

Economic and financial background organisation (e.g. GAMESZ) – integration of commitments, invoice verification and financial control into DMS/ASP processes.

Municipal-owned companies (e.g. **Média11** for communication tasks) – channel operation, uniform image and content workflow; app/website integration.

Local businesses and civil partners – **city card/coupon** ecosystem, smart map display, target groups for participatory consultations.

Residents – digital administration, **case tracking**, participation in consultations, use of city card discounts.

The key role of the municipal IT company **SMART11** during implementation:

- Technical implementation and integration: DMS One implementation, ASP interfaces, data gateway and middleware development (APIs, logging).
- UX/UI development and unified design system: coordination of internal and public interfaces; app/web service catalogue.
- Data asset management and reporting: management dashboards (VIR + local KPIs); data quality, master data consolidation.
- Training and support: employee onboarding, micro-learning materials, internal helpdesk.

Implementation and operating conditions

- **Technology:** full range of ASP connections; **DMS One** as a unified front end and workflow engine; automatic **filing/form import**; **VIR** reports.
- **Organisation and capabilities:** management commitment; **training programme** (Office, cyber hygiene, DMS use); **change management**.
- **Infrastructure:** network, VPN, equipment renewal; mobile access and e-signature support.
- **Financial framework:** long-term use of ASP results in cost and resource savings; a combination of local resources and grants is necessary to maintain the rapid pace.

- **Lead time** in commitment and invoice verification processes: **–30–50%** (baseline: Q4 2024; target: Q4 2026).

- **Paper consumption** in the Office: **–60%** (baseline: procurement data; target: Q2 2027).
- Automatic processing rate **for filing/forms**: **≥85%** in relevant case types (from Q2 2026).
- **Public participation** (app-based consultations): **+200%** increase in participation rate between 2025 and 2027.
- **Completeness of contract repository** (proportion of NAVÜ exportable records): **≥95%** (Q1 2026).

Risks and responses

- **Organisational resistance/lack of competence** → focused training packages, "super user" network, leadership by example (use of e-signature and workflow).
- **Interface delays and regulatory changes** → following ASP schedule (interface change authorised from 01/01/2026), **transitional hybrid** solutions in 2025.
- **Financial constraints** → Cost advantages of centralised operation of the ASP system, combining grant and partnership resources.

Summary

The **backbone** of Újbuda's digital transition is **the comprehensive use** of **ASP** and **DMS One** as a unified work interface and process engine. This forms the basis for the ecosystem of **financial and legal workflows** (commitments, invoice verification, contracts), **filing/case tracking, management reporting,** and **public channels** (app, website, e-forms). The above **case studies and use cases** provide targeted, quickly measurable points of intervention, in line with the 2025-2029 municipal development directions and the **"Innovation - Modern Újbuda"** target system.

3. Legal framework (EU and national regulations)

EU legal environment – what determines the implementation of the IAP?

Data protection – GDPR. The primary EU framework for municipal data processing is the GDPR (Regulation (EU) 2016/679), which defines the legal basis for personal data, the obligations of data controllers (e.g. transparency, purpose limitation, data minimisation), the enforcement of data subjects' rights and the handling of data protection incidents. During projects (ASP connection, DMS workflow, public app), GDPR compliance must be verified in each process and system design by conducting ad hoc data protection impact assessments (DPIA).

Cyber security – NIS2. The protection of network and information systems has been raised to a higher level by the NIS2 Directive (Directive (EU) 2022/2555). Although its implementation by Member States is gradual, the digitisation of the public sector and public services (e.g. ASP, DMS, e-administration) requires risk management, incident management, supplier exposure analysis and reporting procedures in accordance with NIS2 . Minimum measures (access management, logging, backup, training) are also becoming mandatory controls in municipal systems.

Electronic identification and signature – eIDAS. The eIDAS Regulation (910/2014/EU) ensures that qualified electronic signatures have the same legal effect as handwritten signatures in the EU, so the use of the mayor's/clerk's e-signature, official stamp and qualified time stamp results in fully legally binding digital approval in IAP workflows and contract repository processes.

Open data and reuse – Open Data Directive. Directive 2019/1024/EU encourages the reuse of public data and data financed from public funds. Accordingly, machine-readable, open formats and fair terms and conditions must be used for data categorisation at the Újbuda level (e.g. open spatial data, environmental data, budget visualisations).

Accessibility – Web Accessibility Directive. Directive 2016/2102/EU applies to public sector websites and mobile applications: the Újbuda website, e-forms and mobile app must comply with WCAG/EN 301 549 and an accessibility statement must be published.

Data ecosystem – Data Governance Act and Data Act. The Data Governance Act (2022/868/EU) supports the trustworthy transfer of public and private data and data altruism (e.g. connection to thematic data repositories). The Data Act (2023/2854/EU) establishes fair access to sensor and platform data, cloud provider switching and the prohibition of unfair contracts – this is key to the development of urban data asset utilisation and service provider contracts (DMS, app, cloud).

Artificial intelligence – AI Act. Regulation (EU) 2024/1689 introduces a risk-based compliance system. In a municipal environment, certain decision support systems (e.g. social care prioritisation) may be classified as high risk, while customer service chatbots are typically classified as 'limited/minimal' risk – with transparency and documentation requirements. When implementing the AI functions planned in the IAP, this compliance path must be followed.

National legal environment – obligations and opportunities

Data protection – Infotv. The domestic background to the GDPR is provided by Act CXII of 2011 (Infotv.), which also regulates the accessibility of data of public interest and the transparency of municipal data processing. The provisions of the Infotv. must be enforced in the data management policies and document management procedures of the office and municipal-owned companies, as well as in the data management information provided to the public via the app.

Cyber protection – Act LXIX of 2024 (Cyber Security Act) sets out requirements for the electronic information security of state and municipal bodies (security classification and level classification, IT security regulations, responsible persons and procedures). The correct classification and logging of systems related to ASP and DMS, as well as continuous risk management, are legal obligations.

Electronic administration and trust services – Eüsztv. and implementing regulations

Digital state – Dáptv. Act CIII of 2023 (Dáptv.) establishes a new framework for digital citizenship and digital services: identification, profile, mandatory digital service provision, and a state ecosystem of support services. On the local government side, this also means the use of e-identification, messaging and standardised service components.

ASP connection. The connection of local governments to ASP is regulated by **Government Decree 257/2016. (VIII.31.)** (system vs. interface connection, mandatory data reporting, centralised operation). Újbuda will become **a system connector** from 1 January 2026; the connection will be accompanied by a service contract and centralised rights management. The legal framework also requires the automatic filing of iFORM forms on the E-government Portal and the provision of case tracking.

Local government law – Mötv. Pursuant to Section 114(2) of Act CLXXXIX of 2011, the local government shall connect to the ASP **free of charge** for the performance of its mandatory tasks; the digital performance of mandatory tasks is thus based on the ASP system.

Public procurement. The procurement of ICT services (e.g. DMS add-ons, migration services, app development) is governed by **Act CXLIII of 2015** and its implementing rules (value limits, types of procedures, EKR, documentation). The principles of the Data Act regarding fair contract terms for service provider switching and shall also be incorporated into contractual practice.

Connection to Újbuda's planned solutions (ASP + DMS One + residential channels)

ASP + DMS One integration and scheduling. According to the plans, in Q4 2025, the workflows (general approval, commitment, invoice verification), the contract repository (NAVÜ export), management reports and e-signature will go live on the DMS side; From 1 January 2026, in addition to **the ASP-IRAT interface,** two-way filing/process initiation capabilities will be available. From a legal compliance perspective, this requires the integrated application of e-signatures/stamps in accordance with eIDAS, e-identification/administration in accordance with the Eüsztv. and operational controls in accordance with NIS2/Cybersecurity Act.

E-government Portal and iFORM. Mandatory electronic administration based on the Eüsztv. via the Portal and ASP document management (automated filing, case tracking). The expansion of e-forms and case types planned in the IAP can be achieved through integration in accordance with the ASP Regulation and compliance with data protection/accessibility requirements.

Public application and participation. The legal framework for the local application is provided by the Open Data Directive (2019/1024/EU), the Accessibility Directive (2016/2102/EU) and the GDPR (data processing information, consent/legitimate interest, objection, access rights, access log).. When designing participation features (questionnaires, polls), DPIA and anonymisation/pseudonymisation are key requirements.

Economic programme and ASP connection. Újbuda's 2025–2029 economic programme sets out the connection to the ASP and the development of digital channels in the "Modern Újbuda" pillar; the programme refers to the content elements of the ASP regulation (specialised systems, framework, data warehouse, operation: MÁK/NISZ/IdomSoft).

Mandatory compliance areas and IAP consequences

1. **Data protection (GDPR + Infotv.)**
   – **Legal basis matrix** for each system (forms, DMS workflow, app), updating of data processing notices, **DPIA** for processes where necessary; data processing agreements with public and market service providers.
2. **Cyber protection (NIS2 + Cyber Security Act)**
   – **Security classification and level classification**, vulnerability and incident management procedures, logging/backup, **access management** (RBAC/MFA), supplier requirements for DMS, cloud and app providers.
3. **Electronic administration and signatures (E-Government Act, eIDAS, new government regulations)**
   – Use of **qualified e-signatures/stamps** and time stamps in decision-making/approval chains; adequacy of **e-identification** and **electronic delivery**; recording of signature verification service provider procedures in accordance with the new rules promulgated on 6 November 2024. Data sharing, cloud and contracts (Data Act + public procurement)
4. **Data sharing, cloud and contracts (Data Act + public procurement)**
   – Contractual assurance of **cloud service provider change** and data export; exclusion of **unfair terms**, settlement of data ownership and access rights; EKR processes in accordance with Act CXLIII of 2015.
5. **Publication and accessibility (Open Data + accessibility)**
   – Publication of open format data sets, maintenance of **an accessible website and app**, operation of an accessibility statement and feedback mechanism.

6. **ASP-specific requirements**

   – **Automatic filing** and case tracking **of iFORM forms**, **ASP-IRAT–DMS** two-way connection from 2026; updating of internal regulations (document management, authorisation, e-signature) in accordance with the ASP Regulation and the service contract.

4. Objectives and measures

Strategic objectives related to local needs

Introduction and alignment

The following four strategic objectives form the backbone of Újbuda's digital transformation in the period 2025–2027. The objectives focus on **the digitisation of internal procedures**, **the development of digital infrastructure**, **the improvement of employee skills** and, as a fourth pillar, **data-driven, transparent and participatory local government**. The set of objectives builds directly on the priorities set out in the management documents (Modern Újbuda: **development of the Újbuda App, ASP connection)** and on the local needs and shortcomings identified in professional interviews and surveys (paper-based processes, unstable network, lack of a unified workflow and e-signature, training needs). International and domestic best practices (open data, participatory platforms, MyData, algorithm registry) form the professional basis of the fourth objective, incorporating the recommendations of URBACT experts on service development, transparency/participation and environmental responsibility, supplemented by structured action tables and metrics.

SO1 – Procedures: digitisation of work processes

Why is it important?

Internal procedures are currently paper-based in several areas, and decision-making and approval processes are fragmented. Uniform, e-signature-supported workflows are needed for contract, commitment and invoicing processes. With the introduction of DMS One and ASP integration, automated filing and partner synchronisation will be possible from 2026.

2025–2027 target state

• Paperless core processes: contract signing, commitment, invoice verification and general approval 100% in DMS One workflow by Q2 2026. • E-signature standardisation: management and departmental approvals from Q4 2025; full coverage by Q2 2026.

• Standardisation of e-signatures: management and departmental approvals from Q4 2025; full coverage by Q2 2026. • ASP–DMS One integration: automatic filing, partner synchronisation and process initiation from 1 January 2026.

• ASP–DMS One integration: automatic filing, partner synchronisation and process initiation from 1 January 2026.

Main interventions (measures)

• Workflow catalogue and implementation: general approval, "bianco" approval, commitment, invoice verification.

• Introduction and regulation of e-signatures: update of SZMSZ/publishing rules; role and authorisation management.

• ASP interface activation: automatic filing and reversal, partner synchronisation, document type-based process initiation.

• Integration of contract repository and invoice processes: reporting, NAV/invoice repository connections.

• Form front-end standardisation: coordination of E-government Portal and local front-end.

Key performance indicators (KPIs)

• Proportion of digitised case types in selected processes: ≥90% (Q2 2026).

• Proportion of documents signed with e-signatures in management decisions: 100% (Q2 2026).

• Reduction in turnaround time in the four key processes: –40% (Q4 2026).

• Proportion of incorrect/incomplete filings: –60% (Q4 2026).

Milestones and schedule

• Q3–Q4 2025: implementation of workflows, standardisation of e-signatures, launch of contract repository.

• 1 January 2026: launch of ASP-integrated operation (interfaces).

• Q2–Q4 2026: full process coverage, fine-tuning, reporting.

Responsible parties and stakeholders

Clerk; E-administration Group; Finance and Public Procurement departments; Legal; Document Management/Filing; DMS/ASP key users.

Risks and responses

• Organisational resistance → strong sponsorship, clarification of roles and responsibilities, pilots.

• Legal/SZMSZ inconsistency → accelerated policy updates.

• Integration delays → scheduled "dual operation" and rollback plan.

SO2 – Infrastructure: development of digital infrastructure

Why is it important?

Without a stable network, equipment and access management, process digitalisation is not sustainable. Based on interviews, the main risks are slow VPN, intermittent Wi-Fi, outdated equipment and lack of telephone exchange modernisation.

2025–2027 target state

• Network availability ≥99% across the entire office by Q2 2026. • Laptop/monitor replacement programme: 100% of critical jobs with new/suitable equipment by Q2 2026.

• Laptop/monitor replacement programme: 100% of critical jobs with new/appropriate equipment by Q2 2026.

• Unified communications platform (UC) and telephone exchange modernisation by Q3 2026.

Main interventions

• Network audit and stabilisation: Wi-Fi coverage, VPN optimisation, bandwidth and redundancy.

• Device fleet renewal: notebook + large monitor + docking station standard, DMS/ASP-compatible client profile.

• UC/telephone exchange development: unified directory, mobile client, call analytics, app/intranet integration.

• Identity and access management: role-based access, SSO to main systems.

Key performance indicators (KPIs)

• Network SLA compliance (≥99.5%); 50% reduction in the number of incidents.

• Average age of critical devices <36 months (Q2 2026).

• Proportion of extensions integrated into UC ≥90% (Q4 2026).

Milestones

• Q4 2025: network and device audit; development plan.

• Q4 2025–Q2 2026: device replacements, Wi-Fi/VPN stabilisation.

• Q3–Q4 2026: UC modernisation and SSO/IAM consolidation.

Risks and responses

• Budget constraints → gradual rollout, TCO optimisation, device leasing.

• Risk of operational disruption → scheduled maintenance windows, rollback plan.

SO3 – Training: developing employees' digital skills

Why is this important?

Technical developments alone are not enough; confident use by colleagues is the key to success. Basic digital literacy, cyber security and job-specific practical training are required, in a blended (e-learning + workshop) format and with strong on-site support during the go-live period.

2025–2027 target state

• DMS One/ASP key process training: 100% of the target group will complete the training by Q1 2026.

• Digital literacy and cyber awareness: annual e-learning + phishing simulation, ≥90% success rate by Q4 2026.

• Job-specific micro-training: at least 12 short, task-oriented modules/year.

Main interventions

• Training matrix and learning paths: basic (Office, e-signature, forms), intermediate (workflow, contract repository), advanced (reporting/analytics).

• Blended learning: e-learning + live workshops + floor-walking support; integration of ASP centralised training.

• Cybersecurity programme: annual phishing simulations, password management, phishing detection, device usage policy.

• "Champions" network: key users per department, knowledge base and short videos.

Key performance indicators (KPIs)

• Training coverage ≥95% (100% for key groups).

• Phishing simulation success rate ≥90% (Q4 2026).

• 50% reduction in floor support requests by the third month after go-live.

Milestones

• Q3 2025: training matrix, e-learning content, designation of champions.

• Q4 2025–Q2 2026: DMS/ASP one-focused training wave (aligned with go-live).

• Q3–Q4 2026: advanced reporting/analytics, annual cyber update.

Risks and responses

• Lack of time → micro-learning materials (10–15 minutes), weekly refresher "sprints".

• Motivation → badges, recognition, career path; practical, job-specific focus.

Training programme and monitoring (systematisation proposal)

Onboarding package for new colleagues: mandatory 2×90-minute module during the first 30 days (ASP basics, filing and case tracking; DMS tasks, approval, e-signature).

Continuous microlearning for all municipal employees: monthly 1×45-minute thematic "clinics"; 3-5-minute videos; knowledge base (FAQs, screenshots, short guides).

Measurement: short quizzes; process KPIs (throughput times, error rates); annual competency assessment; targeted refresher training for new functions.

SO4 – Transparency and data-driven participation

Why is it important?

The public expects reliable, direct and mobile-friendly information; there is a strong demand for app-based administration, interactive consultations and traceable decisions. International models (Decidim, open data, algorithm registry) strengthen transparency and trust.

Target state for 2025–2027

• Újbuda App as a customer portal: case initiation/form submission, case tracking and thematic consultations; at least 30 cases that can be handled electronically by Q4 2026. • Participation modules: ≥4 online consultations/votes per year; PB pilot in 2025.

• Participation modules: ≥4 online consultations/votes per year; PB pilot in 2025.

• Transparency and data: open data catalogue and algorithm registry by Q4 2026; live dashboard on key indicators.

Key interventions

• Expansion of the Újbuda App "one-stop shop": form filling and submission, case tracking, questionnaires/voting, push notifications; smart map, parking discounts, events, digital city card.

• Integration of the e-government portal and local front end: local synchronisation of central forms and automated cases in the app and on the website.

• Participatory platform pilot (Decidim logic): brainstorming, discussions, voting, project status tracking, PB module; App integration.

• Data gateway and open data: publication list, OGD catalogue, APIs; algorithm registry (AI/data usage descriptions).

• Strengthening communication channels: interactive newsletters, targeted push notifications, age-specific content; public education.

Key performance indicators (KPIs)

• Number/proportion of electronic transactions: +50% annually.

• Active app users: ≥25,000 (Q4 2026).

• Participation activity: ≥4 consultations/year, at least 2,000 unique participants/year.

• Open data sets: ≥30 published, updated data sets (Q4 2026); public algorithm registry.

Milestones

• Q4 2025: App features wave 1 (form front, questionnaire, smart map).

• Q2 2026: Expansion of case tracking and integrations; participation platform pilot.

• Q4 2026: PB pilot and publication of OGD/algorithm registry.

Risks and responses

• Low public adoption → targeted onboarding, incentives, involvement of community partners.

• Data protection risk → MyData/Solid principles, transparent data management, DPIA.

Cross-cutting elements (for all objectives)

• Governance and implementation: structured action tables (goal–measure–responsible party–deadline–resources–metrics), governance and monitoring framework.

• Law and regulation: updating of organisational and operational rules, filing/publishing rules, information security and e-signature rules.

• Communication and engagement: target group-specific communication, interactive newsletter and regular consultations.

• Financing: municipal budget, national tenders, EU funds; TCO optimisation.

• Sustainability: green functions and data (air/noise map, transport data) in the city dashboard.

Artificial intelligence — possible areas of application

• Customer service and FAQ chatbot (available in Hungarian and English) in the app and on the website.

• Document classification and file uploading: automatic case type recognition during filing, template recommendations.

• Summary and extraction: quick overview of committee materials, public procurement/investment documents.

• Predictive analytics: forecasting seasonal caseloads and resource scheduling.

• Transparency: algorithm registry and impact assessment template for local artificial intelligence use.

• Public space reports: image recognition support for categorisation (e.g. road defects, illegal waste disposal).

Summary impact

Together, these four objectives will shorten case processing times, reduce paperwork and administrative burdens, stabilise digital operations, develop staff skills, and improve the public experience and trust. Measurable efficiency gains can be achieved by 2026 through DMS One/ASP integration and the channelling of key processes into workflows; the app and participation modules enhance transparency and community decision support.

Action plan – summary table

Objective (SO)	Action	Responsible	Deadline	Source	KPI
SO1	Workflow catalogue and e-signature standardisation	Clerk, SMART11	2025. Q4	Local + tender	E-signature penetration 100%
SO1	ASP–DMS One interfaces go live	SMART11, E Involvement of e-administration group and Iktató	01/01/2026	Local	Proportion of automatic filing ≥90%
SO2	Network stabilisation and equipment replacement	SMART11	2026. Q2	Local + leasing	SLA ≥99%, average age <36 months
SO2	UC/telephone exchange modernisation	SMART11	2026. Q3	Local	UC coverage ≥90%
SO3	Blended training wave + phishing simulation	HR, SMART11	2026 Q2–Q4	Local + tender	Training coverage ≥95%, phishing ≥90%
SO4	Újbuda App – case portal and participation module	Cabinet (Média11 communication), SMART11	2026. Q4	Local + EU	Active users ≥25,000; ≥4 consultations/year
SO4	Open data catalogue and algorithm registry	SMART11, Legal group involvement	2026. Q4	Local	≥30 datasets; public registry

5. Areas of intervention

Summary of the initial situation

Based on professional interviews, internal surveys and strategic documents, the efficiency of municipal operations is currently limited by four interrelated factors: (1) paper-based, parallel work processes and an outdated internal regulatory environment; (2) deficiencies in digital competencies and change management capacities; (3) fragmented experience of public and internal digital interfaces (website–application–forms–case tracking); (4) deficiencies in integration between systems and workflow support. In the period 2025–2029, these four areas of intervention will reinforce each other to deliver measurable improvements in efficiency and quality.

Reform of the legal framework – towards 'fully electronic' operation

Strategic objective:

Comprehensive modernisation of the internal regulatory environment (Organisational and Operational Rules, Document Management Rules, internal approval procedures, contract management guidelines) in order to enable a fully electronic process with legal effect for most types of cases from 1 January 2026 (e-forms, e-signatures, electronic case files).

Justification:

The current legal/regulatory framework preserves paper-based signatures and parallel operations, while there is an organisational and technological need to standardise digital signatures, workflow and document management. The ASP-integrated operation expected from 1 January 2026 (ASP IRAT, ADÓ, GAZD) can only function effectively with modernised internal regulations.

Main interventions in 2025–2026:

Comprehensive review of the SZMSZ and Document Management Regulations: electronic case files, rules for the use of digital signatures/seals, preservation, retrievability, transparent rights management.

Uniform e-signature: extension of internal and partner organisation (business) use; introduction of an e-contract portal; authentic time stamp and archiving rules.

"Digital first" approval procedure: commitments, invoice verification, contract circulation and approval of regulations only in workflow; paper is the exception.

Updating data management and access principles: "minimum authorisation", logging, access revocation.

Algorithm registry and minimum AI ethics framework – for processes using digital decision support (pilot: procurement preparation, complaint handling pre-sorting).

Key performance indicators (KPIs):

By Q1 2026: 90% of commitments, 95% of invoice verifications, 100% of contract renewals electronically.

Proportion of external contracts concluded on the e-contract portal: 70%+.

Legal compliance audit "green" rating.

Responsible parties:

Clerk (legal framework), Internal Audit, IT and Records Management units.

Risks and mitigation:

Cultural resistance – change management and targeted communication.

Maturity of external partners – e-contract portal onboarding.

Legal interpretation issues – preliminary data protection/legal consultation.

Human resources and change management – improving digital skills

Strategic goal:

Between 2025 and 2027, establish a job-based, practical training system and a network of "digital ambassadors"; create internal support/enablement capacity (helpdesk, video tutorials) to increase the actual use of the functions of the systems introduced.

Starting point:

Wide variation in digital literacy; uncertainty about new systems (workflow and e-signature); parallel administration.

Main interventions:

Competence baseline: assessment by unit (Office 365/SharePoint, DMS, ASP, cyber hygiene, geoinformatics).

Job-specific training modules: archivist/filing clerk; administrator; finance/accounting; legal/public procurement; management reports.

Digital ambassador network (1-2 people in each department): on-site support, floorwalking, internal Q&A.

Change management: communication packages, gradual introduction ("no big bang"), encouraging early adopters.

Internal knowledge base: 2-3 minute micro-learning materials; templates; FAQs.

Key performance indicators (KPIs):

Training hours/person/year (min. 12 hours).

Digital process adoption rate (90%+ in target processes by 2026).

Time-to-complete –30%.

Number of support tickets –25%.

Responsible parties:

HR, Head of Education, IT, organisational unit managers.

Risks and mitigation:

Capacity shortage – scheduled, modular implementation.

Staff turnover – built-in onboarding/offboarding training material.

Humanisation of internal communication

• Plain language: short sentences, active voice, 5–7 line paragraphs; "why is this important?" section at the beginning of each procedure description.

• Samples and templates: approval notifications, task assignment, missing information; standard subject field prefixes (e.g., "[KÖT.VÁLL]," "[SZÁMLA]").

• Visualisation: flowcharts, status icons; 3-step checklist for each common task.

• Feedback: 2-click "Was it clear?" evaluation at the end of each guide; monthly summary for the PMO.

Development of digital interfaces (UX/UI) – retail and internal user experience

Strategic goal:

To create a mobile-first, personalised district digital experience (website + app) with a unified service map, push notifications, case tracking, simplified forms and accessibility.

Starting point:

The website's searchability and information architecture are limited; the app has proven features (bug reporting, news feed) but needs to be expanded; citizens clearly want mobile-friendly, transparent, personalised information.

Main interventions:

Újbuda.hu 2.0: reorganisation of content (life situation-based structure), powerful search engine, FAQ, visual guides; AA level accessibility.

Újbuda App 2.0: modular main screen (tile/feed), AI avatar-based assistant, integrated forms, case tracking and push notifications; city card and coupon system; participation module and smart map.

Service map: eligibility criteria, required documents, processing time, contact point; explanatory elements for "What does the local government do?".

Form ecosystem: uniform template system; automatic pre-filling; status notifications.

Public testing and measurements: target group-based usability tests; analytics (DAU/MAU, task success, drop-off); regular NPS.

Key performance indicators (KPIs):

Website task success 80%+.

Time-to-info –40%.

App DAU/MAU 0.25+.

Push opt-in 60%+.

Proportion of digital transactions 65%+.

Responsible parties:

Communications, IT, Customer Service; external UX research/development.

Risks and mitigation:

Parallel channels – channel strategy.

Data protection requirements – built-in consent and notification management.

Process and system integration (DMS–ASP) – "everything on one interface"

Strategic goal:

Gradual transition to DMS-based workflow between Q3 2025 and Q1 2026, ASP-integrated operation from 2026; the goal is for administrators and managers to access key functions (contract repository, task management, reports, e-signatures) on the DMS interface.

Starting point:

The DMS Workflow, Task Management, Contract Repository, E-signature and Management Reports modules can be launched in the second half of 2025; ASP-side interface operation can be launched from 1 January 2026 (with ASP IRAT, GAZD, ADÓ modules and partner synchronisation).

Main interventions:

Introduction of workflows: general approval (with flexible parameterisation), "blank" approval, commitment, invoice verification + 1-2 professional processes (pilot).

Contract repository + e-contract: NAVÜ data export; versioning; e-contract portal with external parties.

Task management + reporting: organisational and individual dashboards; SLAs; automatic notifications.

ASP integration planning: ASP IRAT filing triggers, partner synchronisation, GAZD–ADÓ data connections; case tracking publication.

Operating model: authorisation, logging, version change management; change management and support.

Schedule (milestones):

2025 Q3: workflow + e-contract pilot; training wave #1.

2025 Q4: full operation of commitment and invoice verification; management reports; training wave #2.

2026 Q1: first round of ASP integration (IRAT trigger, partner synchronisation); opening of case tracking.

Key performance indicators (KPIs):

Proportion of electronic cases without reversal 90%+.

Lead time –30–40%.

Rework –25%.

Contract retrieval time –60%.

Responsible parties:

IT (project), Finance, Legal, Administration, designated process owners.

Risks and mitigation:

Scheduling of ASP-side modifications.

Data consistency.

Workload in archiving – front-door load reduction, pre-screening.

The situation of smaller local governments: why is the ASP system sufficient for them?

In smaller municipalities, ASP alone covers typical administrative needs: uniform filing and case tracking; basic financial and tax processes; legal compliance and HelpDesk; central integrations (e.g. IFORM, NAV Online Invoice). For this reason, in many cases there is no need for a separate, customised DMS. It is worth introducing a DMS for a local government when there are complex, multi-departmental approval chains; contract repository requirements with version tracking and NAVÜ export; management reporting and robust task management; extensive external partner e-signature and portal functions are required.

Horizontal principles and support programmes

Data governance and transparency: open data catalogue; publication list; documentation of APIs and standard interfaces; Algorithm Register.

Security and compliance: cyber hygiene training; access management; privacy-by-design.

Participation: participatory testing (senior citizens, young tenants, entrepreneurs); citizen jury pilot.

Partnership: university and business collaborations, smart zone pilots.

Intervention map – goal–action–responsible party–schedule–indicator

Target area	Key action	Responsible	Timeline	KPI
Legal framework	Update of the Document Management Policy	Clerk, (Legal Group + Registrar)	2025 Q4–2026 Q1	100% legally effective e-process in the target group
Human resources	Job-specific training	HR, SMART11	2025 Q3–	12+ hours/person/year; 90%+ adoption
UX/UI	Újbuda App 2.0	SMART11	2025 Q4–2026 Q2	DAU/MAU 0.25+; task success 80%+
DMS One–ASP	Commitment workflow	SMART11, Finance	2026 Q1	Lead time – 30%; 90%+ electronic transactions

Resource and cost framework (high-level estimate)

Internal expenditure: project management, process owners, legal preparation, training – 3–5 FTE equivalents per year.

External expenditure: UX/research, development, licensing and operating costs, integration developments.

Resources: municipal own resources; tender and EU resources (digital capacity, e-government, open data, participation).

Expected impacts (end of 2026)

- 30–40% shorter lead times in financial and contractual processes.
- 90%+ electronic ratio in target processes; drastic reduction in paper use.
- More transparent, traceable customer files; less rework and lost information.
- Measurably better digital experience for the public (NPS, task success, DAU/MAU).
- Better decision support (management reports, open data), stronger organisational buy-in.

6. Measures and tasks

The 2025–2029 Economic Programme's "Modern Újbuda" pillar identifies connecting to the municipal ASP and further developing the Újbuda App/website as key priorities. DMS-based operations (workflow, e-contracts, task management, management reports), which will start in the second half of 2025, will switch to ASP-integrated operation from 2026 (IRAT/GAZD/ADÓ). The following package of measures provides the specific tasks, responsibilities, timetable and metrics for this.

SO1.1 Signing authority

Objective: A uniform, up-to-date signature and substitution matrix in the DMS to ensure legally valid approval paths.

Starting point: Paper-based/list-based records, inconsistent substitution logic.

Tasks (2025–2026): - Finalisation of the signature and substitution matrix (levels, exceptions, cases of substitution). - Setting up roles and approval chains in the DMS (general + "bianco" route). - Automate substitution (based on absence/period); notification rules. - Audit reports: monitor deviations/bypasses and extraordinary approvals. - Change communication and targeted management/administrative training.

Technical/legal conditions: updating of SZMSZ/IKSz; up-to-date HR data; access and logging rules.

Milestones: 2025 Q3 – matrix; 2025 Q4 – DMS pilot; 2026 Q1 – full launch and audit.

KPIs: number of deviations –50%; approval turnaround –25%; audit "green".

Risks & mitigation: incomplete data → full HR reconciliation; management workload → delegation, "bianco" workflow.

SO1.2 Digital signature

Objective: Uniform e-signature/e-seal and authentic timestamp in internal/external processes; e-contract portal.

Starting point: Mixed – paper and digital; varying maturity of external partners.

Tasks: - Selection/launch of e-contract portal; optimisation of templates for e-signature. - Time stamp and long-term archiving (metadata, preservation) rules. - Onboarding of external partners (guides, helpdesk, trial signatures). - Signatures initiated from DMS – status synchronisation and email notifications. - Targeted training/quick videos.

Milestones: Q3 2025 – legal/technical framework; Q4 2025 – pilot; Q1 2026 – rollout.

KPIs: 70%+ e-signed contracts; 90%+ paperless approval; rework –30%.

Risks: resistance from partners → supported onboarding; legal interpretation → preliminary legal/data protection control.

SO1.3 Frontend archiving programme

Goal: DMS to be the primary work interface; ASP IRAT interface triggers from 2026.

Starting point: Filing in Contentum; ASP interface can be activated from 2026.

Tasks: - DMS–ASP IRAT interface plan (filing type/archive item-based process initiation). - Development of partner synchronisation (ASP ↔ DMS). - Quick start tiles and interface optimisation for typical filing/administrative operations. - Hybrid pilot (filing↔workflow) and fine-tuning. - Publication of case tracking statuses (citizen view).

Milestones: 2025 Q3–Q4 – pilot + UI; 2026 Q1 – 1st ASP integration; 2026 Q2 – expansion.

KPIs: filing throughput –30%; number of clicks –20%; e-case initiation 90%+.

Risks: interface delay → schedule coordination; filing workload → front-door pre-screening.

SO1.4 Application forms frontend

Goal: Mobile-first, AA-accessible form ecosystem with status tracking, pre-filling, multilingualism.

Starting point: Inconsistent form quality; inconsistent validation.

Tasks: - Standardised form templates (mandatory fields, real-time validation, file upload, pre-filling). - Progress indicator, save-and-continue, case tracking components. - Multilingualism and AA level; "What does the local government do?" explanatory content. - Automatic

sorting (label/case type) and workflow initiation. - Usability tests (young tenants, 60+, entrepreneurs) + analytics (DAU/MAU, drop-off, task success).

Milestones: Q4 2025 – framework + 3 priority forms; Q1–Q2 2026 – extension.

KPIs: task success 80%+; drop-off –30%; digital submission 65%+.

Risks: content obsolescence → designation of ownership unit; privacy-by-design.

SO1.5 Procedural information

Objective: Searchable service map and procedure descriptions (authorisations, documents, fees, SLA, contact), linked to forms and case tracking.

Starting **point:** Multiple channels, lack of standardisation; difficult to answer the question "Where can I do this?"

Tasks: - Service catalogue + metadata schema (case type, SLA, fee, contact). - Life situation-based IA and search engine (synonyms, FAQ, visual guides/short videos). - Two-way feedback (evaluation/error reporting) and content governance. - Reporting: time-to-info, search success, most frequently asked questions.

Milestones: Q4 2025 – publication of top 10 cases; Q1–Q2 2026 – full coverage.

KPIs: time-to-info –40%; search success rate 80%+; incoming requests for "procedural information" –30%.

Risks: obsolescence → maintenance cycle; too many channels → channel policy.

SO1.6 Financial receivables and invoicing

Objective: Full electronic implementation of the commitment–invoice verification–payment workflow; transparent reporting of outstanding amounts, collections and liquidity.

Starting point: Paper/e-mail-based approvals; fragmented reports.

Tasks: - Launching commitment and invoice verification workflows (SLA, exceptions, notifications). - Linking Invoice Register 2.0 and Contract Register (versioning, references). -

Management dashboards (outstanding amounts, liquidity, performance, deadlines). - Plan for EFER and ASP GAZD/ADÓ data connections; uniform reporting scheme. - Supplier information (e-invoices, status notifications).

Milestones: Q4 2025 – financial workflows in operation; Q1 2026 – first ASP GAZD/ADÓ integration.

KPIs: lead time –30–40%; rework –25%; average outstanding receivables –20%.

Risks: data consistency → mandatory metadata; change management → targeted training.

Cross-functional tasks and governance

- **Project management:** PMO, process owners; weekly status, milestone review.
- **Measurement and reporting:** standardised KPIs; monthly management report (DMS/VIR); quarterly IAP review.
- **Security and compliance:** "minimum privileges", logging, privacy-by-design; algorithm registry.
- **Knowledge management:** FAQs, micro-learning materials, internal knowledge base; "digital ambassador" network.

Schedule

- **2025 Q3:** Signature matrix; legal/technical framework for e-signatures; DMS One pilot (approval).
- **2025 Q4:** Financial workflows; 3 priority forms; service catalogue v1; e-contract portal.
- **2026 Q1:** First integration of ASP IRAT/GAZD/ADÓ; publication of case tracking.
- **2026 Q2:** Expansion of filing and form functions; report consolidation.

Resources and risks

Internal: PMO (0.5–1 FTE), process owners (0.1–0.2 FTE per department), DMS admin (0.5 FTE), communication/UX (0.5 FTE).

External: UX/research, development, integrations, training; coordination of ASP-side modifications.

Main risks: timing differences on the ASP side; data quality; organisational resistance. **Mitigation:** scheduled rollout, pilots, mandatory metadata, targeted training.

7. Implementation and monitoring

Goal hierarchy and priorities (2025–2027)

The Újbuda digital IAP target system is organised around the following four strategic objectives (SO), in line with the previous chapters and the available organisational, financial and technological conditions:

SO1 – Procedures: digitisation of work processes (ASP connection, DMS workflow, e-signature, forms).

SO2 – Infrastructure: development of digital infrastructure and system integration.

SO3 – Education: development of employees' digital skills, change management.

SO4 – Data-driven and participatory governance: unified user interfaces, transparent reporting, two-way communication and feedback.

The implementation priorities (P1–P5) for the period 2025–2027 are as follows. The justifications are based on an internal situation assessment, a public communication survey and the available ASP/DMS schedule.

Priorities

Priority	Description	Justification	Timeframe	Key indicators
P1 – ASP & DMS integration	Connection to ASP specialist systems, introduction of DMS One workflow and e-signature, activation of ASP IRAT–GAZD–ADÓ interfaces. Making VIR/management reports available.	Interface change available from 01/01/2026; elimination of duplicate records; standardisation of management information.	Q3 2025–Q4 2026	Number of interfaces transferred; proportion of automated cases; reduction in average turnaround time; number of error tickets

P2 – Standardised digital interfaces	Simplification of customer and administrator interfaces (web/app); form and content standards; push notifications; FAQs/videos.	Retail feedback: too many channels, difficult to navigate; goal is user-friendly UX/UI and expanded access.	2025 Q4–2027Q2	Number of active users ; error rate of completed forms; NPS/satisfaction; reach rate in the 18–34 and 65+ age groups
P3 – Competence development	Role-based training programme: ASP/DMS modules, e-signature, data protection, IT security; change management.	Uniform knowledge and process discipline are prerequisites for the success of technological transition.	2025 Q3–2027 Q4	Training hours/person; qualification test results; process compliance; reduction in support tickets
P4 – Financial and accounting processes	Accounts receivable and commitment workflow; receivables and e-invoicing; financial reporting and controls.	Management and tax system integrations; cash process replacement; risk reduction.	2025 Q3–2026 Q4	Proportion of e-invoices; approval cycle time; proportion of late payments; number of reconciliation discrepancies
P5 – Data protection & security	Compliance with legislation, access and authorisation management, logging; incident management and regular audits.	ASP framework compliance; municipal reputation protection; risk mitigation.	2025 Q3–2027 Q4	Number of successful audits; severity of incidents; access anomalies; proportion of trained users

Implementation schedule and responsibilities

The schedule is aligned with the interface change option specified by MÁK (01/01/2026). The main milestones and responsible parties are shown in the table below.

Activity	Milestone / output	Start	End	Responsible party (R)	Contributors (A/C/I)
ASP–DMS preparation	Approval of interface specifications	2025 Q3	2025 Q4	Smart11 managing director	Clerk; DMS One; ASP/MÁK; Finance; Filing clerk
DMS workflow pilot	3 key workflows live (approval, commitment, invoice verification)	2025 Q3	2025 Q4	Project manager (DMS)	Department heads; Finance; Internal audit
Training programme wave 1	Role-based training and exams	2025 Q3	2026 Q1	HR+IT training coordinator	Department heads
ASP live integration	ASP IRAT–GAZD–ADÓ interface go-live	2026 Q1	2026 Q2	Smart11 executive	ASP/MÁK; DMS One; Finance; Filing; Tax
Unified user interface 1.0	Key forms and FAQ UX/UI update, push notifications	2025 Q4	2026 Q3	Head of Communications	Smart11; Customer service; Institutions

Financial reporting	Management reports and VIR dashboards	2026 Q1	2026 Q4	Chief Financial Officer	IT; DMS One; ASP
Training programme wave 2	ASP/DMS advanced modules, audit preparation	2026 Q3	2027 Q2	HR+IT training coordinator	Department heads
Security audit and fine-tuning	Annual audit report, development plan	2026 Q4	2027 Q1	Internal audit	Smart11; External auditor; Departments

RACI principle applies: R – Responsible, A – Accountable, C – Consulted, I – Informed.

Mapping of financial resources

The primary financial resource for implementation is the annual municipal budget. This may be supplemented by grant funds (e.g. TOP Plus), state programmes and, where justified, development loans or private capital partnerships. To manage liquidity risks, it is recommended to maintain a short-term current account credit facility.

Source	What it can be used for	Estimated budget (guideline)	Comment/condition
Municipal budget	Software licences, implementation, training, communication, audit	According to annual TB decision	Gradual, scheduled payment (2025–2027)
TOP Plus / EU	Digital service development, customer interfaces, competence	Dependent on tender	Limited budget in Budapest; project pre-qualification required

State programmes	ASP-related developments, legal compliance	Programme-dependent	Monitoring of central calls for proposals
Current account credit line	Temporary liquidity during the implementation period	≤ HUF 2 billion available	Annual repayment; only for temporary cash gap bridging
Private capital/PPP	Special developments, e.g. app development, cloud services	Ad hoc	Contractual risks, transparency requirements

Numerous directly accessible European Union subsidies are available for digitisation projects:

Programme	Focus	Support	Indicative budget/ceiling	2025–2027 window / phase	Újbuda – connection (P1–P5)
URBACT (Action Planning Networks)	Integrated action plan and learning between cities; creation/operation of ULG.	65–80% support.	Max. ~850,000 EUR/project; total ~20 mEUR in the call.	2nd Call expected: April–June 2026.	P2–P5 (UX/UI, participation, governance), IAP fine-tuning.
European Urban Initiative – Innovative Actions	Large-scale, experimental digital urban projects, including infrastructure.	80% funding.	Max. €6.25 million/project; ~€100 million budget.	4th Call: Autumn 2025 (submission Spring 2026).	P2–P4 (digital platforms, data-driven decision-making, service improvement).

European Urban Initiative – City-to-City Exchange	Rapid inter-city knowledge exchange, peer support.	10–20 kEUR/project.	—	Continuous submission.	P2–P5 (adaptation of good practices).
Digital Europe Programme (DIGITAL)	GenAI in public administration (Apply AI), data repositories (DS4SSCC), cybersecurity, HPC.	50/75/100 % depending on the type of action.	E.g. DIGITAL-2025-AI-08-SUPPLY-AI: EUR 21 million (procurement support) + EUR 2 million (CSA).	Submission e.g. 2 September 2025; further calls 2026–2027.	P1–P2–P4–P5 (ASP–DMS, UX, reporting, security).
Horizon Europe	R&D&I and missions (e.g. Climate-neutral & Smart Cities), digital twin, data, mobility, energy.	Typically 100% (RIA/CSA).	Total ~EUR 93.5 billion (2021–27).	Work programme-based, continuous calls 2025–2027.	P2–P4 (pilots, demonstrations, digital twin).
Interreg Danube Region Programme (DRP)	Transnational cooperation: innovation, digital/smart specialisation, skills development.	80% + 15% (+5%) for Hungarian partners.	Total budget ~266 million EUR; typically 8–12 partners.	4th call: Sept. 2025; submission: 15 Dec. 2025.	P2–P3 (competence, digital capacity), P4 (service development).
Interreg HU–SK	Cross-border cooperation; education, social innovation, healthcare and	80% + 15% (+5%).	150–600 kEUR/project; allocation: ~28 mEUR (HUSK-2501).	Announcement: 1 August 2025; submissio	P3 (training), P2 (digital customer service/education).

	digital tools.			n: 15 December 2025.	
Other: CERV, Creative Europe, EU4Health, Erasmus+, I3	Participation, culture, digital health, skills, interregional innovation.	Programme-dependent.	—	Several calls during 2025–2027.	P2–P3 (participation, skills), thematic projects.

Risk analysis (SWOT) and mitigation

Strengths (S) **• Integrated operation of central ASP specialist systems** **• DMS One workflow/e-signature capabilities** **• Availability of management reporting (VIR)**	**Weaknesses (W)** **• Fragmented user interfaces** **• Lack of competence and capacity during transition** **• Maintenance of parallel systems during transition**
Opportunities (O) • Reduction of turnaround times and errors through automation • Improve public outreach (push/UX) • Data-driven decision support and transparency	Threats (T) • Legal/technical delays in interfaces • Budget constraints, withdrawals • Cybersecurity incidents, data protection risks

Key risks and responses:

Risk	Probability/impact	Mitigation	Responsible
Interface slippage (ASP–DMS)	Medium / High	Joint project management with ASP/MÁK; reserve time before launch; parallel operation	IT project manager
Cost overrun	Medium / Medium	Phased implementation; cost gates; activation of resource mix; licence optimisation	Finance director
Resistance to change	High / Medium	Training programme, champion network; ongoing communication and support	HR+Communication
Data protection incident	Low / High	Role-based access, logging, regular audits and education	Data protection officer
Service interruption	Low / High	DR/BCP; scheduled maintenance; status communication protocol	IT operations

Monitoring and reporting

Monitoring takes place on several levels: (1) process KPIs (workflow throughput, errors, automation rate), (2) financial and cost KPIs (budget utilisation, savings), (3) user KPIs (satisfaction, NPS, access), (4) security indicators (access anomalies, incidents). Reports are discussed monthly at the PMO level and quarterly at the management level (clerk, mayor/deputy mayors, finance and IT managers).

KPI	Definition	Target value 2026	Data source	Responsible
Average turnaround time	Number of days from submission to decision in priority workflows	-25	DMS reports / ASP VIR	IT+department heads
Proportion of automated cases	Percentage of processes containing automatic steps	≥ 60%	DMS	IT
Proportion of e-invoices	Electronic invoices as a percentage of all incoming invoices	≥ 80%	GAZD/DMS	Finance
User satisfaction	NPS/CSAT for digital platforms	≥ +30 NPS	Questionnaires / app	Communication
Security incidents	Number of moderate/serious incidents	0 serious / year	ITSM / logs	Data protection officer

Reporting calendar: monthly PMO status (operational), quarterly management report (strategic), semi-annual public summary (transparency and feedback), annual audit report.

Management and decision-making

Implementation is coordinated by a small PMO (project management team), which reports directly to the clerk. The PMO is responsible for monitoring deadlines, resources, risks and financial performance, as well as decision preparation and communication.

To ensure stakeholder involvement, a quarterly ULG/Stakeholder forum (institutions, civil society and business representatives) is held, with separate focus sessions on key processes (e.g. construction, social services, taxation).

It is worth considering introducing a district Chief Digital Officer (CDO) position, whose tasks would include: responsibility for implementing the digital strategy; PMO management; supervision of ASP–DMS–App integrations and metrics; quarterly management reporting.

Action table (detailed implementation list)

Number	Action / Task	SO/Priority	Deadline	Responsible	Result / Output	KPI
A	Finalisation of ASP–DMS interface specifications	SO1 / P1	2025 Q3	IT project manager	Approved interface package	Spec. accepted
A2	DMS workflow pilot launch (3-e process)	SO1 / P1	2025 Q4	Project manager (DMS)	Live workflows	Throughput time –10%
A3	Training programme wave 1	SO3 / P3	2026 Q1	HR+IT	Qualification exams above 80%	Exam results
A4	Uniform form and UX	SO4 / P2	2026 Q2	Communication+IT	UX/UI guidelines,	Error rate –30%

	standard				templates	
A5	ASP live integration (IRAT–GAZD–ADÓ)	SO1 / P1	2026 Q2	IT	Live interfaces	Double recording 0%
A6	Management reporting and VIR dashboards	SO4 / P4	2026 Q4	Finance	Dashboard package	Reporting time –30%
A7	Security audit + development plan	SO2 / P5	2027 Q1	Internal audit	Audit report	Serious incident 0
A	Easy-to-understand public report	SO4 / P2	Half-yearly	Communication	Online summary	Reach +10%/half-year

8. Conclusions

The digital transition of Újbuda has begun, but without a unified implementation framework covering the entire operation of the local government and a focused action plan, the impact will fall short of its potential. The objectives set out in the current IAP – digitisation of procedures, infrastructure development, competence building, and the fourth, customer experience and transparency focus – remain valid, but clarifying priorities and sequencing, the scheduled transition to DMS/ASP integration, and data- and communication-driven management will be crucial in the next period.

Lessons learned – why is focused implementation necessary?

Operational reality

Based on internal interviews, the greatest losses stem from paper-based, fragmented and untraceable processes, the lack of digital signatures and workflows, and isolated systems. Contract management and commitment are particularly critical, and internal information flow and task tracking are essential unified tools. Skills are heterogeneous; training must be job-specific and practical.

External expectations

The Economic Programme 2025–2029 sets out the direction of digital developments (application development, ASP connection) in the "Modern Újbuda" pillar, while the budgetary environment is shrinking, so efficiency-enhancing digitalisation cannot be postponed.

Communication reality

Communication with the population is fragmented today, with some channels underperforming; there is a strong demand for visual, short, personalised content. Two-way dialogue, feedback and transparency are expected, especially among younger and 65+ target groups, who use different channels.

Conclusion: The "why" is no longer a question. The "how" is crucial: a strictly scheduled, DMS-centric workflow transition between 2025 and 2026, with realistic milestones for ASP integration and a parallel competence and communication programme.

System integration – DMS One as an "operating system", ASP as a "backbone"

According to the DMS One implementation plan, task and contract management, e-signature, basic workflows and management reports will be live by December 2025, while filing and general document management will remain in Contentum. From 1 January 2026, the ASP system (ASP IRAT, GAZD, ADÓ) will become regularly interfaceable, with the aim of enabling administrators to access the necessary functions on the DMS interface and enabling automated filing and partner synchronisation in ASP.

Connection to the ASP is free of charge and will bring significant long-term savings in terms of operation, legal compliance, integration and helpdesk support; the integrated operation of specialist systems (e.g. document management, financial management, tax) will reduce repetitive manual recording and speed up administration.

Conclusion: The realistic path is to consolidate contract, task and approval processes in DMS in 2025, and from 2026 onwards, to gradually transition to a "single interface – multiple back-end systems" operation with ASP interfaces.

Priorities and sequencing – what should we focus on first?

The following blocks will have the greatest impact and make the 2026 ASP integration meaningful:

P1. Workflow-based approval and commitment

A single flexible, configurable approval chain (clerk/mayor final signature), "bianco" process and dedicated commitment/invoice verification workflow – these provide the most time and transparency gains.

P2. Centralised document repository + NAVÜ export

Uniform contract content management with version tracking and reporting instead of decentralised Excel/paper.

P3. Internal task management and board decision tracking

Uniform distribution, deadline and status tracking, visibility in management reports.

P4. Making digital signatures routine

Strengthening internal and partner acceptance (templates, guidelines, training), with a special focus on financial processes.

P5. Competence programme "learning on the job"

Short, job-specific micro-learning materials (Outlook, SharePoint, DMS, cyber security), internal helpdesk and "superuser" network.

Public service customer experience – Újbuda App and participatory tools

The expansion of the district app and digital platforms (news, polls, fault reporting, e-card, events) is a suitable "antechamber" for digital administration and measurable public involvement (AI assistant, personalised feed, gamification, integrated questionnaires).

According to European best practices, people-centred, transparent and interoperable solutions increase trust and usage. Specifically, these can include algorithm registration, integration with the Újbuda app participation portal and a data gateway supporting the "once-only" principle.

Conclusion: The DMS/ASP transition taking place "in the background" must be translated into a tangible public experience on the front end – app, website, bot.

Communication conclusions – implementation communication and public dialogue

What is our message?

"Faster administration, less paperwork" – with specific examples (e.g. commitment processing time reduced from X to Y days).

"Traceable decisions" – tracking of committee decisions on a public dashboard.

"You decide" – regular mini-consultations in the app (projects, public service experiments).

Who? (segmentation)

16–34: short videos, stories, app push notifications, chat-based information;

35–64: newsletters, targeted Facebook/Instagram, service guides;

65+: simplified information, paper/TV supplements, but increasingly smartphone-optimised content.

Where and how? (channel mix)

Core: ujbudai.hu (simplified FAQ + “How do I do it?” videos), Újbuda app (push + voting), newsletter.

Community: coordinated calendar for representatives and official pages, uniform visual templates.

Office–public “chat”: thematic, Q&A (supported by AI assistant).

What makes it two-way? (feedback)

At the end of each campaign, “What have we learned?” post + justification of rejected ideas.

Quarterly communication KPI report (reach, opens, clicks, engagement, satisfaction).

Conclusion: Communication is a project management task: dedicated manager, calendar, target group matrix, KPI reporting – all coordinated with DMS and IAP milestones.

Budget and risk awareness

Due to the macro environment and centralised deductions, net central resources are decreasing; therefore, most of the actions planned in the IAP must be implemented cost-effectively, through internal reorganisation and cost-effective digitalisation, supplemented by (EU/domestic) grant funds. Wage increases are becoming permanent, further increasing the pressure to improve efficiency.

Main risks and responses

Management/user resistance → mandatory "pilot → scale" order, visible success stories, superuser network.

Technical/data integration risk → gradual expansion of ASP interfaces, maintaining the "single interface" principle, rollback plans.

Communication noise → consolidation of channels, clear "next step" CTAs instead of repetition.

Final "roadmap" – what happens now?

Immediate (0–3 months)

Finalise the specifications for the 5–7 priority workflows (approval, commitment, invoice verification), the authorisation repository process description and the task management policy.

Launch the "Learn-by-doing" competency programme (micro-modules, super users).

Open the "Digital transition" public subpage with monthly status updates.

Short term (3–12 months)

DMS activations, management reports, regular communication KPI reports.

Újbuda app: questionnaire/poll module, push notifications, administrative guides.

Medium term (12–24 months)

ASP interface extensions (ASP IRAT triggers, partner synchronisation, DMS→ASP filing), reinforcement of the "single interface" principle.

Launch of the initial version of the participation portal and algorithm registry.

1. Appendix: Glossary – Abbreviations and technical terms used in Újbuda's digital strategy

Abbreviations (in alphabetical order)

- **ADÓ / GAZD / IRAT** – The municipal **ASP** (Application Service Provider) tax, management and document management systems. The strategy refers to the sharp interfaces between **IRAT–GAZD–ADÓ** in several places.
- **AI** – Artificial Intelligence. Areas of application: customer service chatbot, document classification, summarisation, predictive analytics, algorithm registry.
- **Algorithm registry** – Public registry of algorithms (AI, automatisms) used by the local government; a tool for transparency and accountability.
- **APP / "Újbuda App"** – District mobile application with "one-stop shop" administration, case tracking, questionnaires/voting, smart map, parking and digital city card functions.
- **ASP** – *Application Service Provider*; state-operated municipal specialist system package (document management, financial management, taxation, etc.), with uniform authorisation management and integrations (e.g. iFORM). Advantages: compliance with legislation, centralised operation, integrated data flow.
- **CDO** – *Chief Digital Officer*; the manager responsible for implementing the digital strategy (PMO management, ASP–DMS–App integrations, metrics).
- **DMS One / DMS** – Document and management (workflow) system; the digital backbone of approval chains, contract and invoice management, integrated with ASP.
- **DPIA** – *Data Protection Impact Assessment*; required for high-risk data processing.
- **eIDAS** – EU regulation on electronic identification and trust services; framework for qualified e-signatures/stamps, time stamps and e-delivery.
- **EKR** – Electronic Public Procurement System; platform for digital procurement.
- **Eüsztv.** – Act on Electronic Administration (HU); legal framework for e-identification and e-delivery.

- **GDPR + Infotv.** – EU Data Protection Regulation and Hungarian Freedom of Information Act; legal basis matrix, information notices, requirements for data processing agreements.
- **IAP** – *Integrated* Action Plan (URBACT); framework and schedule for the strategy's actions.
- **iFORM** – State online form (ASP) format; enables automatic filing and tracking of incoming applications.
- **KPI** – *Key Performance Indicator*; implementation metrics (e.g. turnaround time, e-signature penetration).
- **Media11** – The local government's communications company, also involved in the development of the App's communications.
- **Metacity** – URBACT thematic project; Újbuda's role: development of the first comprehensive digital strategy and implementation plan.
- **Metaverse / Digital twin** – Persistent digital spaces and a "virtual model" of the city for pre-testing and involvement in decision-making.
- **MFA** – *Multi-Factor Authentication*; cyber security requirement.
- **NAVÜ** – National Data Asset Agency; recipient of necessary data exports from the contract repository.
- **NIS2** – EU Cybersecurity Directive; security classification, incident management, logging, access management (RBAC/MFA).
- **OGD** – *Open Government Data*; publication of data catalogues for transparency.
- **PB** – *Participatory Budgeting*; first district pilot 2025–2026.
- **PMO** – *Project Management Office*; a small unit supporting the implementation of the strategy.
- **Q "QUARTER"** – stands for Q1, Q2, Q3, Q4, which refer to the four quarters of the calendar year.
- **RBAC** – *Role-Based Access Control*.

- **SLA** – *Service Level* Agreement; e.g. network availability (≥99%).
- **SMART11** – IT company of the Újbuda Local Government; implementer of DMS/ASP integrations.
- **TCO** – *Total Cost of Ownership*; criteria for financing and procurement decisions.
- **UC** – *Unified Communications* (telephone exchange, chat, video, etc.).
- **ULG** – *URBACT Local Group*; quarterly stakeholder forum (institutions, civil society, entrepreneurs).
- **URBACT** – EU urban development programme, methodological and networking framework for strategy development.
- **UX/UI** – *User Experience / User Interface*; unified user experience and interface guidelines, templates.
- **MIS** – Management Information System / dashboard; real-time indicators that can be queried from specialist systems.

Technical terms (with meanings according to usage)

- **Dashboard** – Management control panel with metrics and process statuses (e.g. MIS).
- **Data Act** – EU legislation on data access and sharing; also affects cloud service provider contracts and data export.
- **Digital Twin** – See: Digital twin; a virtual model of a city.
- **Open Data / Accessibility** – Maintenance of open, machine-readable data sets and accessible (AA) websites/apps.
- **Stakeholder** – Affected party (resident, institution, business) involved in ULG/forums.
- **Workflow** – Regulated digital work process (e.g. commitment, invoice verification, contract approval).

2. Appendix: Introduction to Újbuda ULG

The ULG is a forum for colleagues from different fields, which applies an integrated, multi-level approach to the development of digital strategy. Cooperation between organisational units enables coordinated progress towards Újbuda's digital transformation goals. Linking strategic directions and implementation functions ensures that all levels of the local government are active participants in the change and that a flexible, service-oriented digital infrastructure is built.

- Máté Ábrahám (former project manager and ULG coordinator): With his extensive experience in EU projects, Máté coordinated the work of different departments and aligned the digital strategy with the local government's priorities. His role in the mayor's office strengthened the relationship between the project and the local government leadership.
- Dr Marcell Takács (expert, former project assistant): As an e-government expert, Marcell works with various municipal departments to ensure that digitalisation efforts are based on best practices and research. His task is to collect ideas and opinions from ULG members and municipal departments, which will also appear in the final IAP material.
- Dr Viktória Rávai (Head of Department, Administrative Department): Viktória has previously worked with ASP systems at the Óbuda Local Government and uses digital solutions on a daily basis in her work.
- András Görög (former city councillor responsible for digital transformation, committee chair): As city councillor overseeing digital transformation, András promotes political support and coordination between departments, ensuring that the digital strategy receives support at the political level.
- Dóra Karig (deputy chief of staff): With her experience in digital projects in the private sector, Dóra bridges the gap between strategic planning and practical implementation, aligning project objectives with the operational capacities of different departments.
- Zoltán Kiss (Project Manager, European Union Administrator, European Union Integration Office): He took over the coordination of the project after Máté Ábrahám's departure. He is an experienced European Union administrator who has already managed numerous EU tenders in the district.

- Gábor Maruzs (managing director, Smart11): Gábor combines Smart11's technical expertise with the project's objectives, identifying digital solutions suitable for different departments and promoting coherent IT integration.
- Viktor Pintér (IT specialist, E-Administration Group): Viktor has a key role within the Office in relation to the introduction of the ASP system and is in daily contact with various municipal departments and colleagues.
- Péter Szikra (Smart11 entrepreneur): Péter, who specialises in UX/UI, works on digital interfaces in line with the user needs of various departments, promoting a seamless digital experience for both citizens and staff.
- Edina Tóth (commercial administrator, Commercial Group): The commercial group is the only unit in the local government that operates entirely digitally (from the perspective of residents/businesses and local government staff), so this unit already has a wealth of practical experience.

3. Appendix: Contributors

Professional preparation:

Dr. Marcell Takács

Professional contributors, interviewees:

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