



# The National Digitalisation Programme of the Faroe Islands

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## The National Digitalisation Programme of the Faroe Islands

The National Digitalisation Programme of the Faroe Islands (Talgildu Føroyar) was set out in 2015 and is divided into two phases. The first phase was the creation of a Digital Strategy and the second phase is the Implementation of the Digital Strategy. The following document will focus on the first phase.

### The Digital Strategy

The National Digitalisation Programme of the Faroe Islands sets out to digitalise services for citizens, industry and the public sector in the Faroe Islands. Until now, there has been no overall strategy on a national level. As a result, no overall strategic attention has been put on the possibility of reusing existing systems and data registers.

The purpose of the digitalisation is to enable citizens and businesses to communicate digitally with the public sector, make public administrative services available online and digitalise deliverables and procedures in the public administration.

The objective of the digitalisation programme is to modernise the welfare and services of the population. Furthermore, it aims to create competitiveness, growth and production capacity. The digitalisation will result in greater savings and efficiency within the public sector.

At the foundation of the digitalisation process is the necessity of a secure digital signature.

The Ministry of Foreign Affairs, Trade and Industry and the Ministry of Finance are initiators and are responsible for the programme.

The National Digitalisation Programme forms the basis of the work to digitalise the Faroe Islands from 2015 to 2020.

### Project Structure

The organisational structure of the National Digitalisation Programme consists of centralised management, cross-cutting consultancies and four sub-projects with individual focuses and objectives.

The National Digitalisation Programme of the Faroe Islands refers to the steering committee, which in turn refers to the ministers of Finance and Foreign Affairs, Trade and Industry.

If necessary, the structure may be expanded and will be moved to an operational structure as each project is implemented. This structure is fully explained in the programme description "Authority and Structure".

The National Digitalisation Programme started in April 2015. Integral parts of the work included workshops, interviews and consultations with relevant interest groups, such as IT providers, institutions, municipalities and industry representatives. Experience and advice from other countries have been beneficial; for instance, with participation from Estonian and international experts who have previously advised small nations with

digitalisation strategies. Additionally, representatives from the University of the Faroe Islands, institutions, municipalities, and the industry participated in the work.

Members of the steering committee include representatives from the Ministry of Foreign Affairs, Trade and Industry, the Ministry of Finance, the Prime Minister's Office, the House of Industry, the Municipality of Tórshavn, the Municipality Association and the Government Institution of Accounting, Finance and IT to name a few.

Members of the project group have included representatives from the Faroese Tax and Customs Administration, IT consultants, the Ministry of Finance and the Prime Minister's Office, among others.

In addition, there have been contributions from various other institutions and companies, such as the Department of Social Service and IT companies.

## Summary and Recommendation

### The Challenge

In the upcoming years, the average age in the Faroes will rise significantly. If no action is taken, the public administration will account for an even greater part of the economy. It is crucial to create diversity in the economy, support new industries and increase the cooperation and collaboration in the government sectors, municipalities, industries and associations. Furthermore, developing a flexible and efficient public administration is essential.

Examples from other countries indicate how digitalisation can be a part of the solution.

- In Estonia, it is estimated that the e-ID and e-signature has resulted in a socioeconomic growth close to 2% of the GDP
- In Denmark, authorities expect to save up to DKK 3 billion by removing paper application forms and letters
- In the EU, it is estimated that reusing basic data can create growth close to 2% of the GDP
- In the Netherlands, downsizing the public bureaucracy has created a socioeconomic growth close to 0,9% of the GDP

To sum up, digitalisation brings about a considerable potential for socioeconomic growth. However, it requires great effort and planning, as described in the Digital Strategy 2016 -2020

### The Solution

Digitalisation can simplify legislation and reduce bureaucracy, which in turn will allow more financial room to focus on other issues, such as demographic challenges, offering more educational options and creating better conditions for new industries and business.

The aim of the Digital Strategy is to provide clear recommendations on the most crucial steps in developing the digital infrastructure so that the public and private sectors can utilise the digitalisation to become more effective, and in turn give the citizen better, cheaper and faster services.

This means, among other things, that a national digital identity is developed and driven centrally. However, individual governmental institutions, municipalities, banks etc. need to ensure that the digital identity gives citizens access to services, such as taxes, address changes, online banking, health records etc.

This also means that a national citizen service portal is developed and driven centrally. The individual authorities are responsible for making their data and services accessible on the national citizen service portal, as well as making sure that their technology and IT systems are updated and compatible with the infrastructure, guidelines and standards set forth by the Digital Strategy.

The more the implementation is done in accordance with the Digital Strategy, the better the results of the digitalisation will be. The digitalisation will be more thorough, a greater part of the basic data will be reused, double registrations will be avoided and so forth. In short, more will be achieved through a unified process rather than a process where all parties work individually.

## Prerequisite

The Faroe Islands are advanced when it comes to internet access. A large majority (92%) of the Faroese population has access to the internet from their homes. The outlying islands have good internet connection, and nearly everyone has a cell phone (1.2 cell phones per citizen).

The Faroese IT-infrastructure is well developed, and the public IT-systems are ready to be interconnected so that digital services can be made accessible to citizens and businesses.

## Benefits

The societal benefits of the Faroese community will increase as the various initiatives of the Digital Strategy are implemented. It will become easier and less time consuming for citizens to handle their business with the public sector, and it will become significantly easier for industries and institutions to tend to their customers.

The goal is to optimise resources. Today, a significant amount of time and effort is put into administration, registration and check-ups. Digitalisation will cut the time and effort and, therefore, allow for an optimisation of resources. Consequently, institutions and industries will be able to focus on their core services and, in turn, provide their consumers, both in the public and private sectors, with a better service.

There is no doubt that the effect of the Digital Strategy will be a more efficient and flexible public sector, which will be more cost-effective. This means that the money granted to various welfare areas by the government will be spent more sensibly.

It is difficult to provide an accurate estimate as to how much can be saved by implementing the Digital Strategy. However, looking at examples from other countries, where similar steps have been taken, can give some indications.

In Estonia, the Ministry of Finance estimates that the total sum saved by implementing the Digital Signature and carrying it into effect is 2 percent of the GDP. If the same dimensions are used in relation to the Faroe Islands, this will correspond to approximately DKK 300m per annum. If even as little as half of these savings are made in the Faroe Islands, it would still amount to DKK 150m in savings. The calculations in savings are based on the amount of time saved by using the Digital Signature and correlating digital services.

The more the individual project initiatives in the programme are defined, the easier it will be to predict the overall benefit of the digitalisation.

## The National Digitalisation Programme of the Faroe Islands

The programme is divided into four main project initiatives:

### An e-ID: digital identity, signature and authority

A secure personal key and digital identification for all citizens and businesses, which can be used by all providers of digital services both private and public. Additionally, the digital identity will allow citizens to access their personal data, such as tax and health information. Moreover, it can be used as a digital signature and to give others power of attorney. It will be a single solution, created in relation to Faroese circumstances and developed with familiar and well-tested technology and systems. Furthermore, it is essential that the solution is based in the Faroe Islands.

It is expected that the private industry, banks and other institutions will take part in financing the solution and that an authorised identity will be valid for all citizens (personal-number) and all legal entities (trade-number).

*To achieve full benefits, it is necessary that the solutions are made available and utilised.*

### Portal and digital services

Digital services will gradually be implemented on the Citizen Service Portal, in order to increase the value and efficiency of public services. As digital – and often automatic – systems take over, paper-based forms become obsolete, and communication moves from being letter-based to digital. Services must be simple, user-friendly, personal and most importantly, citizens and businesses must feel that they are being given a better service.

Consequently, the process will reduce office capacity, save resources in the public sector and provide customers with faster and better services. The option of tending to business by telephone or by meeting face-to-face will still be available to those who need it.

*The value gained from these services is dependent on user-friendly services, the digital identity and co-operation between authorities and industries. Moreover, it is essential that citizens and businesses use the developed solutions.*

### Basic Data

Basic data is fundamental information that a great majority of the public sector, citizens and businesses use. Firstly, basic data includes information about persons, businesses, properties, addresses, topographic maps, court cards and land registry maps of terrain.

To save time and resources, information will only be submitted and registered once. Consequently, authorities will not need to ask for information from citizens that already has been registered by another authority. This means that unnecessary costs due to multiple registrations will be avoided, and the system will ensure fewer flaws in case handling, as all information will be centralised.

It is necessary to find solutions to financing and maintenance of the systems so that public institutions do not need to invoice each other for providing access to information. This does not benefit anyone and would be a hindrance to the digitalisation progress.

When the digitalisation has come further along, data that cannot be traced back to specific individuals will also become available to the private sector, which can use the data to develop new solutions and services. Naturally, this must be in accordance with laws pertaining to personal data. As a guiding principle, basic data should be accessible and free for everyone.

*The value gained from this service will be visible once sharing and reusing data starts, both in case of procedures and in digital services.*

## IT-architecture – Heldin

A prerequisite for reusing basic data is that IT-systems can communicate with one another with equal standards in a joint-public infrastructure. This infrastructure, which has been named *Heldin*, is gradually developed and applied, with the initial emphasis being put on connecting the most used and value creating databases.

*The value gained from Heldin happens when data is transferred among systems and then reused.*

## The Vision

### Digital Faroe Islands - Easier, better and cheaper for the society

Significant development is happening within IT and digitalisation, and the Faroe Islands are frontrunners in specific areas. Worth mentioning are, for example, the *Digital Public Health Service System* and the *National Central Financial System*. However, digitalisation in the Faroe Islands has largely been done individually by institutions, rather than in accordance with an overall strategy and direction which would benefit the Faroese society in its entirety.

Consequently, IT systems in some areas and sectors do not meet modern standards and do not intercommunicate. Furthermore, the Faroe Islands lag behind when it comes to digital services where citizens and industries can tend to their business online. This means that the Faroe Islands have a burdensome and time-consuming procedure and many examples of double functions, which in turn entails that labour, time and money is unnecessarily spent. Resources that could be used differently and more reasonably.

Under the right circumstances, the Faroe Islands could become a pioneer regarding digitalising services. The Minister of Foreign Affairs, Trade, and Industry and the Minister of Finance have together initiated the Digital Strategy. A project group created a five-year plan with the aim of digitalising public services. The name of the programme is The National Digitalisation Programme of the Faroe Islands, and its purpose is to:

- Modernise the welfare and services of Faroe Islanders
- Produce pre-conditions for streamlining the public sector
- Create an increase in competitiveness, growth, and production strength

To reach these goals, prerequisite conditions include that:

- Citizens and businesses can communicate and tend to their business with the public sector – for instance, via citizen- and business portals
- Public and private sector services are available online
- Services and procedures of the public administration are digital

## Guidelines for the National Digitalisation Programme

Information is to be submitted only once

Authorities cannot request information that already resides in public registers. This will increase security, decrease duplicate work, and make it simpler to communicate with authorities and other service providers.

Today, public information such as names and addresses reside within approximately 20 different registers. Many errors occur since information and registers are not updated. Everyone should be able to retrieve public information from the same basic data registers.

You own your personal information

It will be outlined by law, which basic data registers are used, who is responsible for maintaining them, whether the information is public or not, or if citizens on a case-by-case basis must give permission for the information to be used by a different authority.

Digitalisation will simplify administration

The purpose of digitalising must always be to ensure the easiest, safest and most reasonable solution. This entails that administrative customs, guidelines, processes and structures must be re-evaluated, and if necessary adjusted, when services are digitalised.

Digitalisation must be coordinated

Public authorities have a responsibility to cooperate in developing digital services, such as a joint entrance, from where citizens or companies can choose which public services they need.

## One digital identity and one joint login

In an advanced digital society, it will be possible to use a single login for all public services, as well as for the private services that are connected to the joint infrastructure.

## One uppermost public authority ensures security and quality

The Faroe Islands require a coordinated data contingency plan. This issue becomes increasingly more pertinent, the more the Faroese society and the world becomes digitalised.

Therefore, it is important and necessary that **one** authority is ultimately responsible for the collective IT security and for the authority to establish necessary requirements to those who will provide Faroese Islanders with digital services to be used in the joint infrastructure.

## Citizens in focus

The solutions will be adapted according to what feels effortless and simple for the consumer. Therefore, there may also be several paths to the same service, allowing consumers to choose whether to use the main website or log in through a phone or tablet directly to the service they require.

Good and appropriate use of language will be a requirement on the platforms that offer digital services. This is a field in constant development. It is necessary to continue to prioritise the Faroese language on websites and services that belong to Faroese authorities, banks and others who wish to utilise the public infrastructure. It is important that buttons and menus, which are used across different sites are carefully named in addition to being coordinated and reused as much as possible. This way, the services are simple, coherent and easy to understand.

## As much as possible must be outsourced

The digitalisation of the society entails many new knowledge-intensive tasks and provides a foundation for developing new IT solutions, suited for small societies. The digitalisation is, therefore, an excellent opportunity to strengthen and expand the Faroese IT industry in the broadest sense.

## Digitalisation for everyone

The National Digitalisation Programme is for anyone and everyone. The digitalisation must make it easier for all citizens, including the disabled, the physically challenged, those located on outlying islands, those at sea or located abroad, to use public services.

The systems must consider that not all immigrants are proficient in the Faroese language. This group of people must be able to have access to the same services in English. This can help integration in the Faroese society. Additionally, it will make it fast and easy to use Faroese solutions in other countries, which will make it easier for Faroese developers to export their systems.

## Legislation and Legal Rights

In order to implement the digitalisation, it is important that it be organised with sensible legislation.

The digitalisation will not give public authorities any additional information than the information they currently have. The digitalisation law will create the framework for digital communication between the public sector, citizens and industries. The digitalisation will not expand upon the current mandate of public authorities.

### Digitalisation law

A digitalisation law will be established that details the rights and responsibilities of both citizens and the public sector. In short, the digitalisation law gives the public sector the authorisation to digitalise communication between citizens and industries. The law will adhere to the guidelines already in place, especially regarding personal information, data security and legal rights.

### Current legislation

The first step is to discuss and evaluate the current legislation in the Faroe Islands that the Faroese government is in authority of. The discussion will evaluate whether the legislation in its current form prohibits digitalisation, or whether the legislation is built in such a way as to allow the implementation of digitalisation without changing the law. Furthermore, the discussion will evaluate whether the existing legislation is sufficient, especially with regards to cyber-security and relevant cyber-security mandates.

A task group with representatives from all governmental departments will discuss and evaluate whether the existing legislation contains anything that would obstruct the implementation of digitalisation. The group will propose updates and adjustments. Furthermore, the group will evaluate whether it is sensible in some cases to retain the existing (paper) administration in a period of adjustment, where the law presides over is not yet ready for digitalisation.

### Legal adjustments and updates

Necessary adjustments and updates can be implemented all at once (i.e. in a comprehensive amendment) or in several rounds.

### A new legislative template

The new law must consider that a growing part of the administration is digital.

The new legislative template is a cooperation between the Ministry of Foreign Affairs, Trade and Industry, the Ministry of Finance (Gjaldstovan, Faroese Government Institution of Accounting, Finance and IT) and the Prime Minister's Office (the Legal Division and the Data Protection Agency).

## Digital Services – Everything in one place

*One common entrance will make it easier, faster and safer to access public and private digital services. One secure login, one digital mailbox, one digital signature and all services gathered in one place at all times. One common portal that can be accessed from a computer, tablet or phone.*

The development of the services will be created with the citizens as the focal point. The first step is that the citizen can choose which services he or she requires. The next step is to adjust systems according to individual needs and to offer services relevant regarding, e.g. age, marital status, and employment.

### Adapting and developing

Many digital services in the Faroe Islands are at an advanced stage, while work on others is underway. However, there are still several small institutions and municipalities that do not offer digital services.

The common portal can be based on the solutions which work well gradually develop and offer solutions, which in turn will also make it easier and cheaper to digitalise smaller services.

### The Faroese people are ready for digitalisation

Experiences with digital services that currently are in place have demonstrated that people are quick at adopting digitalisation. A common portal with a recognisable design and functions will make it easier for people to use the services. The services will be designed with those in mind that might have challenges accessing the digital services.

### Sensible maintenance

Digitalising services using the same template will save time and energy in administration; time that is currently being used to register, organise and search for information. Instead, this time will be used to aid and advice citizens and businesses, and to continuously develop better services.

### Gradual development

The first step will be to develop a relatively simple solution, which utilises existing portals and services. Ideally, this will be ready for implementation in 2017.

## Digital Identity – An Effortless Proof of Identity

*Citizens and businesses will increasingly continue to communicate and tend to their business with the public sector digitally, via e-services and citizens' portals. As a result, everyone will receive his or her own digital identity – a digital proof of identity.*

One single individual digital identity (e-ID) will be provided. This identity can be used for login and identification on portals and express counters of institutions, authorities and companies.

A digital identity will make it faster and simpler for citizens to tend to their business. Additionally, procedures within public institutions will be less time and labour consuming because it will no longer be necessary to spend time scanning documents.

In recent years, our daily lives have become increasingly digital. Authorities and companies with whom we communicate store a great deal of our personal information. Citizens also save personal information on their computers and other digital tools.

At present, the need to be able to identify oneself digitally has also seen perpetual growth. More systems require a login, which citizens need to use to receive or send information to companies and institutions.

As the need to provide information amongst ourselves increases, so does the need to send confidential information in a secure and simple manner. We see that an increasing number of countries are implementing nationwide solutions to identify citizens, companies and other legal entities.

Implementing a joint, digital solution for the entire society, will result in a simple system. This means that citizens can use the same login method for all systems.

This is a significant advantage to society as it makes it unnecessary to establish various systems for each service where identification and login is a factor. Therefore, a common solution for all of society will entail significant savings for all parties, both in time and maintenance.

The digital identity is composed of several parts, and each country that uses digital identities creates its own system based on its own customised needs. Like other countries, the Faroe Islands have their own specific requirements and wishes. Therefore, the task group has created a model that outlines a solution that is suited for the Faroe Islands, based on the following requirement specifications:

### A joint solution (broad approval)

Citizens, businesses and the authorities must be able to use the solution to communicate with one another. The solution must be usable in all parts of society so that citizens can use the digital key (identity) to identify themselves with public institutions and private companies. All citizens should be able to use the solution.

### Faroese competence and suppliers

Faroese suppliers should be used so that the necessary competence remains in the Faroe Islands, and so future operations and development are not tied to foreign labour.

### Secure solution

The solution must be secure so that it adheres to legislation and regulations, and to the requirements of the Danish Financial Supervisory Authority concerning security and rules regarding money laundering.

### Simple and easy to use

The solution must be simple and easy for citizens to use.

### Future-proof and internationally accepted

The solution must be future-proof and flexible in its structure so that it is easy to develop according to future needs. It must also be in accordance with international standards and systems so that the Faroese digital identity can be used in other countries as well.

### Faroese and English

The language and all text for the user must be in Faroese. In consideration of foreigners, it shall also be in English.

### Ownership and location must be Faroese

The public sector owns and maintains the central parts which pertain to security. Sensitive information and confidential information about citizens and the central parts of the system will be located in the Faroe Islands.

### Financial Sensibility

The scope of the solution must be in accordance with the financing. A sensible plan of action will be developed for the solution.

## Basic Data and IT Architecture

Information shall only be given and registered once. All authorities and services should acquire data from the same basic registers which will be free of charge. Registers will communicate securely with one another via *Heldin*, the network that unifies the National Digitalisation Programme.

Institutions shall not send invoices to one another for acquiring access to information. This benefits no one and only serves as a hindrance to the digitalisation.

For private providers, free card data, for example, is now becoming a new resource for those who possess the imagination to develop new services to the Faroese market and for the whole world.

### Conclusions regarding basic data

- Basic data should only be registered once, in one place
- Updated basic data should always be available
- It should be effortless to acquire basic data
- It should be free to acquire basic data
- It should be easy to find what information is available and how to acquire it
- The authorities should always have access to and right of control over registers
- Registers with basic data ought to be developed and expanded with information of common interest – e.g. private telephone numbers
- Suitable legislation should encompass the registering and use of basic data

### Conclusions regarding IT architecture

- Communication between systems must be homogeneous and built according to modern standards
- Communication between systems must be secure
- No limitations should be applied with regards to where systems should be run from
- Systems must be able to communicate through the Internet
- Organisation. A public authority must be responsible for communication between systems – who has access to what and who communicates with whom
- It should not be necessary for institutions to negotiate with other institutions or suppliers every time information is needed from one of the parties
- A record will be made when systems communicate, but not about the communication itself
- Citizens should be able to see who has viewed information about them

Only approved institutions, municipalities and companies can connect to *Heldin*. *Heldin* is a decentralised, standardised solution, making it easy to communicate between systems, decreasing the risks of large, closely connected systems and unnecessary duplicate work.

## Authority and Structure

*The Digital Strategy for digitalisation articulates initiatives to implement in upcoming years. The initiatives are implemented in a project that is specifically organised for each initiative's purpose. The initiatives entail some operational tasks which will gradually be submitted to an authority upon implementation. This authority will be responsible for the operation and development of future tasks related to digitalisation.*

**The project**, which will implement the digitalisation initiatives, will be organised using the same template as the project behind the Digital Strategy.

**The operational structure** will be organised under the existing IT-unit of the Faroe Islands, KT Landsins, which already has the qualifications, procedures and experience needed for developing and operating future digitalisation tasks.

## Operational Structure

As the digitalisation is gradually implemented, it is necessary that relevant authorities be given the responsibility to tend to the tasks which the digitalisation entails. It is essential that *one* authority is given the overall responsibility so that a common course will be put in place for the country, municipalities, businesses and citizens. This authority will be responsible for planning the digitalisation, ensuring IT legislation and security requirements, making guidelines and policies, and be in charge of the development, operation and support of the digitalisation tasks.

The tasks will include operating and developing the digital identity, *Heldin* and the common solutions within digital services. In neighbouring countries where digitalisation is well underway, institutions oversee and responsible for the digitalisation. In the Faroe Islands, there is currently no institution currently in charge of these tasks.

It is recommended that KT Landsins, which operates and develops the IT environment for about sixty percent of the country's institutions, be the Faroese authority in charge of digitalisation. KT Landsins already has the qualifications and experiences needed for handling these tasks.

Two important parts of the new structure are the board of digitalisation and the advisory teams.

## The Board of Digitalisation

To ensure that all relevant interest groups support and participate in the development of the digitalisation, a board, put together by representatives from national and municipal authorities, will be established. The board's task will be to discuss and make decisions on strategic questions regarding the digitalisation. The board is provided with recommendations for consideration and to help with decision-making, as worded in the "Development" section. The board may also request consideration of strategic subjects on its own accord.

## The Advisory Team

In order to ensure that all relevant interest groups support and participate in the development of individual services, an advisory team will be put in place for each service function. People with technical skills from relevant interest groups will man this team. Examples of possible interest groups regarding, for instance, a digital identity are banks, telecommunication companies, experts in technology, representatives of relevant institutions and municipalities, as well as other experts such as legal advisors.

The team's task will be to ensure the quality and efficiency by considering operational and developmental questions, making recommendations and by acting as advisors for the service function.

## Digital Faroe Islands for everyone

*Technology should provide everyone access to our digital society. Digitalisation should make it easier for those with disabilities, those who are located on outlying islands, are at sea or live abroad, to use public services and other services in the common infrastructure.*

To be able to tend to one's business online will provide a better service and make daily life easier for most citizens. The solution enables the citizen to tend to business from their home, from ships, from the hospital or from other countries, rather than having to queue at municipal or social service offices.

For some citizens, digitalisation will be challenging; perhaps they are not s proficient in using IT, or they may suffer from disabilities which might prevent them from using the services. These citizens will also be provided with a good service and the necessary help and assistance.

Some of the large groups of people with disabilities include those who:

- are sight-impaired or blind
- have difficulties reading
- are hearing-impaired or deaf
- are physically handicapped
- have difficulties understanding or learning

International standards exist that advise how websites and self-service desks should be organised in order to make it possible for all citizens to make use of them. Many different aiding resources also exist. It is essential to configure the citizen portal in such a way that aiding resources are available immediately and ready to use from the very first day.

For sight-impaired, it must be possible to enlarge parts of the image on the screen, as well as an option to have the text read aloud. The option of having a text read aloud will also help those who have difficulties reading or are dyslexic. A portion of the population is also colour-blind. For this part of the population, it is

helpful to have the option to change colours to monochrome, or make colours brighter so that contrasts become sharper.

The deaf must be able to read everything on the Portal. If there, for instance, are video clips these must include subtitles to help the deaf acquire the information.

If people are physically handicapped and unable to use tools such as a keyboard and mouse, other specially-made tools exist which can be used.

To tend to those who have difficulties understanding and remembering what they have read, it is important that only the most essential information is included on the website and that phrases are short and clear.

In some cases, the best help will be to have citizens contact institutions or service providers by letter or by showing up in person at the institution to tend to their business.

Those who are not comfortable with IT can receive help and support over the phone or by tending to their business at service locations on computers that are provided for that very purpose. Perhaps they may gain the confidence needed to try on their own the next time.

Systems must consider immigrants that are not proficient in Faroese. It must be possible for them access the same services in English. This can also help them integrate and become a part of the Faroese society.