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Summary

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Chapter 1 – General

This document is organized to provide 2 separate set of user guides and templates for preparation of Digital Transformation Strategies and Roadmaps, one for MSMEs and one for PSOs.

The package for MSMEs is provided in Chapters 2 and 3, and package for PSOs is found in Chapter 4 and 5.

Each package is structured as a separate document, with cover page, table of content, text with instructions and guide, and annexes, including the semi-structured interview guide.

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Chapter 2 – DT Methodology and User Guide for MSMEs

Digital Transformation Methodology and User Guide for MSMEs

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1. Purpose and Logic of the Methodology

This guide provides a structured methodology for advisors supporting Micro, Small, and Medium Enterprises (MSMEs) in designing and implementing digital transformation strategies. It offers a step-by-step advisory logic to help advisors assess organizational needs, design solutions, and guide implementation.

The methodology is pragmatic and tailored to MSMEs' operational realities, recognizing limited resources and time constraints. Advisors are guided to analyse current digital maturity, identify gaps, prioritize interventions, and produce actionable digital transformation roadmaps.

The guide explains: how to interpret information provided by MSMEs, - how to combine qualitative insights with structured digital maturity evidence, and - how to translate findings into a realistic Digital Strategy and Roadmap.

Guide is based on the application of the:

- Digital Transformation Strategy and Roadmap template for MSMEs
- Semi-structured Interview guide for MSMEs
- Analysis and synthesis of information from the application form (information for the applicant MSMEs) and DMA
- Case studies, and best practice

2. Advisory Principles for MSMEs

Advisors start by understanding the organization, its operations, challenges, and goals. Before applying any tools or templates, advisors must follow three core principles. First, business problems precede digital solutions. Technology is introduced only when it clearly addresses an operational, managerial, or control problem identified by the MSME. Second, simplicity and scalability guide all recommendations. Proposed solutions must be easy to adopt today and capable of gradual expansion as the enterprise grows. Third, ownership remains with the MSME. The advisor's role is to structure thinking, provide options, and sequence change—not to replace management decisions. These principles should be explicitly reflected throughout the strategy document, even when not stated verbatim.

Advisor engagement focuses on:

- Diagnostics: Mapping current processes, systems, and digital capabilities.
- Problem identification: Clarifying operational or strategic constraints.
- Objective setting: Defining the desired state for digital transformation.

3. Evidence Base, Data Analysis, and Information Synthesis

A defining feature of this methodology is the systematic analysis and synthesis of information from multiple sources to develop a holistic understanding of the MSME. No single source is sufficient on its own; value is created through their deliberate combination.

The application form provides the structural baseline of the enterprise. It allows the advisor to understand the company's formal characteristics: size, sector, geographic presence, turnover dynamics, and declared level of digital usage. At this stage, the advisor does not attempt to draw conclusions but instead forms initial hypotheses about (1) scale constraints, (2) operational complexity, and (3) potential exposure to digital risks or opportunities. These hypotheses guide the focus of subsequent analysis.

The semi-structured interview is the primary analytical instrument. Information collected here is qualitative and contextual, allowing the advisor to understand how the enterprise actually functions beyond its formal description. Through discussion of (a) daily operations, (b) decision-making practices, (c) bottlenecks, and (d) breakdowns under pressure, the advisor learns how value is created, where inefficiencies arise, and how information flows within the business. Interview responses are analyzed thematically, with particular attention to recurring problems, dependencies on individuals, and areas where lack of timely information affects performance or control.

The Digital Maturity Assessment (DMA) introduces a structured, comparative perspective. DMA results are analyzed alongside interview findings to validate or challenge perceptions. The Digital Maturity Assessment (DMA) evaluates the organization's current digital capabilities across key dimensions, such as:

- Operational efficiency
- Data management and reporting
- Customer or stakeholder interaction
- Internal coordination and collaboration

For example, low scores in data management or process integration are examined in light of concrete operational examples raised during interviews. The assessment identifies digital gaps, prioritizes areas for intervention, and informs roadmap design. DMA therefore functions as a calibration tool, anchoring qualitative insights in a standardized maturity framework.

Information synthesis occurs when these three sources are combined to form an integrated view of the MSME. Advisors assess how business objectives, operational realities, and digital maturity interact. This synthesis enables the advisor to distinguish between: - structural constraints versus temporary issues, - expressed wants versus actual needs, and - technology gaps versus process or governance gaps.

The outcome of this analytical process is a shared understanding of the MSME's current situation, its development trajectory, and its realistic digital transformation needs. This understanding forms the analytical backbone of the strategy and roadmap and ensures that proposed digital interventions are relevant, proportionate, and grounded in evidence.

4. From Diagnosis to Strategy: How to Use the Template

4.1. Establishing the Current State

The first analytical task is to describe the MSME's current state in a way that is accurate, neutral, and useful for decision-making. This includes a concise description of business operations, existing digital tools, and the overall digital maturity profile.

Advisors should avoid evaluative language at this stage. The goal is to ensure that both the advisor and the MSME share a common understanding of how the business currently functions and where its limitations lie.

4.2. Defining Digital Gaps as Business Problems

Digital gaps should be articulated as business-relevant constraints, not as missing software or systems. For example, a gap may be described as lack of real-time visibility over cash flow, dependence on manual reconciliation, or inability to scale operations without adding administrative staff.

Only gaps that materially affect efficiency, control, or growth should be retained. This prioritization is essential for MSMEs, where resources are limited and focus is critical.

At this stage, examples from case studies, as well as best practices may apply, depending on the context and the subject at hand; if there are parallels between the scope and the functional need of institutions, ie. cases between MSMEs in a particular industry may apply, either similar operational business aspects, dwelling also into lessons and best practices, i.e.. Webshop, CRM, ERP solutions, and so on.

The role of AI and advanced analytics should be considered carefully. Their use must be justified by clear functional needs, such as workload optimization, predictive analysis for policy planning, or improved service responsiveness, rather than innovation signalling.

Use of AI in business supporting systems is another venue that will need to be factored into the process of identification and definition of digital gaps. Bearing in mind that AI has found application in a very broad range of systems, from optimization of operations to far reaching business analytics and handling of customer relations.

4.3. Formulating the Digital Vision and Objectives

The digital transformation vision should describe a plausible future state of business, typically over a three-year horizon. It should be ambitious enough to justify change, but realistic given the MSME's capacity.

Strategic objectives translate this vision into concrete aims. Advisors should limit the number of objectives and ensure that each one is clearly linked to an identified gap. Objectives that cannot be measured or observed in practice should be reformulated or discarded.

5. Designing the Digital Transformation Path

The Digital Transformation Strategy sets medium-term objectives, defines transformation pillars, and aligns digital initiatives with organizational goals. Pillars group initiatives by thematic focus (e.g., operations, data, or customer interaction). Each initiative addresses a clearly defined problem and proposes a solution.

The digital transformation process in the phase of the identification of the solution, can keep a focus is the advisor remembers to reflect the following axioms:

- Problem-driven approach: Technology solutions must address clearly identified organizational challenges.
- Scalable and proportional interventions: Initiatives should match the organization's capacity.

Vendor-neutral guidance: Focus on capabilities, not specific products!

5.1. Structuring Transformation Pillars

Transformation pillars provide a logical structure for organizing initiatives. For MSMEs, pillars should remain few and intuitive, such as (a) operations efficiency, (b) data and reporting, (c) customer interaction, or (d) internal coordination. However, when drafting strategies, the number of pillars may differ, certainly by way of reflecting particularities of a specific task. Each pillar should respond directly to one or more prioritized gaps and support at least one strategic objective.

5.2. Selecting and Describing Digital Solutions

Technology choices must be justified in functional terms. Advisors should explain what a solution enables the business to do better, faster, or with less risk, rather than focusing on technical specifications or vendors.

The proposed digital architecture should remain modular, allowing the MSME to implement solutions gradually without locking itself into complex systems prematurely.

Best cases as well as case studies may equally provide a reference for selecting digital solutions, whereas this needs to be approached with due consideration and diligence. For this purpose, DIG-4K has produced a list of digital solutions, providing a grouped approach.

Advisor is to will need to be critical of his perspective, rather than trying to find facts to fit a solution to an MSME, he should rather adopt a vendor-neutral guidance: Focus on capabilities, not specific products. Such that any product or specific vendor proposition, should that be the case, is a result of the workflow following systematic review of the MSME under the digital transformation diagnostic approach.

Cybersecurity and data management considerations must be proportionate. The objective is to ensure basic protection, continuity, and access control, not enterprise-level complexity.

6. Roadmap, Implementation, and Change

The roadmap translates strategy into action. The identified technological solution, in addition to the technical specifications, will also produce a list of activities and resource requirements. Advisors should define clear phases, each with a specific purpose and tangible outcome. Timelines should reflect real implementation effort, including configuration, testing, and user adoption. The Digital Transformation Roadmap sequences initiatives, assigning responsibilities, timelines, resources, and monitoring indicators. The roadmap translates strategic objectives into actionable steps, balancing ambition with feasibility.

Dependencies between actions must be explicit. Where capacity constraints exist, sequencing should favor early wins that build confidence and demonstrate value.

Project management tools may be used to produce schedules according to Critical Path Method, and where indicated Gantt Charts may be also prepared.

Change management in MSMEs is primarily about user adoption. Advisors should identify who will use the new tools, what minimal training is required, and how resistance or hesitation can be addressed pragmatically.

7. Resources, Risks, and Monitoring

Investment estimates should be transparent and realistic. Advisors should clearly distinguish between external costs and internal effort required from the MSME.

Key risks—technical, organizational, or financial—should be openly discussed. Mitigation measures should focus on simplification, phased implementation, and external support where necessary.

Monitoring relies on a small set of meaningful indicators linked to the initial DMA and strategic objectives. The emphasis should be on learning and adjustment rather than formal reporting.

DT Strategy and Roadmap template foresees introduction of KPI for monitoring purpose of the strategy; this is related to the implementation and results. Accordingly, the advisor will work to identify what set of KPI s will work best to monitor and report results of the digital transformation effort.

8. Role of DIG-4K Advisory Support

DIG-4K's role is to accompany MSMEs throughout the transformation journey by providing structured guidance, technical orientation, and implementation support where appropriate.

DIG-4K project partners are specialized in areas of digital technology, accordingly, they will provide specialized information – expertise, for each of the four group of services and the corresponding sub-services. Which may include workforce development - trainings, financial guidance – support for access to finance, expertise related to technical processes and more; incorporating AI, HPC, or/and cybersecurity as cross-cutting where such approach is indicated.

Advisors provide technical guidance, capacity-building, and progress monitoring, ensuring that solutions are adopted effectively. Support may include:

- Guidance on digital tools and platforms
- Staff training and awareness
- Risk mitigation and resource planning

The advisor remains a facilitator and enabler, ensuring that digital transformation remains aligned with business reality and delivers tangible value.

9. Ensuring Quality and Consistency

A high-quality digital strategy for MSMEs is one that is understandable, implementable, and owned by the enterprise. Advisors should continuously test recommendations against MSME capacity and readiness, ensuring that the final strategy document functions as a practical decision-making tool rather than a theoretical report.

10. Best Practices, Case Studies, and Lessons Learned

Best practices for the MSMEs are drawn from the first list of MSMEs benefiting from the digital transformation support (services) by DIG-4K, provided by ALT.

These DT strategies are:

- DT Strategy and Roadmap Bletari Elisa
- DT Strategy and Roadmap Atelier ODNA
- DT Strategy and Roadmap The Brain Maze

10.1. Best Practices

Analysis of these very different industry MSMEs benefiting from the support, their strategies and early implementation processes allow for identification of some of the best practices that are universally applicable and transferable:

- a. Anchor digital transformation in core operational bottlenecks, not technology ambition

Across all three cases, successful transformation starts by targeting the most binding operational constraints: fragmented sales channels (ODNA), informal transactions and customer management (Bletari Elisa), or human-dependent workflow orchestration (The Brain Maze). Digital tools were effective where they directly reduced delays, errors, and coordination costs, rather than where they merely introduced advanced technologies. This confirms that transformation should be problem-driven, not tool-driven.

- b. Use phased sequencing to manage risk and adoption capacity

All strategies apply phased roadmaps that separate foundational digitalization from advanced automation. Core systems (e-commerce, CRM, workflow management, data repositories) are implemented first, while higher-risk or capital-intensive components (IoT, AI-based QC, full automation) are introduced incrementally or piloted. This sequencing reduces disruption, allows learning-by-doing, and protects business continuity.

- c. Combine automation with explicit quality gates and human oversight

A consistent best practice is the use of structured quality control gates—manual, automated, or hybrid—at critical points in the process. Whether through human review in creative workflows (ODNA), product and compliance checks (Bletari Elisa), or AI-driven validation with escalation paths (The Brain Maze), quality assurance is embedded into workflows rather than treated as a final checkpoint.

- d. Treat skills development as a core investment, not a support activity

All three strategies integrate structured training as a core pillar of transformation. Digital tools deliver value only when staff can confidently operate, interpret, and adapt them. Role-specific upskilling (creative, operational, technical, managerial) proved essential for adoption, resilience, and long-term sustainability, particularly in small teams with limited redundancy.

- e. Embed governance, data protection, and IP considerations from the outset

Cybersecurity, data protection, and intellectual property governance are addressed early across cases. This is especially critical where digitalization increases exposure to customer data, platforms, or AI-generated assets. Early attention to GDPR compliance, access controls, versioning, and rights management reduces downstream legal, financial, and reputational risks.

10.2. Lessons Learned

(Cross-Cutting)

1. Organizational constraints matter as much as digital maturity

Limited staffing, role concentration, and owner-dependency emerged as major hidden risks in all cases. Digitalization can mitigate but not fully compensate for weak organizational structures. Clear role definition, delegation, and process ownership are necessary complements to technical solutions.

2. Market access and coordination efficiency often limit growth more than production capacity

In both traditional and digital-native businesses, scaling constraints were driven less by production capability and more by coordination inefficiencies—sales channels, customer communication, workflow handovers, or approval delays. Digital transformation delivers the highest returns when it shortens feedback loops and reduces friction between process stages.

3. Advanced technologies must be economically justified and operationally sustainable

IoT monitoring, AI-based validation, and full automation offer strong potential but only when aligned with realistic cost–benefit expectations. Hybrid or semi-automated models often

provide the best balance in early stages, allowing enterprises to capture efficiency gains without locking themselves into high fixed costs or scarce skill dependencies.

4. Interoperability and integration complexity are the primary technical risks

As systems scale, the main risk shifts from tool selection to integration reliability. Differences in APIs, data formats, latency, and error handling require deliberate architectural design and dedicated technical capacity. Underestimating this complexity can lead to bottlenecks, instability, and rising maintenance costs.

5. External ecosystems are critical enablers of transformation

None of the cases succeeds in isolation. Access to external finance, digital innovation hubs, technology vendors, and advisory support significantly reduces risk and accelerates implementation. Structured ecosystem support is especially important for MSMEs undertaking complex or first-time digital transformations.

Chapter 3 – DT Strategy & Roadmap Template for MSMEs

Outline for the Digital Transformation Strategy & Roadmap [MSME]

(Micro, Small and Medium Enterprises - MSME)

This is a document template for drafting of Digital Transformation Strategies and Roadmaps for Micro, Small and Medium Enterprises, used in the DIG-4K project

Introduction, Purpose, and Use of the Template

This Digital Transformation Strategy and Roadmap template is designed to support micro, small, and medium-sized enterprises (MSMEs) in planning and implementing practical, scalable digital transformation initiatives aligned with their business objectives and operational realities. It provides a structured yet flexible framework to assess current digital maturity, identify priority gaps, and define a phased roadmap for adopting digital solutions that improve efficiency, competitiveness, and resilience. The template emphasizes affordability, modularity, and measurable business impact, enabling MSMEs to move from ad-hoc digitalization to a coherent, sustainable transformation process.

Organization of the Template and Flexibility of Use

The template is organized in a logical and business-oriented sequence, moving from company context and problem definition to the digital vision, strategic pillars, technology choices, implementation planning, and performance monitoring. While it provides a standardized structure to ensure completeness and comparability across MSMEs, it is intentionally flexible and modular. Enterprises may adjust the depth, emphasis, and terminology of each section to reflect their size, sector, business model, and level of digital maturity, and may expand, merge, or simplify sections as needed to align with specific business objectives, funding requirements, or implementation capacities.

The template defines the overall structure of the digital transformation strategy and roadmap through a set of headings and subheadings that indicate how information should be organized. At the same time, it allows the digital transformation expert and supporting partners to tailor the content by expanding, reducing, omitting, or adapting sections to suit the enterprise's operational realities and strategic priorities.

Provided in the form of a strategy outline, the template serves as a practical guide for the digital transformation expert in structuring the document, collecting relevant information, and planning the advisory and implementation process with the MSME. It functions simultaneously as a planning tool, a checklist, and a strategy template to support a coherent and outcome-oriented transformation process. Specific adaptation will most of all depend on the nature/industry of the MSME and the size of the company, further determined by the level of digital maturity and the market potential and ambition of the business representatives.

The length of the document will vary depending on the scope and complexity of the intervention and the characteristics of the MSME. As a general guideline, the strategy should

aim to remain within 15 to 25 pages, excluding the cover page, executive summary, and annexes. To maintain clarity and usability, detailed analyses, technical specifications, and supporting data should be included in annexes, allowing interested readers to explore further details while keeping the main sections concise and accessible for business owners, managers, and potential financiers.

Cover Page

Cover Page
Document Metadata (Beneficiary MSME, Author, Partners, Date)
Disclaimer / Funding Acknowledgement
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1. Executive Summary

This section summarizes the business context, digital challenges, and objectives of the transformation. It outlines the proposed digital solutions, implementation approach, and expected impact on productivity, growth, and competitiveness, enabling management and financiers to quickly assess relevance and feasibility.

The executive summary section will usually be organized to present the following information:

Purpose of the digital transformation
Brief company context and growth challenge
Key digital gaps and strategic intent
Overview of proposed solution and roadmap
Expected outcomes and high-level benefits

(Concise, decision-maker focused)

2. Company Profile & Strategic Context

This section describes the company's core activities, market position, customer segments, and growth ambitions. It situates digital transformation within the enterprise's business strategy, competitive pressures, and operational scale, clarifying why transformation is necessary at this stage.

Section on the scope of the enterprise and the business context may usually present or is organized to elaborate on the following categories:

Company background and ownership
Core business model / value creation logic
Market position and competitive context
Scale of operations (turnover, workforce, locations)
Strategic objectives and growth ambitions

(This section anchors "why digital transformation is necessary now")

3. Current State Assessment

This section reviews existing business processes, digital tools, and ICT infrastructure. It assesses digital skills, data practices, and system fragmentation, identifying constraints that limit efficiency, scalability, and management control.

The document section on assessment of current conditions and situation will usually be organized according to the following sub-headings:

3.1 Operations Overview	3.2 Current Digital Technologies & Infrastructure	3.3 Digital Maturity Snapshot (DMA)
•Core operational processes (production, services, sales, logistics) •Organizational structure and workflows	•Hardware and connectivity •Software systems in use •Data management practices •External dependencies (outsourcing, platforms, third parties)	•Summary of digital maturity assessment •Key strengths and weaknesses •Benchmark positioning (where relevant)

4. Digital Gap & Problem Definition

This section identifies key operational inefficiencies, manual processes, and information gaps affecting performance. It defines how current limitations increase costs, reduce visibility, or constrain growth, establishing a clear business case for digital investment.

This sub-section will have typically the following content, or subjects elaborated:

Key operational bottlenecks

Inefficiencies caused by manual or fragmented systems

Risks (scalability, compliance, data, cybersecurity)

Consequences of “no transformation” scenario

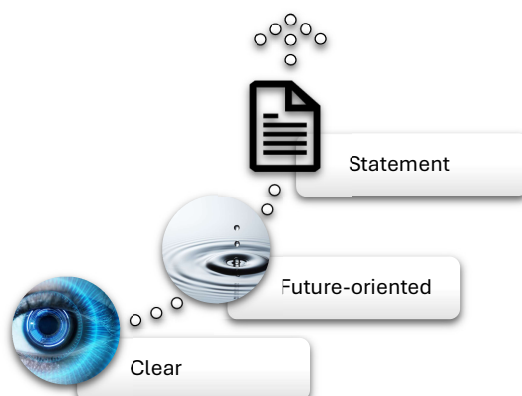
(This section justifies investment and change)

5. Vision & Strategic Objectives

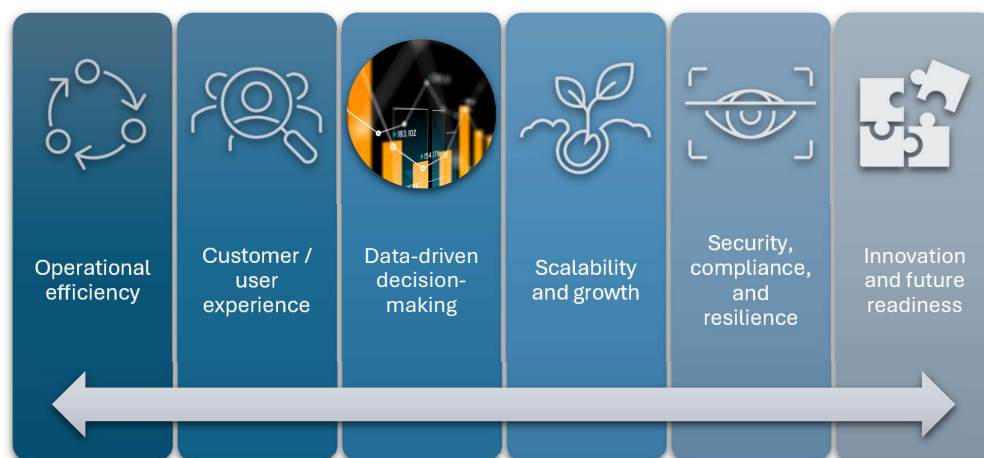
This section presents a practical vision for a more efficient, data-driven, and scalable enterprise. Strategic objectives focus on operational efficiency, improved customer experience, better financial control, and readiness for growth and compliance.

6. Digital Transformation Vision

The sub-section on the vision for this particular digital transformation vision is will aim to produce one, **[clear, future-oriented vision statement]**.



7. Strategic Objectives

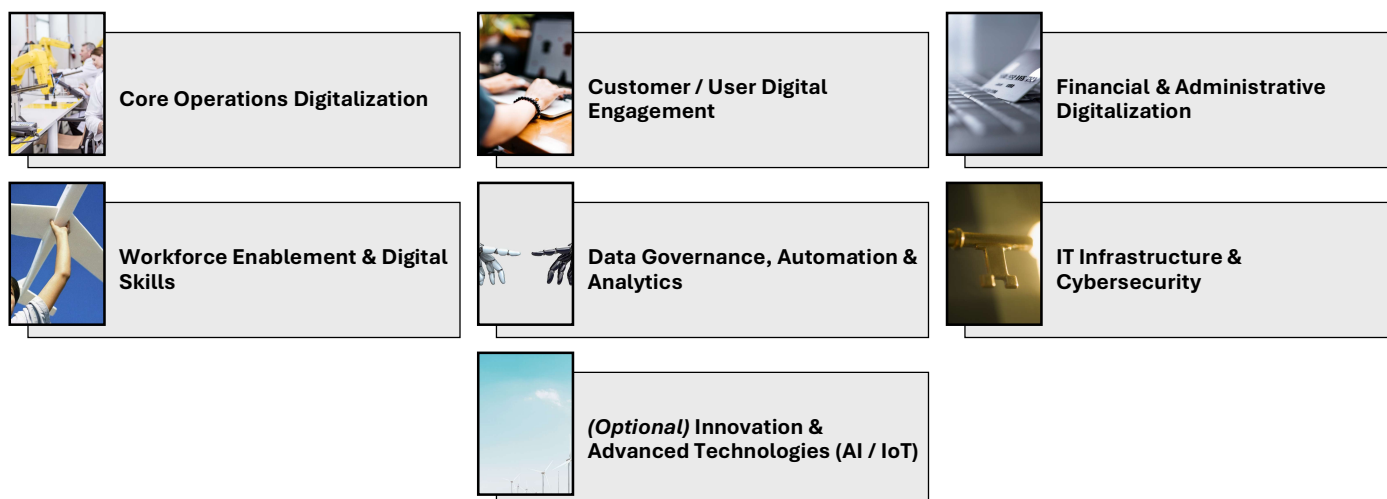


Digital Transformation Pillars

(4–7 pillars, depending on company complexity)

This section organizes the transformation into priority pillars such as operations, sales and customers, finance, people, and data. Each pillar defines targeted improvements that collectively modernize the enterprise while remaining affordable and manageable. Each pillar includes: Objective, Scope and Strategic alignment.

The following are the most commonly encountered pillars in DT Strategy and Roadmaps for MSMEs:



8. Technology Proposition & Solution Design

This section defines the selected digital solutions and how they work together. It prescribes scalable, user-friendly, and cost-effective systems—such as ERP, CRM, e-commerce, or production tools—favouring modular solutions that grow with the business.

8.1. Technology Selection Rationale

Build vs buy

COTS / ERP / SaaS logic

Selection criteria (cost, scalability, usability, APIs)

8.2. Proposed Digital Architecture

Core platforms (ERP, SIS, CRM, Webshop, etc.)

Integrations and data flows

Hosting model (cloud / hybrid)

8.3. Functional Modules & Capabilities

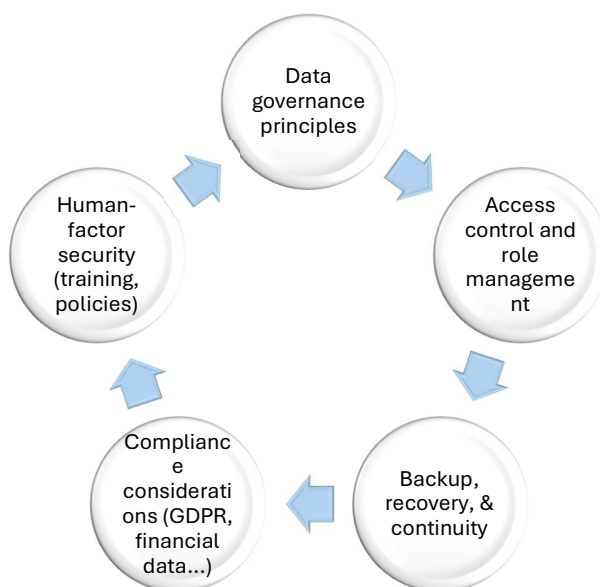
Module-by-module functional description

Alignment with pillars

(Technology-agnostic in structure, technology-specific in content)

9. Cybersecurity & Data Management

This section outlines how business data will be structured, protected, and used for decision-making. It prescribes basic cybersecurity measures, access controls, backups, and compliance practices proportionate to the size and risk profile of the enterprise.

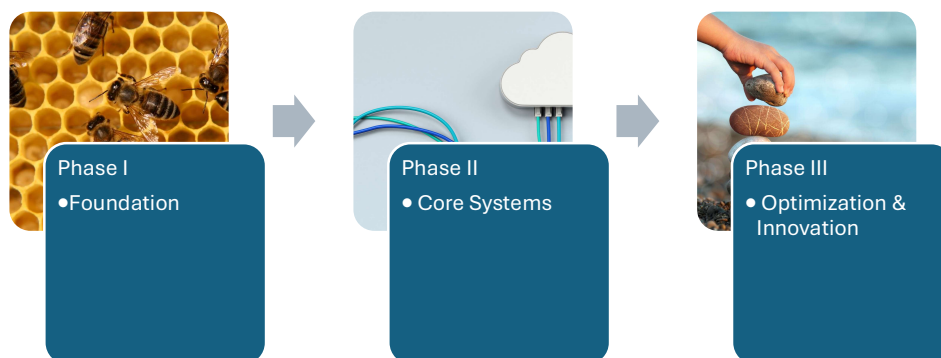


10. Roadmap & Implementation Plan

This section presents a phased implementation plan aligned with operational priorities and cash flow. It sequences foundation and quick wins, core system deployment, and optimization to minimize disruption and ensure early benefits.

The section will usually contain a list of activities, structured in phases, guided by objectives – results. For this reason, section may contain a Ghant Chart, with the structure of activities, organized in phases, outcomes/objectives, and dependencies; such that it supports a project management approach via CPM methodology. Implementation roadmap will provide a total duration of the Digital Transformation Journey, and also provide a list in a form of narrative of activities and outcomes/objectives, as well as identification of resources critical for implementation (ie. MSME counterparts, or other pre-conditions).

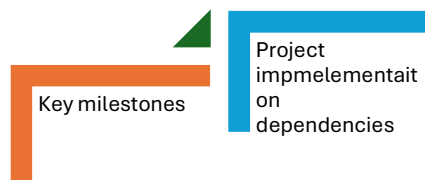
1. Phased implementation approach



2. Timeline and schedule (days/ weeks / months)

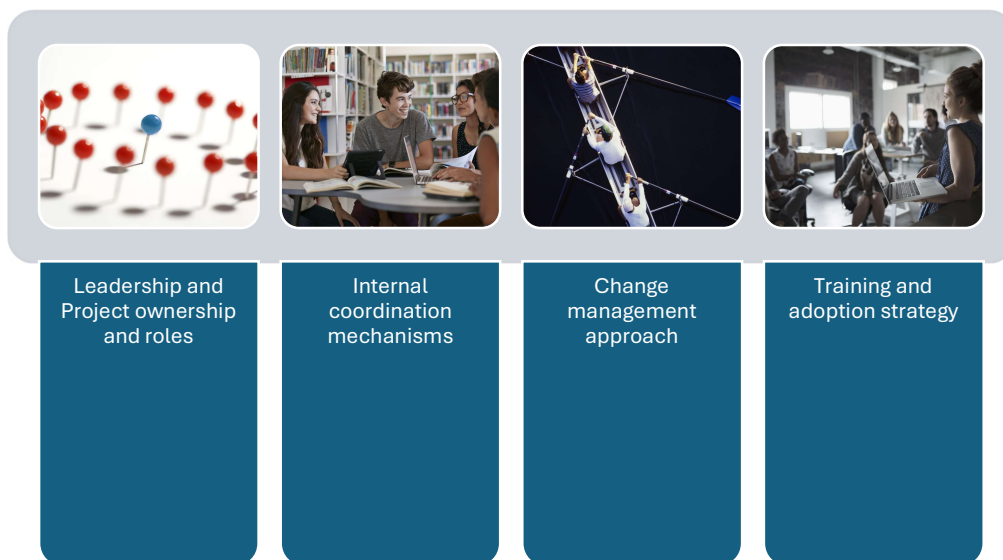
Project implementation period will be based on working days, and Gantt-Chart will provide a time horizon based on workdays, weeks (5-day workweek), and months. Specifically, activities and their output form the basis for structuring of the implementation plan, organized under corresponding phase of the project, with milestones representing ending of phase and starting of new phase, until last phase and project completion.

3. Dependencies and sequencing



11. Governance & Change Management

This section defines roles, responsibilities, and decision-making for managing the transformation. It emphasizes owner and management involvement, staff training, and change communication to ensure adoption and sustained use of new systems.



12. Investment & Resource Requirements

This section estimates required investments, including software, hardware, training, and external support. It distinguishes one-time and recurring costs, supporting financial planning, funding applications, and return-on-investment assessment.



13. Risks & Mitigation Measures

This section identifies risks such as implementation delays, cost overruns, low staff adoption, or vendor dependence. It prescribes mitigation measures to ensure continuity, affordability, and business resilience during transformation.



Technical risks



Organizational risks



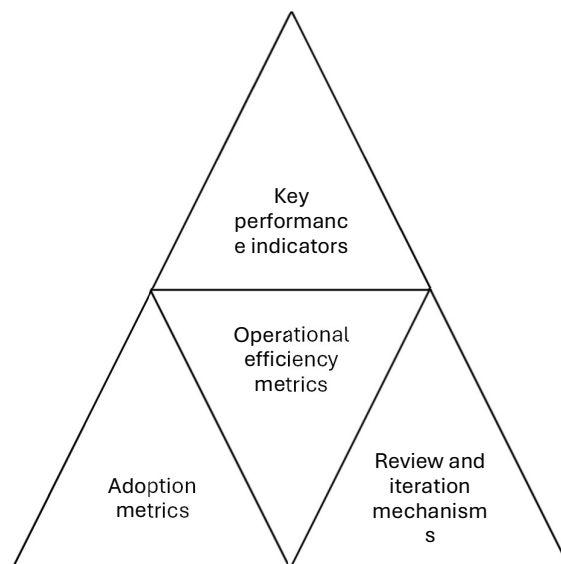
Financial risks



Adoption risks

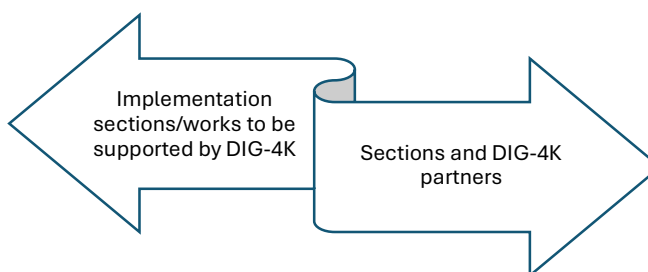
14. Monitoring, KPIs & Continuous Improvement

This section defines practical indicators to track operational efficiency, sales performance, financial control, and system usage. It enables management to measure benefits, identify issues early, and continuously improve digital processes.



15. Support & Services by DIG-4K

Partners of the DIG-4K will be usually responsible for implementing the Digital Transformation Strategy, either the entire strategy or designated sections/parts of the strategy. As this is the concept of the entire DIG-4K project, a wholistic support for digital transformation; however, given the constraints of the project, the volume/value of services that can be provided is limited, thus determined and agreed among the partners of the strategy – intervention. The remainder of the strategy remains to be financed by the MSME, or support provided by DIG-4K by providing assistance for access to finance (part of the DIG-4K services. This section will describe what parts will be implemented by which partner, and what parts remain to be implemented by the MSME, either via external funding – program (grant/subsidy etc) as applicable.



16. Next Steps

This section confirms the enterprise's readiness to implement the digital transformation and summarizes expected business benefits. It outlines immediate next steps, decision points, and commitments required to move from planning to execution.



17. Annexes

Annex I – Digital Maturity Assessment (DMA)

Here goes a converted DMA assessment for the MSME, T0, from PDF to Word

Annex II – Cost Tables

Here are cost tables provided for the estimated cost of the system, identifying system components and the associated cost. Occasionally there will be a cost table that will provide a disaggregated view of the costs, first year and then the following years, investments and recurrent (operating costs). The cost table in the annex may be more elaborate than in the main text the corresponding section.

Annex III – Proposed Digital Architecture

In the section for the proposed digital architecture, a specific and very technical and detailed design proposition may be provided, not limiting in the number of pages. The proposed technical solution will provide information for the respective implementation partner (potential), to have a better understanding of what are the minute details for the proposed solution.

Annex IV – Functional Specifications (if needed)

The annex for functional specifications will describe or elaborate what are the functional requirements of the proposed digital solution, providing sufficient information for the prospective implementation partner or contractor to get a detailed information what the system performance and functionality requires.

Annex V – Semi-structured Interview Guide for MSMEs

This annex provides the interview guide for data collection purposes, aligned with this DT Strategy and Roadmap.

MSME Digital Transformation 30-Minute Semi-Structured Interview Guide

Target interviewee: Owner / General Manager / Operations Lead

Duration: ~30 minutes (≈ 12–15 core questions)

Interviewer Guidance: Pen and paper / Interviewer lead data collection process / Read question and record answers in a separate sheet or Word File.

Focus on pain points, priorities, and constraints [*Probe briefly: “Can you give an example?” or “What happens today?”*]

Try to identify:

- Quick wins
- Scalability bottlenecks
- Decision-making gaps

Outputs Directly Supported by This Interview:

- Digital gap analysis
- Transformation pillars
- Technology selection logic
- Phased roadmap (quick wins → core systems)
- Investment sizing and risk assumptions

Date:

Place: [_____] / Physical – Online

Respondent name:

Company contacts: Email, Website, Social Media

A. Business Context & Direction (5 minutes)

1. Can you briefly describe your main products/services and core customers?
2. What are your top business priorities or growth objectives for the next 2–3 years?
3. What are the biggest operational or management challenges you face today?

B. Current Operations & Digital Use (8 minutes)

4. Which business processes are most time-consuming or error-prone?
5. What digital tools or software do you currently use (accounting, sales, inventory, production)?
6. Are these tools integrated, or do you still rely on manual work and spreadsheets?
7. Where do things break down when volumes increase or staff are absent?

C. Data, Finance & Control (6 minutes)

8. How easy is it to get a clear picture of sales, costs, cash flow, and stock at any time?
9. What information do you wish you had but currently cannot access easily?
10. Which administrative or reporting tasks take disproportionate effort?

E. Digital Vision & Priorities (5 minutes)

11. How do customers interact with your business today (in person, phone, online)?
12. Where could digital tools improve customer experience or sales performance?

E. Digital Vision & Priorities (5 minutes)

13. In three years, how would you like the business to operate differently thanks to digital tools?
14. If you could digitalize only two or three areas, which would you prioritize and why?

F. Constraints & Readiness (2 minutes)

15. What would success look like for you after this digital transformation?
16. What are your main concerns regarding digital transformation (cost, disruption, skills)?
17. How much time and attention can management realistically dedicate to implementation?

Annex VI – Outline of the DT Strategy and Roadmap

The following list of headings and subheadings represents a basic outline of the DT Strategy and Roadmap, to be adopted accordingly.

- Cover Page
- Table of Contents
- Executive Summary
- Company Profile & Strategic Context
- Current State Assessment
 - Operations Overview
 - Current Digital Technologies & Infrastructure
 - Digital Maturity Snapshot (DMA)
- Digital Gap & Problem Definition
- Vision & Strategic Objectives
- Digital Transformation Vision
 - Strategic Objectives
 - Digital Transformation Pillars
- Technology Proposition & Solution Design
 - Technology Selection Rationale
 - Proposed Digital Architecture
 - Functional Modules & Capabilities
- Cybersecurity & Data Management
- Roadmap & Implementation Plan
 - Phased implementation approach
 - Timeline and schedule (days/ weeks / months)
 - Dependencies and sequencing
- Governance & Change Management
- Investment & Resource Requirements
- Risks & Mitigation Measures
- Monitoring, KPIs & Continuous Improvement
- Support & Services by DIG-4K
- Annexes
 - Annex I – Digital Maturity Assessment (DMA)
 - Annex II – Cost Tables
 - Annex III – Proposed Digital Architecture
 - Annex IV – Functional Specifications (if needed)
 - Annex V – Semi-structured Interview Guide for MSMEs
 - Annex VI – Outline of the DT Strategy and Roadmap

Chapter 4 – DT Methodology and User Guide for PSOs

Digital Transformation Methodology and User Guide for Public Service Organizations (PSOs)

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1. Purpose and Logic of the Methodology

This document serves as a methodology and practical user guide for advisors supporting Public Service Organizations (PSOs) in the design and implementation of digital transformation strategies and roadmaps. It provides a structured advisory logic that explains how an advisor should analyse institutional context, diagnose digital constraints, define strategic priorities, and guide a PSO from initial assessment to an implementable and accountable digital roadmap.

The methodology recognizes that PSOs operate within a fundamentally different environment than private enterprises. Their operations are mandate-driven rather than profit-driven, constrained by legislation, public accountability, budget cycles, and institutional hierarchies. Digital transformation in PSOs must therefore be policy-aligned, service-oriented, and institutionally realistic. It is not about introducing technology for its own sake, but about improving service delivery, internal efficiency, transparency, and data-informed decision-making.

This guide explains how advisors should interpret institutional information, integrate qualitative insights with structured digital maturity evidence, and translate findings into a coherent Digital Transformation Strategy and Roadmap that is both politically feasible and operationally implementable.

Guide is based on the application of the:

- Digital Transformation Strategy and Roadmap template for PSO
- Semi-structured Interview guide for PSO
- Analysis and synthesis of information from the application form (information for the applicant PSO) and DMA
- Case studies, and best practice

2. Advisory Principles for Public Service Organizations

Before applying analytical tools or templates, advisors must adhere to three core principles that underpin public sector digital transformation.

First, public value precedes technology. Digital solutions are justified only when they clearly improve service quality, accessibility, efficiency, accountability, or policy implementation. Technology must respond to concrete institutional problems rather than abstract modernization ambitions.

Second, institutional realism guides all recommendations. Proposed solutions must respect legal mandates, organizational capacity, procurement constraints, and budgetary cycles. Transformation should be phased and cumulative, allowing institutions to absorb change without disrupting core service delivery.

Third, institutional ownership and accountability remain central. The advisor's role is to structure analysis, clarify options, and sequence reform, while decisions remain with institutional leadership. Digital transformation must strengthen—not bypass—formal governance and responsibility structures.

These principles should be reflected consistently throughout the strategy document, even where they are not explicitly stated.

3. Evidence Base, Data Analysis, and Information Synthesis

A defining feature of this methodology is the systematic synthesis of information from multiple sources to construct a comprehensive understanding of the PSO. No single source provides sufficient insight on its own; analytical value emerges from their deliberate combination.

Institutional documentation and baseline information provide the formal starting point. This includes the organization's mandate, legal framework, organizational structure, service portfolio, existing strategies, and ongoing reform initiatives. At this stage, advisors should refrain from drawing conclusions and instead formulate initial hypotheses regarding institutional complexity, service delivery challenges, data dependencies, and governance constraints.

Semi-structured interviews with leadership, management, and operational staff form the core analytical instrument. These discussions reveal how the institution functions in practice, how decisions are made, where bottlenecks occur, and how information flows across departments. Particular attention should be paid to coordination failures, manual workarounds, duplication of effort, and reliance on informal processes. Interview findings are analyzed thematically, with focus on systemic issues rather than individual performance.

The Digital Maturity Assessment (DMA) introduces a structured and comparative perspective. DMA results are interpreted alongside interview findings to validate or challenge institutional perceptions. For example, low scores in interoperability or data governance should be examined against concrete operational examples, such as fragmented registries or delayed reporting. In this context, DMA functions as a calibration mechanism rather than a standalone diagnostic.

Information synthesis occurs when these sources are combined into an integrated institutional narrative. Advisors distinguish between legal constraints and organizational choices, between capacity limitations and process design flaws, and between digital deficits and governance or coordination gaps. The outcome is a shared, evidence-based understanding of the PSO's current digital state and realistic transformation potential.

4. From Diagnosis to Strategy: How to Use the Template

4.1 Establishing the Current State

The first analytical task is to describe the PSO's current state in a neutral, factual, and decision-relevant manner. This includes institutional mandate, service delivery processes, existing digital systems, data flows, and overall digital maturity profile.

At this stage, evaluative language should be avoided. The objective is to ensure that advisors and institutional counterparts share a common understanding of how the organization currently operates, where coordination or information bottlenecks exist, and how digital tools are used in daily practice.

4.2 Defining Digital Gaps as Institutional and Service Problems

Digital gaps should be articulated as institutional or service delivery constraints, not as missing IT systems. For example, a gap may be described as delayed access to administrative data, fragmented service channels for citizens, lack of real-time performance monitoring, or weak inter-institutional data exchange.

Only gaps that materially affect service quality, efficiency, transparency, or policy implementation should be retained. This prioritization is essential in the public sector, where reform fatigue and limited implementation capacity are common.

At this stage, examples from case studies, as well as best practices may apply, depending on the context and the subject at hand; if there are parallels between the scope and the functional need of institutions, i.e. cases between municipalities may apply, as well as best practices, i.e. Smart City solutions, electronic service delivery, to mention a few!

The role of AI and advanced analytics should be considered carefully. Their use must be justified by clear functional needs, such as workload optimization, predictive analysis for policy planning, or improved service responsiveness, rather than innovation signalling.

4.3 Formulating the Digital Vision and Objectives

The digital transformation vision should describe a plausible and institutionally credible future state, typically within a three- to five-year horizon. It should articulate how digital tools will support better services, stronger governance, and improved institutional performance.

Strategic objectives translate this vision into concrete and observable aims. Objectives should be limited in number and clearly linked to identified gaps. Each objective must be actionable within the institution's mandate and measurable through operational or performance indicators.

5. Designing the Digital Transformation Path

5.1 Structuring Transformation Pillars

Transformation pillars provide a logical structure for organizing initiatives. For PSOs, pillars commonly relate to service delivery, internal process efficiency, data and information management, institutional coordination, and capacity development. The number and formulation of pillars should reflect the institution's mandate and reform priorities.

Each pillar must directly respond to prioritized gaps and support at least one strategic objective. Pillars serve as an organizing framework that ensures coherence across initiatives and avoids fragmented digital interventions.

5.2 Selecting and Describing Digital Solutions

Technology choices must be justified in functional and institutional terms. Advisors should explain how a solution improves service delivery, strengthens coordination, or enhances decision-making, rather than focusing on technical features or vendors.

Digital architecture should emphasize interoperability, modularity, and compliance with public sector standards. Solutions should support gradual integration with existing systems and avoid creating new silos.

Best cases as well as case studies may equally provide a reference for selecting digital solutions, whereas this needs to be approached with due consideration and diligence.

Cybersecurity and data protection considerations are critical for PSOs. Recommendations should align with national regulations and institutional risk profiles, ensuring data integrity, access control, and service continuity without introducing unnecessary complexity.

6. Roadmap, Implementation, and Change

The roadmap operationalizes the strategy by translating priorities into sequenced actions. Advisors should define clear phases, each with a specific purpose, institutional owner, and tangible output. Timelines must reflect realistic implementation effort, including procurement, configuration, testing, and adoption.

Dependencies between actions must be explicit, particularly where legal changes, inter-institutional coordination, or budget approvals are required. Sequencing should prioritize initiatives that deliver visible service or efficiency improvements while building institutional capacity for more complex reforms.

Change management in PSOs focuses on institutional adoption. Advisors should identify affected units, training needs, and communication requirements, ensuring that staff understand both the purpose and implications of digital change.

7. Resources, Risks, and Monitoring

Resource planning must reflect public sector realities. Advisors should distinguish clearly between capital investment, operational costs, and internal staff effort. Alignment with budget cycles and funding frameworks is essential.

Key risks—legal, organizational, technical, or political—should be explicitly identified. Mitigation strategies should emphasize phased implementation, institutional coordination, and capacity-building rather than reliance on external solutions alone.

Monitoring frameworks should focus on a limited number of meaningful indicators linked to strategic objectives and DMA results. The emphasis is on learning, adjustment, and accountability rather than compliance-driven reporting.

DT Strategy and Roadmap template foresees introduction of KPI for monitoring purpose of the strategy; this is related to the implementation and results. Accordingly, the advisor will work to identify what set of KPI s will work best to monitor and report results of the digital transformation effort.

8. Role of DIG-4K Advisory Support

DIG-4K supports PSOs throughout the digital transformation process by providing structured analytical guidance, methodological consistency, and technical orientation. Advisors act as facilitators of institutional change, ensuring alignment between digital initiatives, policy objectives, and operational realities.

DIG-4K partners contribute specialized expertise across thematic areas such as service design, data governance, cybersecurity, AI, and capacity development. Support may include training, technical advisory, institutional coordination support, and guidance on implementation sequencing.

9. Ensuring Quality and Consistency

A high-quality digital transformation strategy for a PSO is one that is institutionally grounded, implementable, and owned by leadership and staff. Advisors should continuously test recommendations against legal feasibility, organizational capacity, and political realism.

The final strategy document should function as a practical decision-making and implementation tool, providing clarity of direction, accountability, and sequencing, rather than as a purely conceptual or technical report.

10. Best Practices, Case Studies, and Lessons Learned

Best practices for the PSOs are drawn from the first list of MSMEs benefiting from the digital transformation support (services) by DIG-4K.

Supported services and strategies are:

- Review of Digitalization Process for Documentation with Ministry of Economic Development - Kosovo
- DT for the Municipality of Prishtina

10.1 Best Practices

Analysis of these very different PSO benefiting from the support, their strategies and early implementation processes allow for identification of some of the best practices that are universally applicable and transferable:

- a. Start from service delivery constraints, not technology modernization agendas

Effective digital transformation in PSOs begins with a clear diagnosis of service delivery bottlenecks—fragmented citizen interactions, long processing times, duplication of data entry, or weak inter-departmental coordination. The reviewed strategies demonstrate that digital tools deliver value when they directly address these constraints, rather than when they are deployed as stand-alone IT modernization initiatives.

- b. Apply phased implementation to manage institutional risk and change fatigue

Successful PSOs sequence digital reforms, distinguishing between foundational systems (service portals, case management, registries, workflow engines) and more advanced solutions (AI-assisted decision support, predictive analytics, automation). Phasing allows institutions to build internal capacity, test solutions in controlled environments, and maintain continuity of service delivery during reform.

- c. Embed quality control and accountability into digital workflows

Digital transformation should reinforce, not weaken, accountability. Best-performing approaches integrate explicit quality gates, approval hierarchies, audit trails, and escalation mechanisms within digital workflows. This ensures that automation enhances transparency, compliance, and decision traceability, rather than bypassing institutional controls.

- d. Treat human capacity and change management as core reform components

PSO digital transformation is primarily an organizational change process. Structured training, role redefinition, and leadership engagement are essential to ensure adoption and prevent parallel paper-based processes from persisting. Digital systems must be aligned with job descriptions, performance management, and internal incentives to become institutionalized.

- e. Address data governance, privacy, and cybersecurity from the outset

PSOs handle sensitive personal and administrative data. Best practice requires early integration of data governance frameworks, privacy-by-design principles, cybersecurity

protocols, and compliance with national and EU-aligned data protection standards. This builds public trust and reduces institutional and legal risk.

10.2 Lessons Learned

(Cross-Cutting)

- a. Digital tools cannot compensate for unclear mandates and weak coordination

Where institutional roles, legal mandates, or inter-agency responsibilities are unclear, digitalization tends to replicate existing fragmentation. Digital transformation must therefore be aligned with regulatory clarification, process simplification, and inter-institutional coordination mechanisms.

- b. Capacity constraints are often structural, not technical

PSOs frequently face limited staffing flexibility, rigid job classifications, and procurement constraints. These structural factors shape what is feasible digitally. Transformation strategies that acknowledge and work within these constraints—while gradually building internal digital competence—are more sustainable than technically ambitious but institutionally misaligned initiatives.

- c. Automation should follow process simplification, not precede it

Automating inefficient or overly complex administrative procedures increases cost and user frustration. A key lesson is the need to streamline processes, eliminate unnecessary approvals, and standardize data requirements before introducing digital workflows or automation.

- d. Integration across systems is the primary long-term challenge

As PSOs expand digital services, interoperability between registries, platforms, and legacy systems becomes the main technical risk. Without a clear enterprise architecture and data-sharing standards, digital solutions risk becoming new silos rather than enablers of integrated service delivery.

- e. External support must be institutionalized, not outsourced

While external vendors, donors, and innovation hubs are essential enablers, over-reliance on external actors weakens institutional ownership. Successful PSOs use external support to build internal systems, skills, and governance structures, ensuring that digital capabilities remain embedded after project completion.

Chapter 5 – DT Strategy & Roadmap Template for PSOs

Outline for the Digital Transformation Strategy & Roadmap [PSO]

(Public Services Organization – PSO)

This is a document template for drafting of Digital Transformation Strategies and Roadmaps for Public Services Organizations, used in the DIG-4K project

Introduction, Purpose, and Use of the Template

This template provides a structured and practical framework for preparing a Digital Transformation Strategy and Roadmap for a Public Services Organization (PSO). Its purpose is to support institutions in systematically assessing their current digital maturity, defining a clear transformation vision, and translating policy objectives into actionable, phased interventions. The template is designed for use by public institutions, project teams, and development partners to ensure that digital transformation initiatives are aligned with institutional mandates, national digital strategies, and principles of good governance, transparency, and service quality.

Organization of the Template and Flexibility of Use

The template is organized in a logical sequence, moving from institutional context and problem definition to vision, strategic pillars, technology choices, implementation planning, and monitoring. While it provides a standardized structure to ensure completeness and comparability across institutions, it is intentionally flexible and modular. PSOs may adapt the depth, emphasis, and terminology of each section to reflect their size, mandate, sector, and level of digital maturity, and may expand, merge, or simplify sections as needed to suit specific reform objectives, donor requirements, or implementation capacities.

The template provides the structure of the document (strategy and roadmap), with headings and sub-headings, that suggest what information flows where, but it remains with the DT expert and other supporting partners to adopt the template, expanding, reducing, or omitting either replacing headings and subheadings.

The template, provided in the form of the strategy outline aims to guide the DT expert in the course of structuring, as well to collect information or plan the work with the PSO. Serving also as a planning tool, checklist, and strategy template to structure the document. Specific adaptation will most of all depend on the type of PSO (central level/municipal level/independent, CSO, ect.) and the type of services of functions it provides for the public, further determined by the level of digital maturity and the service or functional needs vis-à-vis mandate and scope, as well as government policies and legal frameworks for DT or for the aspired enhancement of public institutions.

The number of pages will differ depending on the nature of the intervention, type or scope of work of the respective PSO, but the aim will remain to keep the document in the range between 25 to 35 pages, excluding cover page, executive summary and annexes. The strategy to keep the document within intended page number will make use of the Annexes, providing the possibility for the readers with interest to pursue further with information to find them within this document but still to keep the main section concise and manageable for a larger amount of readers/audience.

Cover Page

Cover Page
Document Metadata (Institution, Authors, Partners, Date)
Disclaimer / Funding Acknowledgement
Abbreviations & Acronyms
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1. Executive Summary

This section summarizes the purpose, scope, and strategic relevance of the digital transformation for the PSO. It highlights key institutional challenges, the proposed transformation approach, and the expected impact on service quality, efficiency, transparency, and governance. The summary enables senior decision-makers and partners to quickly understand priorities and commitments.

The executive summary section will usually be organized to present the following

Purpose and scope of the digital transformation
Public service mandate and reform context
Key institutional and service delivery challenges
Strategic vision and priority interventions
Expected public value, efficiency, and governance outcomes

information: *(Written for senior leadership, donors, and oversight bodies)*

2. Institutional Profile & Policy Context

The legal mandate of the entity/institution is described in this section, elaborating on the institutional role, and core public services delivered by the organization. It situates the digital transformation within national strategies, sectoral reforms, and international obligations, ensuring alignment with policy frameworks and reform objectives.

Section on the scope of the institution and policy context may usually present or is organized to elaborate on the following categories:

2.1. Mandate and Core Functions

Legal mandate and responsibilities
Target groups (citizens, businesses, institutions)
Services delivered (regulatory, administrative, social, infrastructure)

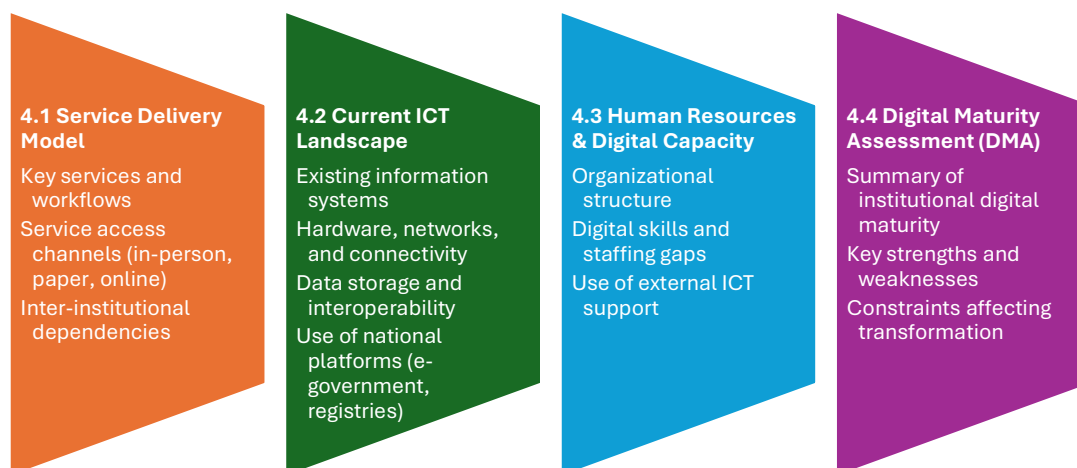
3. Strategic and Policy Alignment



4. Current State Assessment

In this section, the document provides information regarding assessment how services are currently delivered, the existing ICT environment, human resource capacities, and institutional readiness for change. It identifies structural, technological, and capacity constraints that limit efficiency, interoperability, and service quality.

The document section on assessment of current conditions and situation will usually be organized according to the following sub-headings:



5. Problem Definition & Digital Gaps

This section defines the key operational, service delivery, and governance problems that digital transformation must address. Section will articulate gaps such as fragmented processes, manual workflows, limited data use, and weak interoperability, establishing a clear and evidence-based case for reform (certainly, where such findings are established and supported by evidence).

5.1. Problems & Gaps

This sub-section will have typically the following content, or subjects elaborated:

- Fragmented or paper-based processes
- Duplication of data and systems
- Limited interoperability
- Long service delivery times
- Weak data governance and cybersecurity
- Limited citizen transparency and feedback mechanisms

(This section establishes the “case for change”)

6. Summary of DMA

In this section, a summary of the DMA for the respective PSO will be presented, with the following considerations:



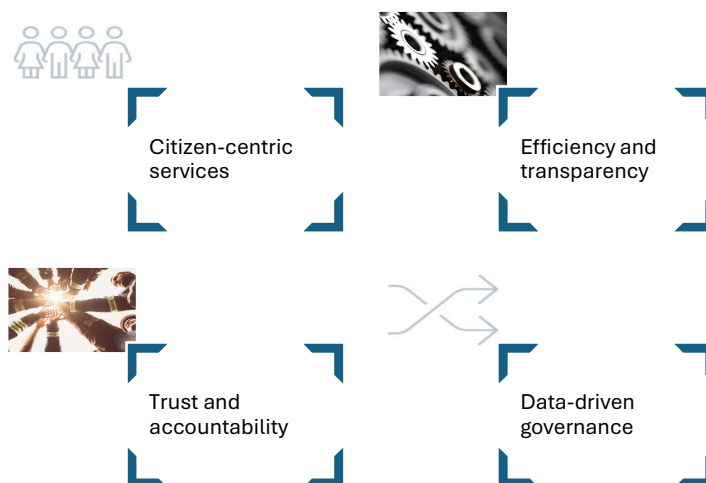
7. Digital Transformation Vision & Objectives

A modern and clear vision may be presented in this section, positioning the perspective towards a citizen-centric, and data-driven public institution. Strategic objectives translate this vision into measurable goals focused on improved service access, efficiency, accountability, institutional capacity, and compliance with legal and security standards.

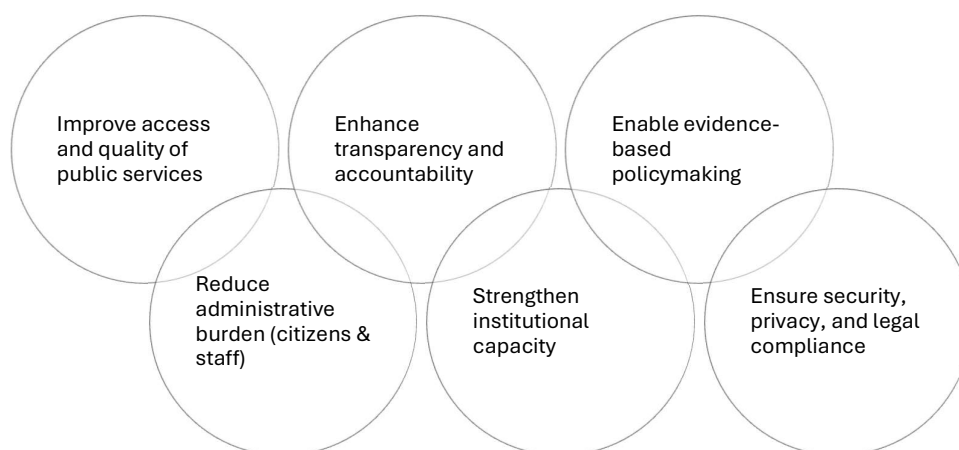
Section will usually have the following arrangement of sub-headings, covering the following topics or categories, informing the reader or other authorities about the intentions objectified in the form of digital transformation visions and the underlying set of objectives:

7.1. Vision Statement

- A concise vision focused on:



8. Strategic Objectives



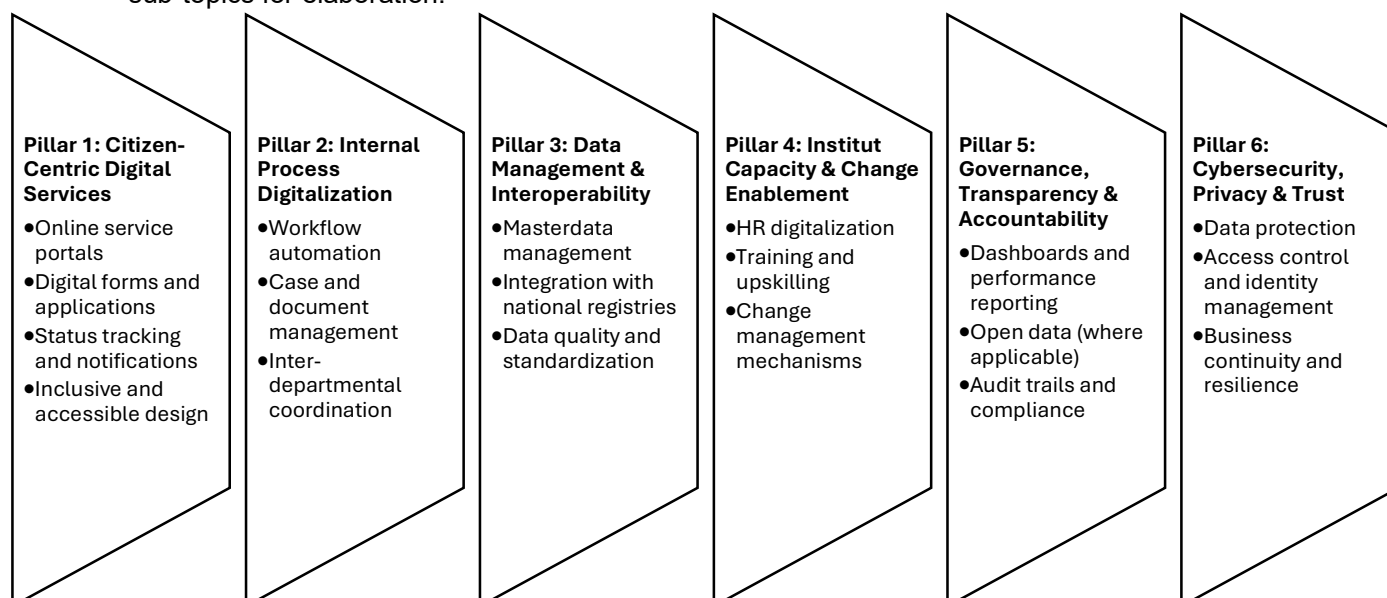
9. Digital Transformation Pillars

PSO-Specific

(4 to 6 pillars, depending on institutional complexity)

This section structures the transformation into coherent pillars that group related interventions. Each pillar defines a strategic focus area—such as service delivery, internal processes, data, capacity, governance, and security—ensuring comprehensive and balanced institutional transformation.

The pillars of digital transformation strategy will be usually in the following arrangement, though specific arrangements will be subject to particularities of the PSO and the digital transformation strategy and intended journey. A very broad set of pillars with particular area may be included in the document, example in the list below, further expanded by area specific sub-topics for elaboration:

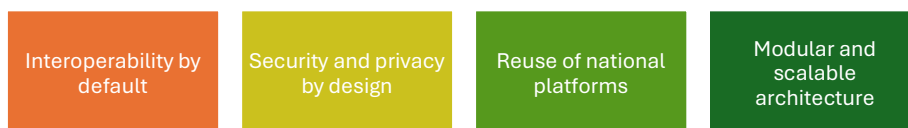


10. Digital Architecture & Technology Framework

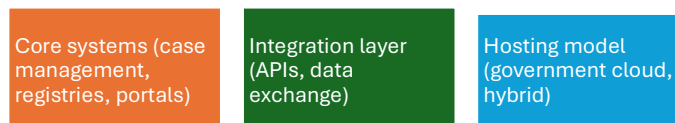
This section defines the target digital architecture and guiding design principles for system development and integration. It prescribes modular, interoperable, secure, and scalable solutions that leverage national platforms and enable future expansion, with the propensity of architecture which is less prone to keep a vendor locked-in!

Section of the proposed digital technology solution, elaborated with the DIG-4K partners, will typically present the solution in the following sub-headings:

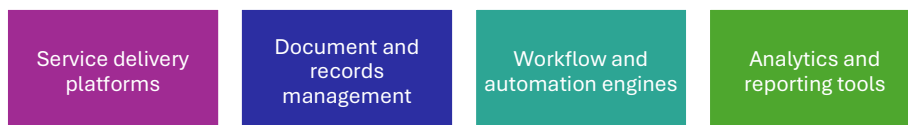
10.1. Design Principles



10.2. Target Digital Architecture



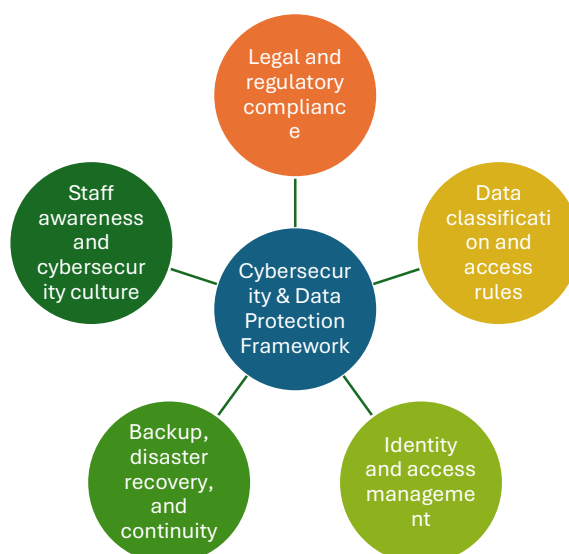
10.3. Functional Components



(Technology-neutral, procurement-ready)

11. Cybersecurity & Data Protection Framework

This section outlines measures to ensure data confidentiality, integrity, and availability across all digital systems. It prescribes compliance with data protection laws, robust access

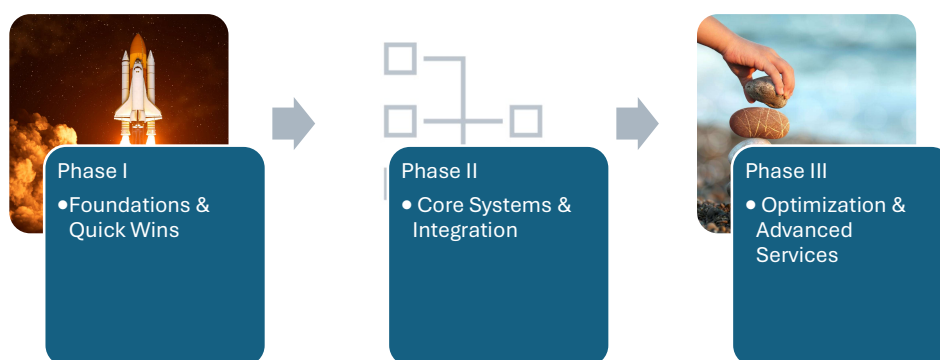


controls, continuity planning, and staff awareness as foundations for institutional trust and resilience.

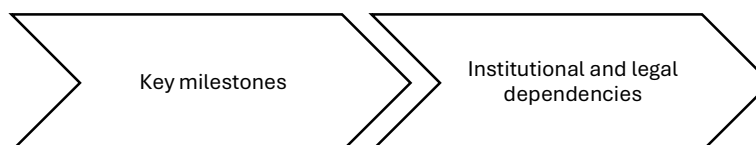
12. Implementation Roadmap

This section presents a phased and realistic implementation plan that sequences reforms over time. It prioritizes foundational systems and quick wins, followed by core system deployment and optimization, ensuring manageable change and sustained institutional adoption.

The section will usually contain a list of activities, structured in phases, guided by objectives – results. For this reason, section may contain a Ghant Chart, with the structure of activities, organized in phases, outcomes/objectives, and dependencies; such that it supports a project management approach via CPM methodology. Implementation roadmap will provide a total duration of the Digital Transformation Journey, and also provide a list in a form of narrative of activities and outcomes/objectives, as well as identification of resources critical for implementation (i.e. PSO counterparts, or other pre-conditions).



Phased Approach



Timeline & Dependencies

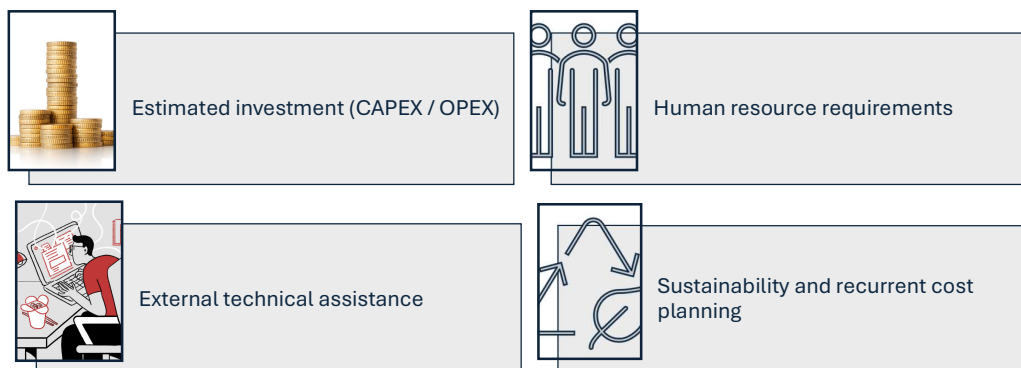
13. Governance & Change Management

This section defines leadership, accountability, and coordination mechanisms for overseeing digital transformation. It emphasizes structured decision-making, stakeholder engagement, communication, and capacity-building to manage institutional change and reduce resistance.



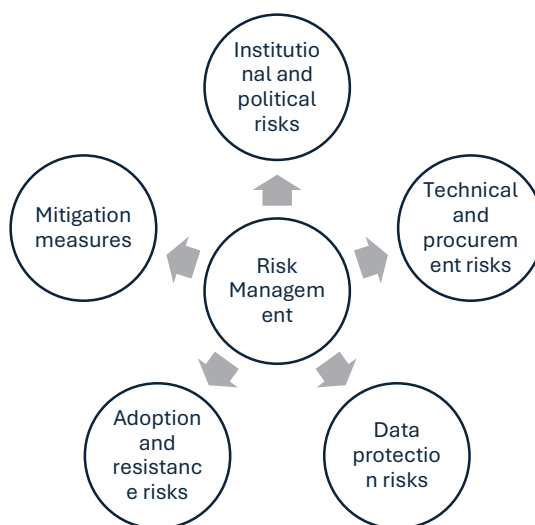
14. Investment & Resource Framework

This section estimates the financial, human, and technical resources required to implement and sustain the transformation. It distinguishes between one-off investments and recurrent costs, supporting budget planning, donor coordination, and long-term sustainability.



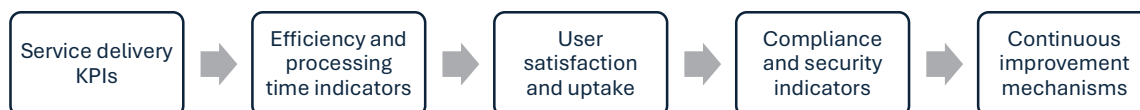
15. Risk Management

This section identifies institutional, technical, legal, and adoption-related risks that may affect implementation. It prescribes mitigation measures to ensure continuity, compliance, stakeholder buy-in, and protection of public data and services.



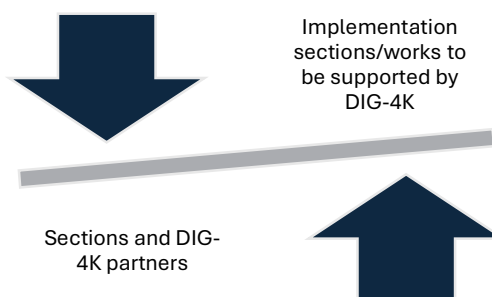
16. Monitoring, Evaluation & KPIs

This section defines indicators and mechanisms to track progress, performance, and outcomes of the digital transformation. It emphasizes service quality, efficiency gains, user satisfaction, and compliance, enabling evidence-based management and continuous improvement.



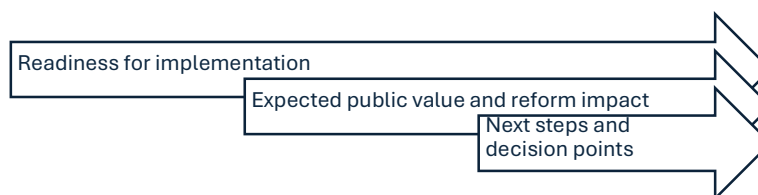
17. Support & Services by DIG-4K

Partners of the DIG-4K will be usually responsible for implementing the Digital Transformation Strategy, either the entire strategy or designated sections/parts of the strategy. As this is the concept of the entire DIG-4K project, a wholistic support for digital transformation; however, given the constraints of the project, the volume/value of services that can be provided is limited, thus determined and agreed among the partners of the strategy – intervention. The remainder of the strategy remains to be financed by the PSO, or support provided by DIG-4K by aiding for access to finance (part of the DIG-4K services). This section will describe what parts will be implemented by which partner, and what parts remain to be implemented by the PSO, either via external funding – program (grant/subsidy etc) as applicable.



18. Next Steps & Way Forward

This section summarizes the strategic value of the digital transformation and confirms institutional readiness for implementation. It outlines immediate next steps, decision points, and commitments required to move from strategy to execution.



19. Annexes

Annexes will be provided as appendices to the document, to support the strategy as needed with complementary information for the concerned reader/party; This is also not to generate an extensive and very long document in the main section.

Annex I – Digital Maturity Assessment

Here goes a converted DMA assessment for the PSO, T0, from PDF to Word

Annex II – Detailed Cost Estimates

Here are cost tables provided for the estimated cost of the system, identifying system components and the associated cost. Occasionally there will be a cost table that will provide a disaggregated view of the costs, first year and then the following years, investments and recurrent (operating costs). The cost table in the annex may be more elaborate than in the main text the corresponding section.

Annex III – Target Digital Architecture

In the section for the target digital architecture, a specific and very technical and detailed design proposition may be provided, not limiting in the number of pages. The targeted technical solution will provide information for the respective implementation partner (potential), to have a better understanding of what are the minute details for the proposed solution.

Annex IV – Legal & Policy References

The annex for any Legal or/and Policy document or reference will describe or elaborate what are these documents, excerpts, or the entire document. The aim is to provide sufficient information for the prospective project partner, affected institution – government authority, donor or funding entity, implementing partner or contractor to get a detailed information what is the legal and policy context of the proposed digital transformation undertaking, how it affects or may affect the targeted category or secondary effects (wanted or unwanted). Prospectively informing about potential need for legal or policy adaptation, changes, or alternative thinking (alternative solutions).

Annex V - Semi-structured Interview Guide for PSOs

This annex provides the interview guide for data collection purposes, aligned with this DT Strategy and Roadmap.

Public Services Organization (PSO) Digital Transformation 30-Minute Semi-Structured Interview Guide

Target interviewee: Senior manager / Department head / ICT focal point

Duration: ~30 minutes (≈ 12–15 core questions)

Interviewer Guidance: Pen and paper / Interviewer lead data collection process / Read question and record answers in a separate sheet or Word File.

Focus on service quality, efficiency, transparency, and interoperability; [Use brief probes: “What happens today?”, “Where does it get stuck?”]

Try to identify:

- Service bottlenecks
- Governance gaps
- Readiness for change

Outputs Supported by This Interview

- Institutional digital gap analysis
- Citizen-centric service priorities
- Digital transformation pillars
- Implementation roadmap (phased)
- Risk and capacity assessment

Date:

Place: []/Physical – Online

Respondent name and function:

Contact information for the institution/respondent: Email, Website, Social Media

A. Institutional Context & Mandate (5 minutes)

1. Can you briefly describe the institution's mandate and core public services?
2. Which services are most critical for citizens or businesses?
3. What reform or performance challenges are currently most pressing?

B. Service Delivery & Processes (7 minutes)

4. How are key services currently delivered (in-person, paper-based, online)?
5. Which service delivery processes cause the longest delays or complaints?
6. Where do manual steps, paper files, or duplication occur most often?
7. How well do departments coordinate on shared cases or information?

C. ICT Systems & Digital Capacity (6 minutes)

8. What information systems or digital tools are currently in use?
9. Are these systems integrated or operating in silos?
10. What are the main limitations of the current ICT setup?
11. How adequate are staff digital skills for existing systems?

D. Data, Governance & Control (5 minutes)

12. How is service and administrative data currently stored and managed?
13. How easy is it to access reliable data for reporting and decision-making?
14. Where do data gaps or inconsistencies affect performance or accountability?

E. Vision, Priorities & Readiness (5 minutes)

15. In three years, how should citizens experience your services differently due to digitalization? Does your organization have a document/plan for DT?
16. Which two or three areas should be prioritized for digital transformation?
17. What would successful digital transformation mean for the institution?

F. Constraints, Risks & Implementation Capacity (2 minutes)

18. What are the main constraints (legal/policy, budgetary, capacity, coordination)?
19. How much leadership attention and institutional support can be committed?

Annex VI – Outline of the DT Strategy and Roadmap

The following list of headings and subheadings represents a basic outline of the DT Strategy and Roadmap, to be adopted accordingly.

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