

(1) Promotion of Digital Investment

A. Role Sharing Between National and Local Governments

How do national and local governments divide roles?

(Examples: Countries where national leadership promotes standardization, countries where local initiatives create regional strengths, countries that emphasize decentralization and citizen participation)

In Denmark, national and local governments share responsibility for digital governance through a coordinated, multi-level approach. This ensures collaboration, efficiency, and citizen-centric service delivery across all tiers. A common Digital Public Infrastructure (DPI) underpins this model, enabling interoperability through shared standards and secure data exchange. DPI supports integrated services, reduces silos, and provides a solid foundation for future digital needs. While complex and resource-intensive to develop, the long-term benefits of DPI are central to driving effective digital transformation. In Denmark, the 98 municipalities are key to delivering a wide range of public services tailored to local needs, within national regulatory frameworks. To support efficient and coordinated digital service delivery, they use a joint municipal infrastructure that standardises IT solutions while allowing for local flexibility. This shared approach enhances collaboration, optimises operations, and supports the broader goals of Denmark's digital transformation. Denmark's healthcare system is structured across three levels - state, regional, and municipal - ensuring coordinated, high-quality care. The state, through the Ministry of Health, sets national policies and regulations. The five Danish regions manage hospitals, general practitioners, and psychiatric services, focusing on specialised and operational healthcare delivery. Municipalities, represented by KL (Local Government Denmark), provide community-based services such as prevention, home care, rehabilitation, and elderly care. This multi-level framework supports a highly digital healthcare system, underpinned by national portals and registries. Denmark's integrated eHealth governance involves all levels of government, ensuring that digital health initiatives are aligned, efficient, and responsive to citizens' needs. This collaborative structure fosters innovation while maintaining consistent, citizen-centred care across the country.

B. Outcome Indicators and Goals

What indicators or targets have been set?

(e.g., the percentage of businesses engaged in DX)

Digital Hub Denmark said that they do not hold this information or have such specific targets.

C. Budget for Digital-Related Projects

How much budget is allocated by the national and local governments?

(Scale, budget structure, priority allocation, etc.)

In April 2023, Denmark introduced a comprehensive digitalisation strategy for the period 2024–2027, allocating DKK 800 million (approximately €107 million) to fund 25 strategic initiatives. These initiatives aim to advance Denmark's digital transformation, focusing on areas such as artificial intelligence, automation, digitalisation of SMEs, green transition through digital solutions, and enhancing digital competencies across society. This funding is distributed across various sectors and levels of government: National Level: The Ministry of Finance and the Agency for Digital Government oversee and coordinate national digital initiatives, ensuring alignment with overarching national goals. Regional Level: The five Danish regions manage healthcare services, including hospitals and general practitioners, and are responsible for implementing digital solutions within their jurisdictions. Local Level: The 98 municipalities, represented by KL (Local Government Denmark), handle primary healthcare services and eldercare. They are also involved in implementing digital solutions tailored to local needs. Priority areas for funding include:

- Enhancing citizen-facing digital services
- Improving data interoperability and security
- Supporting the green digital transition
- Promoting digital inclusion and skills developm

This strategic approach ensures that digital investments are aligned with national objectives while addressing the specific needs of regional and local communities.

D. Support for SMEs' DX by National and Local Governments

What concrete support is provided to promote DX in small and medium-sized enterprises? (e.g., subsidies, hands-on support, dispatch of experts, simplification of application procedures)
How do they engage with companies that are reluctant to undertake DX?
(What kinds of incentives or motivational approaches are used?)
How are local governments contributing to cultivating a DX-oriented culture?
(Key points or practices)

Please refer to <https://en.digst.dk/digital-transformation/smedigital/>

(2) Promotion of Human Resource Development and Retention

A. Development of Digital Talent

How do local governments foster digital talent (both within the public sector and in private companies)?
(e.g., training programs, collaboration with universities, use of online learning platforms)

Local governments in Denmark actively foster digital talent both within the public sector and the private sector through a range of initiatives. They collaborate closely with universities, technical

schools, and private sector partners to develop specialised training programs tailored to the evolving needs of digitalisation. These programs include apprenticeships, internships, and co-created curricula that blend academic knowledge with practical skills. Moreover, municipalities promote the use of online learning platforms and digital tools to enable continuous professional development for public employees. Training initiatives often focus on key digital skills such as data analytics, cybersecurity, AI, and user-centric design, ensuring that the workforce stays up-to-date with technological advancements.

B. Retention of Digital Talent in Local Areas

What policies are being implemented to retain digital talent in rural or regional areas?
(e.g., support for U/I/J-turn relocation, work style reforms, reskilling initiatives)

To retain digital talent, especially in rural and regional areas, Danish local governments implement several supportive policies. These include promoting flexible work arrangements and remote work options that accommodate diverse lifestyles and help attract talent back to less urban areas—a concept sometimes linked to “U-turn” or “I-turn” relocations. Municipalities also invest in reskilling and upskilling initiatives to ensure local workers can transition into digital roles as the economy evolves. Support for quality of life factors, such as affordable housing, strong community networks, and access to digital infrastructure, further aids retention. Collaboration with regional innovation hubs and business clusters helps create attractive environments for digital professionals, boosting local economic development and talent sustainability.

Please see for an example: <https://www.digitalhubdenmark.dk/talent-attraction>

(3) Development of an Environment that Supports Autonomous Initiatives

A. Deregulation Related to Digitalization

What regulatory reforms are in place to accelerate digitalization?
(e.g., revisions of ordinances or regulations)

B. Support for Residents

What support is provided to bridge the digital divide for low-income individuals or the elderly?

C. Improvement of Citizen Services

What are some cases where digitalization of administrative procedures has improved public services?

(e.g., government service reforms based on resident feedback, continuous measurement of citizen satisfaction, digital democracy initiatives, online voting, public consultation platforms, participatory workshops, surveys)

The legal foundation for Denmark’s public sector digitalisation rests on administrative laws and principles that guarantee fundamental rights to citizens and businesses while setting clear legal and ethical standards for public authority. The Ombudsman plays a vital role in ensuring

compliance with these rules. It is important to note that while Denmark has a robust national legal framework to support digitalisation, it also operates within the broader context of European Union regulations, which set binding standards and rules that all member states must follow. This ensures consistency and interoperability across borders but also means that certain aspects of digital regulation are shaped at the EU level. A major driver of Denmark's digital transformation was the comprehensive revision of laws between 2012 and 2015, which established obligatory digital self-service as the preferred or exclusive channel for many government services. For example, businesses must use designated digital platforms - such as for VAT reporting - to meet their obligations. For citizens, digital self-service is also prioritised but must be accompanied by appropriate support, including access to computers or alternative solutions tailored to individual needs. Regardless of individuals' starting points, digital solutions and public services must be accessible to all citizens. Digital inclusion is a key focus, ensuring equal access not only to internet and devices but also to digital skills, knowledge, and confidence - especially for those facing challenges due to disabilities, age or limited digital literacy. While most Danish residents are comfortable using digital technology, the public sector recognises the importance of balancing technological progress with the needs of citizens who may struggle to keep up, providing necessary assistance and alternative options. Notably, some obligatory digital services predate these reforms. For instance, students applying for the national universal student grant are required to use a self-service digital platform, through which all related communication and payments are conducted.