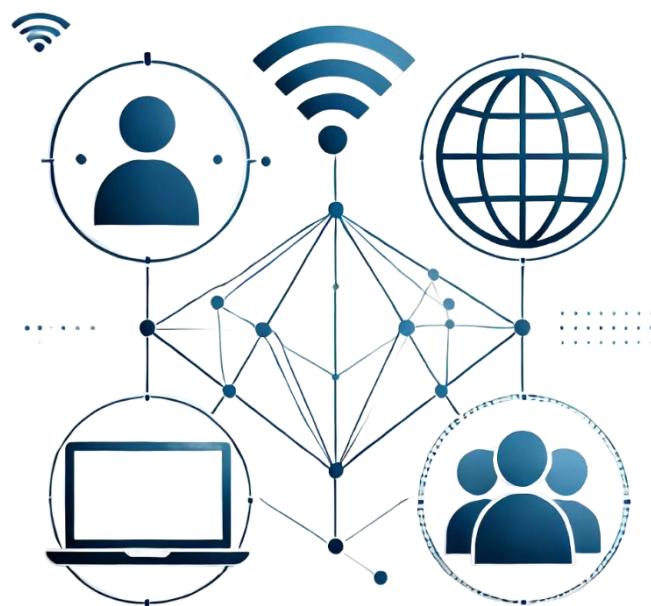


JELGAVA LOCAL MUNICIPALITY**DIGITAL INCLUSION****INTEGRATED ACTION PLAN****TO REDUCE SOCIAL EXCLUSION****2026-2029**

Developed within the framework of the European Regional Development Fund 2021-2027 European Territorial Cooperation Programme URBACT IV Project No. 20303 “Digital Inclusion to Reduce Social Exclusion (DIGI-INCLUSION)”.

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Jelgava Local Municipality



Population

33 348 residents (*data from 01.01.2025.*)

Economic profile

592 active companies

(*Data from Lursoft 09.02.2025.*)

Main industries:

- Agriculture
- Forestry
- Construction

Development Strategy of Jelgava Local Municipality –

a safe, sustainable and harmonious environment for living and implementing ideas, where the main value is the person.

Jelgava Local Municipality is a dynamic and diverse territory that forms an important development center of the Zemgale region. Jelgava Local Municipality is distinguished by its rich cultural and historical heritage and is constantly working to improve the quality of life of its residents, promote innovations and develop the economic potential of the region.

Despite the demographic challenges, Jelgava Local Municipality is actively developing its infrastructure to attract residents and promote economic growth. Almost 3 thousand companies operating in Jelgava Local Municipality, representing sectors such as agriculture, forestry, manufacturing, construction and services, continue to develop as a modern and attractive place to live and do business.

This dynamic development also promotes opportunities for digital transformation, but Jelgava Local Municipality still faces challenges related to access to digital technologies and lack of skills, especially among socially vulnerable residents. Addressing these problems is essential to ensure full participation of society in today's digital world.

Jelgava Local Municipality is implementing the European Regional Development Fund 2021-2027 European Territorial Cooperation Programme **URBACT IV project No. 20303 “Digital Inclusion for Reducing Social Exclusion (DIGI-INCLUSION)”**, the main goal of which is to address digital inclusion issues while reducing the risks of social exclusion. The project focuses on improving access to technologies, developing digital skills and promoting the availability of e-services. This topic is closely related to the URBACT network priority – promoting sustainable and inclusive development of municipalities, reducing the digital divide and social inequality, especially for population groups that are most often left out of the digital society.

The project involves 9 international partners, its lead partner is the Municipality of Mollet del Valles in Spain and project partners: Iași Municipality (Romania), Alexandroupolis Municipality (Greece), Torres Vedras Municipality (Portugal), Zenica-Doboj Region (Bosnia and Herzegovina), Lepida Regional Agency (Emilia-Romagna Region, Italy), Boulogne-sur-Mer Municipality (France), Gdańsk Business Association (Poland) and Jelgava Local Municipality.

The URBACT IV project DIGI-INCLUSION partnership signed a Political Intention in Iasi (Romania) on 24 September 2024 “Declaration on Digital Rights”, committing to reducing the digital divide in their administrative territories (Annex No. 1). The Declaration expresses the view that citizens should not only have access to the digital environment and the opportunity to acquire digital skills, but also be encouraged to actively participate in the digital society, which is closely linked to the strengthening of democracy.

Integrated Action Plan

The aim of the Jelgava Local Municipality Digital Inclusion Integrated Action Plan is to promote digital inclusion and reduce social exclusion by creating equal opportunities for all residents of the municipality. The plan provides that everyone has access to digital technologies and skills necessary for full participation in the digital society and access to public services.

The approach to developing the Digital Inclusion Integrated Action Plan ensures that it is both co-developed with the residents of Jelgava Local Municipality, specialists from the Jelgava Local Municipality and cooperation partners, and is based on a well-thought-out methodological framework. This approach includes public participation, problem analysis, vision formulation and planning of specific activities, using local and international experience.

The development of the Jelgava Local Municipality digital inclusion plan is based on both national and local development documents, ensuring compliance with national policy goals and local priorities. National documents include strategic frameworks for digital transformation, social inclusion and regional development, such as the Latvian National Development Plan 2021–2027 and the Digital Transformation Guidelines 2021–2027. These documents emphasize the need to promote the development of digital skills in all groups of society, reduce the digital divide and ensure equal access to technologies regardless of place of residence or social status.

Local planning documents, in turn, define specific territorial development goals, which also include improving the digital environment and strengthening the participation of residents. The most important of them are the Jelgava Local Municipality Sustainable Development Strategy until 2034 and the Development Program for 2023–2029. These documents mark the municipality's commitment to promoting a modern, sustainable and inclusive society, where digital access, the development of e-services and the digital skills of residents are considered essential factors of well-being and regional resilience. They also serve as basic documents for integrating digital inclusion initiatives into the planning and implementation of Jelgava Local Municipality policies.

Co-creation

During the process of developing the Integrated Action Plan for Digital Inclusion, a local working group (LWG) was established, which served as an important platform for analyzing digital inclusion issues. Its main task was to identify key challenges and development opportunities.

Heads of lifelong learning, welfare, information technology, public relations, strategic planning, parish administrations, activity centers, youth initiative centers, unified customer service centers of Jelgava Local Municipality, representatives of the municipal project and finance departments, as well as the Jelgava city municipal institution “Jelgava Digital Center”, the Zemgale Regional Competence Development Center, the Latvian University of Biosciences and Technology, the association “Jelgava Region Entrepreneurs”, the Latvian Investment and Development Agency representative office in Jelgava, representatives of the Zemgale Business Center of the Zemgale Planning Region and residents (see Appendix No. 2) were involved in the work of the LWG, thus ensuring appropriate competence, promoting a multifaceted perspective and a common understanding of the necessary solutions.

Complementing the work of the LWG, external expertise was brought in to develop the plan, provided by the Foundation “Creativity Lab”. The tasks of the external expertise included the creation of a structured roadmap to ensure a logical and sequential course of the planning process. The external expert also led and moderated the LWG meetings, facilitating effective discussion and exchange of views among participants. In addition, the Creativity Lab identified and selected the most appropriate methods and tools that helped to accurately identify the main problems and develop solutions. The external expert also formulated and prepared an action plan, ensuring that the set goals and activities were practical and achievable.

The work of the LWG was enriched with examples of good practice from URBACT project partners. In the international partner meetings, project partners shared their experiences and thus it was possible to learn from other municipalities of the project's international partnership, which have successfully addressed similar challenges in other countries. These meetings not only provided new ideas, but also helped to adapt solutions to the local context.

At the final stage of the co-creation work, a survey was organized among LWG representatives. The purpose of the survey was to obtain an assessment of LWG representatives on the compliance of the developed plan with the needs of Jelgava Local Municipality. The responses received confirmed that the plan meets the requirements of the local context and has been developed purposefully, and also provided several valuable proposals that were integrated into the improvement of the plan content. A detailed summary of the survey results is attached as Appendix No. 3.

Methodological framework

Stage 1 - Identifying the challenges of the digital divide

The digital divide is the gap between people who have access and skills to effectively use digital technologies and those who do not use these opportunities or for whom they are limited. The first task was to identify the main challenges of the digital divide in Jelgava Local Municipality, which were structured into the following topics:

Motivation	How to encourage people to engage in the digital environment?
Access	How to ensure access to technology for all citizens?
Usability	How to make digital tools accessible and easy to use?
Use	How to promote the practical use of digital skills in everyday life?

Stage 2 - Problem tree analysis

The LWG participants were divided into five teams, each focusing on one of the aforementioned topics (two teams were formed for the topic 'Motivation'). The teams performed a problem tree analysis, identifying the causes, consequences and main problem for each of the topics.

Stage 3 - Formulating the vision

After defining the problems, each team began working on formulating a vision. The vision development process included the following steps:

- Each team member developed their own vision.
- Each participant presented their ideas to the team, which, after discussions, agreed on a single common vision statement.

Stage 4 - Ideating specific activities

Once the vision was defined, the teams identified specific activities that would enable the vision to be realized. During this stage, potential challenges and expected outcomes were assessed.

1. Analysis of the digital inclusion situation in Jelgava Local Municipality

Today's digital world

The modern digital world has become an indispensable part of everyday life, affecting almost all areas of human activity – from communication and education to the economy and public services. Digital technologies and solutions offer the opportunity to promote equality, increase efficiency and expand access to resources. However, they also create new challenges, in particular in relation to the digital divide, skills shortages and social exclusion.

Technological advances have caused a global transformation, transforming traditional industries and creating new ones. Artificial intelligence, big data, cloud technologies and automation have changed the way companies operate, how people work and how society accesses information. Digital platforms have become a major tool for communication, entertainment and education, connecting people around the world.

Both the European Union and Latvia's digital transformation strategies emphasize the importance of technology in promoting equality, economic development, and ensuring societal well-being.

At the European Union level, digital transformation and digital inclusion are a priority, enshrined in the strategy "**European Digital Decade: Digital Goals for 2030**", which sets out four main objectives:

- Promote digital skills so that by 2030 at least 80% of EU citizens have acquired basic skills in working with technology.
- Ensure secure and high-speed internet access in all regions.
- Support innovative companies and promote the development of digital start-ups.
- Modernize public administration by providing convenient and accessible e-services.

The importance of digital transformation is also highlighted by **the UN Sustainable Development Goals (SDGs)**, which aim to address global challenges through innovative technologies. SDG Goal 4 on quality education emphasises the role of digital learning platforms and e-resources in ensuring access to education, especially in remote areas. SDG Goal 8 on economic growth and employment highlights the role of the digital economy in creating new jobs and fostering innovation. SDG Goal 9 on infrastructure and innovation emphasises the role of digital infrastructure in a modern economy. SDG Goal 10 on reducing inequalities indicates that digital technologies can provide more equal access to information and services, especially for vulnerable groups. Finally, SDG Goal 13 on climate change mitigation highlights the role of digital tools in monitoring and reducing CO2 emissions.

Latvia's digital transformation policy is focused on the development of society, economy and public administration, using digital technologies as the main tool. This approach is defined in several strategic documents, including **the National Development Plan 2021–2027 (NDP2027)** and **the Digital Transformation Strategy until 2027**, which set clear goals for promoting digital inclusion and regional development.

The digital transformation priorities of the NAP2027 include the development of digital infrastructure, with a special focus on high-speed internet access throughout Latvia, in order to reduce the digital divide between cities and rural regions. In addition, the plan emphasizes the need to develop the digital skills of citizens through targeted training programs that help seniors, young people and people with disabilities fully engage in the digital environment. Also, one of the most important tasks is the digitalization of public services, making public administration more efficient and more convenient for citizens, providing a wide range of e-services.

The Digital Transformation Strategy until 2027 complements the NAP2027 and focuses on strengthening digital inclusion, regional development, innovation and cybersecurity. The strategy aims to reduce the digital divide between socially vulnerable groups and regions by ensuring equal access to digital technologies regardless of place of residence or social status.

The long-term development strategy of the city of Jelgava and Jelgava Local Municipality until 2034 is consistent with the national and EU digital inclusion guidelines. Its priorities include the balanced development of technologies, innovations and skills that meet current and future needs. Jelgava Jelgava Local Municipality is committed to promoting the growth of an innovative economy and the availability of e-services, as well as the involvement of society in the digital environment. Sustainable digital transformation is closely linked to the development of education, entrepreneurship and public administration in order to promote the efficient use of resources and the competitiveness of the region. Digital inclusion in Jelgava Local Municipality is essential to eliminate the digital divide and promote social and economic participation. In this context, emphasis is placed not only on infrastructure development, but also on educating and motivating society to use digital opportunities.

Digital inclusion is a key factor in the context of digital transformation, as it ensures that every member of society has equal opportunities to use technology, regardless of their social, economic or demographic status. In today's digital environment, access to the Internet and digital technologies has become an extension of human rights, therefore digital inclusion strategies are essential to reduce inequalities and ensure social and economic development.

The emphasis on digital inclusion and regional development is essential in Latvia's digital transformation policy. To reduce inequality, the strategy envisages infrastructure improvements in rural areas, ensuring high-speed internet access and digital skills acquisition for residents. In addition, entrepreneurship is being developed, especially in agriculture, tourism and other sectors, using digital tools that increase productivity and promote economic activity. Close cooperation between state and local government institutions is also planned to implement a unified and coordinated approach to digital transformation.

Digital opportunities and challenges

The modern digital world offers vast opportunities that significantly affect the development of society and the economy. Digital transformation and digital inclusion in Jelgava Local Municipality can improve the well-being of residents and promote the economic growth of the region by ensuring access to information, e-services, business development and effective communication.

However, digital development also faces challenges related to access inequalities, lack of digital skills, cybersecurity risks and social isolation. Developing infrastructure, ensuring access to technologies and educating the public are essential to achieving digital inclusion.

DIGITAL OPPORTUNITIES	DIGITAL CHALLENGES
Access to information that promotes lifelong learning and informed decision-making.	Digital divide – unequal access to digital technologies, especially in rural regions and among vulnerable groups.
E-services that allow convenient use of healthcare, financial, educational and administrative services.	Lack of digital skills hinders the ability of citizens and entrepreneurs to fully utilize digital opportunities.
Economic growth based on digital entrepreneurship, productivity improvements and innovation.	Cybersecurity risks that threaten personal data and corporate information security.
Improved communication, which facilitates communication, collaboration, and international connections.	Social isolation, which occurs due to both digital exclusion and excessive use of technology.

Digital inclusion and reducing social exclusion are interrelated processes that are becoming increasingly important today. They are of fundamental importance both at national and European level, as digital technologies are an integral part of societal development, economic growth and the reduction of social inequalities.

For Jelgava Local Municipality to become a modern and sustainable digital society, it is necessary to:

- Develop digital infrastructure by expanding the availability of high-speed internet and improving technological connectivity throughout the county.
- Promote the acquisition of digital skills by providing training to various groups in society, especially seniors and young people.
- Strengthen cybersecurity by educating citizens about security risks and implementing protective measures.
- Promote digital participation by developing accessible and user-friendly e-services that make public services more accessible and efficient.

Sustainable digital development will ensure the competitiveness of Jelgava Local Municipality, improving the quality of life of residents and promoting equal access to the digital environment for all members of society. The integrated approach to implementing digital inclusion in Jelgava region is focused on a holistic connection of various areas to ensure sustainable and comprehensive results. The integrated approach includes:

- Interaction and coordination of multiple sectors – economy, education, community engagement and infrastructure.
- Active involvement of the public in planning and decision-making, promoting trust and cooperation between residents and the local government.
- Using the latest technologies and approaches to solve existing problems and ensure sustainable development.

Digital inclusion in Jelgava Local Municipality

Digital inclusion is an essential prerequisite for ensuring that all residents of Jelgava Local Municipality can fully use digital technologies, regardless of age, education level, income or place of residence. It is not just about providing technology – digital inclusion is a strategic approach that promotes social development, improves the quality of life and creates new economic opportunities. At the same time, it plays a significant role in reducing social exclusion by ensuring residents' access to education, employment and public services.

In Jelgava Local Municipality, digital inclusion measures help reduce the digital divide, promote social and economic integration and create equal opportunities for all residents, especially those groups most at risk of exclusion, such as seniors, people with low incomes and people with disabilities. By ensuring an accessible and user-friendly digital environment, the use of technology in everyday life is not only promoted, but also the prerequisites for greater public participation are created, thereby strengthening the local community and promoting social cohesion.

SWOT analysis

The **SWOT analysis** of Jelgava Local Municipality digital inclusion highlights the strengths of region, which provide a basis for the development of digital inclusion, and the weaknesses, which identify obstacles that require solutions. It also analyzes the opportunities that provide the potential to expand digital technologies for the benefit of residents and businesses, and the threats that could hinder digital inclusion and create inequalities.

STRENGTHS	WEAKNESSES
<p>1. Openness to innovation:</p> <ul style="list-style-type: none"> - Jelgava Local Municipality demonstrates a proactive approach in implementing new technologies and innovative solutions. - High coverage of high-speed networks and optical internet ensures readiness for the development of digital infrastructure. <p>2. Successes in fixed connectivity and digital public services:</p> <ul style="list-style-type: none"> - Jelgava Local Municipality has significantly developed the digitalization of public services, improving their accessibility to residents. - Developed e-services provide a solid foundation for further digital inclusion. <p>3. Digital ecosystem for lifelong learning:</p> <ul style="list-style-type: none"> - The emphasis on lifelong learning offers opportunities to adapt skills to digital trends. <p>4. Existing support mechanisms:</p> <ul style="list-style-type: none"> - A network of customer service centers has been established in the region to promote access to digital services and support for residents. <p>5. Strategic frameworks:</p> <ul style="list-style-type: none"> - National digital strategies and municipal-level planning provide clear direction for digital initiatives. 	<p>1. Digital skills gap:</p> <ul style="list-style-type: none"> - A significant proportion of the population lacks basic digital skills, which is lower than the EU average. - There is a shortage of ICT specialists in the education and business sectors, which limits the capacity for digital inclusion. <p>2. An aging population:</p> <ul style="list-style-type: none"> - As the population ages, the number of people with insufficient skills increases, creating an ever-widening skills gap. <p>3. Low public awareness:</p> <ul style="list-style-type: none"> - Limited awareness of available digital opportunities and distrust of e-services slow down their use. <p>4. Lack of infrastructure and human resources:</p> <ul style="list-style-type: none"> - Border regions have limited access to high-speed internet and fiber optic networks, which limits the use of digital services. - Insufficient resources for training residents and an insufficient number of public Wi-Fi points in rural areas limit access to digital tools.
OPPORTUNITIES	THREAT
<p>1. Accelerated development of digital skills:</p> <ul style="list-style-type: none"> - Implementing broader skills acquisition programs can significantly increase engagement in the digital economy. - Integrating digital skills at all levels of education ensures sustainable development. <p>2. Innovative trends in the digital world:</p> <ul style="list-style-type: none"> - The use of new technologies, such as artificial intelligence and online education platforms, can improve service provision. <p>3. E-democracy and e-participation:</p> <ul style="list-style-type: none"> - Promoting public engagement through e-participation initiatives strengthens democratic processes and citizen participation in decision-making processes. <p>4. Cross-border e-services:</p> <ul style="list-style-type: none"> - Cooperation in the development of cross-border e-services can improve regional integration and data exchange. <p>5. Mentoring and peer learning programs:</p>	<p>1. Digital divide:</p> <ul style="list-style-type: none"> - The differences between urban and rural areas, as well as between highly skilled and less skilled residents, may increase with rapid digitalization. <p>2. Cybersecurity risks:</p> <ul style="list-style-type: none"> - Growing dependence on digital platforms increases the risk of data protection and privacy threats. <p>3. Economic inequality:</p> <ul style="list-style-type: none"> - The inaccessibility of ICT resources for lower-income households makes equal digital inclusion difficult. <p>4. Lack of motivation:</p> <ul style="list-style-type: none"> - Lack of motivation in specific target groups, such as seniors, can slow down overall progress. <p>5. Difficulty adapting to rapid changes:</p> <ul style="list-style-type: none"> - Rapid technological developments can put pressure on existing infrastructure and require constant updating of strategies and tools.

- The implementation of peer-to-peer learning programs promotes community-based capacity building in the field of digital skills.

Digital transformation is not only a technological, but also a social and economic driver of change, which can significantly affect the quality of life of the residents of Jelgava region. SWOT analysis is essential not only for assessing the current situation, but also as a guide for defining vision and strategic goals.

Digital inclusion problem tree

Digital inclusion in Jelgava Local Municipality offers an opportunity to improve the quality of life of residents and promote the development of the region. However, several significant challenges have been identified in this process that hinder full digital inclusion and the reduction of social exclusion.

Lack of digital skills

Lack of digital skills is one of the most significant barriers to full participation in the digital society. Residents face several challenges that limit their ability to use technology.

- Many citizens are not informed about the possibilities of accessing digital tools and services, which significantly reduces their participation in the digital economy and society. This especially affects vulnerable groups and seniors.
- A large proportion of seniors experience insecurities that hinder their willingness to use digital tools. These concerns often stem from the complexity of the technological environment and a lack of awareness of potential risks.
- Part of society resists change, preferring traditional methods for performing daily tasks, thus not taking advantage of digital solutions.

Complex digital platforms

Experience with digital platforms in Jelgava Local Municipality is limited, as many digital tools are too complex and inconvenient to use. This is especially true for people with lower digital skills, who often find it difficult to navigate complex user interfaces. This factor not only limits the use of e-services, but also hinders the full integration of society into the digital environment.

Infrastructure and access problems

Although significant improvements have been made to digital infrastructure in Jelgava Local Municipality, there are still problems with access to modern technologies and high-speed internet.

- rural areas, especially along the border, access to high-speed internet and public Wi-Fi hotspots is limited, which limits residents' ability to use digital services.
- Insufficient human resources and limited financial resources hinder broader infrastructure development and improved digital access.

Lack of motivation and confidence

The level of public motivation and trust in digital solutions in Jelgava Local Municipality is relatively low, which significantly hinders the digital inclusion process.

- Many residents do not feel the need to acquire digital skills, thus limiting their opportunities to take advantage of the benefits of technology.
- Concerns about data security and privacy are hindering citizens' willingness to use e-services and other digital solutions. Insufficient information about security measures adds to these concerns.

These challenges point to the need for a targeted strategy to promote digital inclusion.

2. Integrated approach for implementing digital inclusion in Jelgava Local Municipality

Jelgava Local Municipality digital inclusion vision

The Jelgava Local Municipality Digital Inclusion Vision is a strategic plan that emphasizes the importance of digital technologies in the development of society, strengthening the economy and promoting common prosperity. This vision is based on the belief that technology is not just a tool, but also the key to equal opportunities and social inclusion, which can reduce inequality between different social groups and territories.

Jelgava Local Municipality is a digitally developed and inclusive region, where technology is used as a means to promote the quality of life of residents, public engagement and sustainable development. The digital transformation process emphasizes an inclusive approach, which aims to ensure equal opportunities for all residents, regardless of their location, age or social status.

The vision envisages creating a digitally developed society in which every resident of Jelgava Local Municipality – regardless of age, place of residence or social status – is able to fully use modern technologies. This means not only the availability of technologies, but also the acquisition of relevant skills and the motivation of residents to actively engage in the digital environment. Digital skills become an integral factor in improving the quality of life and employment, while strengthening the unity of society and the development of local communities.

The digital vision includes an environment in which:

- Technologies are available to everyone – equal access to high-speed internet and modern digital tools is provided throughout the territory of Jelgava Local Municipality.
- People are digitally competent – residents acquire and improve skills that allow them not only to use technology in their daily lives, but also to reap the economic and social benefits of using it.
- The community is motivated and engaged – residents actively use e-services, participate in decision-making, and contribute to the development of the local community using digital platforms.

The digital inclusion vision for Jelgava Local Municipality is also an important step towards sustainable development. It emphasizes efficient use of resources, integration of environmentally friendly technologies and reduction of administrative burden, making everyday processes faster and more accessible. The aim of this approach is not only to create economic and social benefits, but also to preserve environmental resources for future generations.

The strategic goals of the Jelgava Local Municipality digital inclusion vision include:

- Development of digital infrastructure to ensure wider availability of high-speed internet and improve the quality of connections throughout the county.
- Improving digital skills by offering education and training programs tailored to different groups in society.
- Expanding the availability of e-services by promoting trust in state and local government digital platforms, improving their security and ease of use.
- Promoting public engagement using digital solutions to increase citizen participation in public processes and decision-making.
- Ensuring sustainable development by supporting innovative solutions that help reduce environmental impact and improve resource efficiency.

These goals not only set priorities, but also create a clear roadmap for the development of Jelgava Local Municipality, which is based on technological progress, social justice and environmental protection. They form the basis for creating a digitally inclusive, innovative and sustainable society.

Jelgava Local Municipality digital inclusion perspective: current situation, needs and vision

CURRENT SITUATION	IDENTIFIED NEEDS	VISION
<p>Jelgava Local Municipality, located in the central part of Latvia, is distinguished by its diverse regional structure. Thanks to the strategic location of the region and accessible infrastructure, it offers significant opportunities for economic and social development. However, there are also challenges related to social inequality, the digital divide, as well as the aging of the population. In order to promote inclusive and sustainable development, Jelgava Local Municipality needs to address these issues in a targeted manner, focusing in particular on the opportunities provided by digital transformation and digital inclusion.</p>	<p>The development priorities and needs of Jelgava Local Municipality are based on an analysis of the existing situation, which reveals several critical aspects:</p> <ol style="list-style-type: none"> <u>1. Development of digital infrastructure</u> Although the county has high high-speed internet coverage, accessibility and quality issues still exist in the border area. Improving infrastructure can reduce the digital divide and promote equal access. <u>2. Improving digital skills</u> Although digital technologies are becoming an integral part of everyday life, a portion of the population still lacks the skills to effectively use digital tools. This situation is particularly acute for seniors, vulnerable groups, and residents of remote areas. <u>3. E-services availability and trust in e-services</u> Although digital services are developed in Jelgava Local Municipality, many residents are still not fully engaged in using these tools. There is a need for more user-friendly platforms and trust-building measures. <u>4. Public engagement</u> Insufficient use of digital platforms limits citizens' participation in decision-making processes and public events. 	<p>The digital inclusion vision of Jelgava Local Municipality is to create a modern, inclusive and sustainable society, where every resident has equal opportunities to access modern technologies and develop the necessary digital skills. This vision aims to create a region where:</p> <ul style="list-style-type: none"> • Digital infrastructure is accessible to all, ensuring quality internet connectivity even in rural areas. • Citizens acquire and fully utilize digital skills to participate in the economy, public life, and education. • E-services are easily accessible, secure and user-friendly, enabling citizens to more effectively address their daily needs. • Society is actively involved in decision-making processes and jointly solving challenges using digital solutions. <p>This vision is based on the principles of sustainable development of Jelgava Local Municipality, which include economic growth, reducing social inequality, and efficient use of resources, ensuring the region's competitiveness and prosperity in the future.</p>

3. Jelgava Local Municipality Digital Inclusion Strategic Plan

In order to successfully implement the digital inclusion vision and strategic goals of Jelgava Local Municipality, several key intervention areas have been identified, covering a wide range of aspects. These areas include improving infrastructure, promoting digital skills of the public, developing e-services, promoting public participation, and developing sustainable technology solutions. Each of these areas is designed to address specific needs and challenges of Jelgava Local Municipality, while strengthening the ability of residents to fully utilize the benefits of the digital world.

Action planning for the implementation of digital inclusion in Jelgava Local Municipality is based on an integrated approach that combines strategic goals with specific actions, creating a mutually complementary effect. For example, improving digital skills by providing training to seniors and entrepreneurs directly contributes to the increase in the use of e-services, while infrastructure development, such as expanding high-speed internet access, improves access to digital tools and resources. Such an integrated approach allows for the effective use of existing resources, promotes the sustainability of measures and ensures that all steps work together to achieve a common goal.

In addition, digital inclusion in Jelgava Local Municipality is being developed following the principles of multi-level integration, which ensures coherence between local, national and EU-level priorities. At the local level, activities focus on the daily needs of residents, such as improving digital infrastructure and engaging communities. At the national level, activities are integrated within the framework of Latvia's digital strategy, for example, promoting the development of digital skills and improving e-services. At the European level, initiatives are aligned with EU strategies, such as the goals of the European Digital Decade, to promote cross-border cooperation and the implementation of innovative and sustainable solutions.

From April 7 to May 7, 2025, a pilot project - "DigiClass: Bridging the Digital Divide" was implemented in Jelgava Local Municipality, the aim of which was to test a mobile digital classroom model for various communities, including seniors, people with mental disabilities and residents with limited digital skills. The project was implemented in three locations - the multifunctional social service center "LAIPA" in Kalnciems, the Lielvircava Culture House and the activity center "Zemgale" in Glūda parish. As part of the training program "Digital skills for various everyday situations", the use of tablets, internet safety, the use of e-services and other digital skills were taught (for more information, see Appendix No. 4).

Strategic intervention areas for digital inclusion

Digital inclusion in Jelgava Local Municipality is based on five main areas of intervention – (1) infrastructure development, (2) capacity building, (3) expansion and improvement of e-services, (4) civic engagement, (5) sustainable digital development, which includes promoting motivation, ensuring access to technology, user convenience, and practical application of digital solutions.

Motivation

Encouraging motivation is an essential prerequisite for citizens and entrepreneurs to actively participate in the digital inclusion process. Information campaigns and popularization of success stories help to reveal the potential of digital technologies and their positive impact on everyday life. Such an approach inspires engagement, reduces fear of the unknown and helps build confidence in the value of digital solutions.

Access

Ensuring equal access to technology is one of the main goals of digital inclusion. In Jelgava Local Municipality, the expansion of the high-speed Internet network in the most remote areas is necessary

to reduce regional inequality. Equipping public places with free Wi-Fi points will ensure wider access to digital services.

Usability

User-friendly solutions are the key to the success of digital inclusion. Jelgava Local Municipality will develop simple and intuitive e-services that meet the needs of different users. Testing of the accessibility and functionality of digital services will also be carried out to ensure an optimal user experience.

Use

Adoption is the practical manifestation of digital inclusion, which promotes the daily use of technology in the lives of residents and entrepreneurs. In Jelgava Local Municipality, it is planned to organize training courses tailored to the needs of different groups to promote the acquisition of digital skills. Platforms will be created to share success stories and mentoring will be provided to facilitate the transition to the digital environment. These measures will promote economic growth and active participation of society in the digital age.

AREAS OF INTERVENTION	MOTIVATION	ACCESS	USABILITY	USE
1. Infrastructure development	Inspire residents to use the newly created infrastructure.	Provide high-speed internet and Wi-Fi points.	To create a convenient and accessible infrastructure.	Infrastructure applications in education and business.
2. Capacity building	Motivational training programs for various groups of society.	Provide extensive training opportunities and access to learning resources.	Develop easy-to-use training tools.	Effective use of acquired skills in a professional environment.
3. Expansion and improvement of e-services	Build public trust in e-services through information campaigns.	Ensure simple and secure access to e-services.	Develop intuitive and easy-to-use platforms.	Ensure the effective use of e-services for everyday needs.
4. Civic engagement	Promote active participation of society in political and social processes.	Provide access to digital platforms where citizens can participate in decision-making.	Develop easy-to-use participation platforms.	Promote active public participation and exchange of ideas.
5. Sustainable digital development	Promote the development of sustainable attitudes towards the use of technology.	Ensure resource optimization and environmentally friendly technologies.	Develop user-friendly, sustainable digital solutions.	Integrate sustainable technologies into various applications.

Digital Inclusion Action Plan

1.	AREA OF INTERVENTION	INFRASTRUCTURE DEVELOPMENT
Purpose	To ensure high-quality and accessible digital infrastructure throughout Jelgava Local Municipality, reducing the digital divide.	
Impact on achieving the vision	By ensuring a stable and high-speed internet connection, residents can fully utilize e-services, digital resources, remote work and learning, thus improving the quality of life and promoting economic activity.	
Challenges	<ul style="list-style-type: none"> • Expanding the high-speed Internet network requires significant investments, which could be limited by budgetary constraints. • In more remote regions, there are technical difficulties, such as installing infrastructure in difficult terrain or in places with limited access. • Internet providers may not have the interest or resources to ensure infrastructure development in sparsely populated areas. 	
2.	AREA OF INTERVENTION	CAPACITY BUILDING
Purpose	Increase the ability of citizens and businesses to use digital technologies by improving the level of digital skills in all groups of society.	
Impact on achieving the vision	Training promotes the ability of citizens to use digital tools in their daily lives, which is essential for citizens to become full participants in the digital society.	
Challenges	<ul style="list-style-type: none"> • Residents, especially seniors and vulnerable groups, are often reluctant to learn new digital skills. • In rural regions, residents find it difficult to get to training sites or access online courses due to insufficient internet quality. • There may be a lack of qualified trainers or technical resources to implement training programs. 	

3.	AREA OF INTERVENTION	EXPANSION AND IMPROVEMENT OF E-SERVICES
	Purpose	Develop and improve digital public services to make them more accessible, intuitive and efficient.
	Impact on achieving the vision	By facilitating more convenient access to municipal services, residents' trust in digital tools is improved, which contributes to the digitalization of society and the efficiency of local government.
	Challenges	<ul style="list-style-type: none"> • The development of e-services poses additional risks related to personal data protection and cyberattacks. • Part of society does not trust digital solutions, especially older people. • Insufficiently intuitive design can make it difficult to use e-services.
4.	AREA OF INTERVENTION	CIVIC ENGAGEMENT
	Purpose	Promote active participation of residents in the development of Jelgava Local Municipality using digital platforms and tools.
	Impact on achieving the vision	Promoting public participation will strengthen trust between the municipality and residents, as well as improve democratic processes.
	Challenges	<ul style="list-style-type: none"> • Citizens often do not consider it necessary to engage in decision-making processes, especially on digital platforms. • Not all residents have access to e-participation tools, for example in rural areas. • Information about opportunities to participate in public processes is not properly disseminated.
5.	AREA OF INTERVENTION	SUSTAINABLE DIGITAL DEVELOPMENT
	Purpose	To create a digital solution and infrastructure model that is economically, socially and environmentally sustainable.
	Impact on achieving the vision	Resource optimization will help reduce municipal costs and promote environmental sustainability.
	Challenges	<ul style="list-style-type: none"> • Citizens often do not consider it necessary to engage in decision-making processes, especially on digital platforms. • Not all residents have access to e-participation tools, for example in rural areas. • Information about opportunities to participate in public processes is not properly disseminated.

Area of intervention	Planned activities	Planned results	Time plan	Planned budget	Responsible	Cooperation partner	Monitoring of results
Infrastructure development	Mapping of available infrastructure	An analysis of the current situation and priority areas for improvement has been developed.	2026	Within the planned budget	Information Technology Department	Welfare Administration Internet providers Chancellery (Customer Service Centers) Cultural Department Library	Central Administration/ Chancellery
	Develop a digital access map (WiFi hotspots, libraries, etc.)	Every year, 5–10 municipal institutions' Wi-Fi networks are supplemented with new routers	2029	Within the planned budget	Information Technology Department	Internet providers	Central Administration/ Chancellery
	Analyze opportunities to expand high-speed internet access, especially in more remote areas	Improved high-speed internet access in 3–10 municipal institutions per year	2026-2028	Within the planned budget	Information Technology Department	Internet providers, Jelgava Jelgava Local Municipality municipal institutions	Information Technology Department
	Improve public awareness of Customer Service Center (CSC) services	An information campaign about existing digital services has been implemented (survey, booklets, involvement of local leaders: libraries, day centers, KACi)	2026-2028	Within the planned budget	Parish administrations	Central Administration/ Chancellery Welfare Administration	Central Administration/ Chancellery Ministry of Environmental Protection and Regional Development
	To build and modernize internet access in municipal institutions	35 new wireless access points created, improving public access to the Internet	2029	Within the planned budget	Chancellery	Information Technology Department Cultural Department Welfare Administration	Central Administration/ Chancellery
	Improve the security and reliability of digital networks in municipal institutions	A digital accessibility map has been developed with markings of restricted access areas.	2026-2028	Within the planned budget	Information Technology Department	Jelgava Local Municipality municipal authorities	Information Technology Department
	Organize mobile classroom activities in rural areas and companies	Every year, at least one mobile class trip is implemented in each parish, involving at least 100	2026-2029	2,500 EUR per year	Education Department	Social Care and Rehabilitation centers Social Care Center Activity centers	Education Department

Area of intervention	Planned activities	Planned results	Time plan	Planned budget	Responsible	Cooperation partner	Monitoring of results
		participants in educational activities (“Mobile Class in Vilce”, “Mobile Class in Svēte”, etc.)					
	Create stationary digital training classes for people with limited opportunities	Equipped classrooms with computers and licensed software have been created in four social centers	2027-2028	5,000 EUR	Welfare Administration	Information Technology Unit DSPC “LAIPA” DSPC “Zīle” DAC “UPE” SAC “Zemgale”	Welfare Administration
Capacity building	Organize digital skills training for various target groups (seniors, young people, entrepreneurs, people with disabilities, educators)	Training provided to at least 50 seniors, 100 young people and 50 representatives of other target groups each year, promoting their digital skills and participation in the digital economy	2026-2029	2,500 EUR per year	Education Department Welfare Administration	Welfare Administration and its subordinate institutions and structural units, Youth Affairs Department Youth centers	Education Department
	Organize training for social center clients (people with disabilities)	Improved digital skills for clients of social centers (LAIPA, Zīle, Upe)	2027-2028	3,000 EUR	Welfare Administration	Department of Lifelong Learning, Education Department, DSPC “LAIPA”, DSPC “Zīle”, DAC “UPE”, Activity centers	Welfare Administration
	Participate in Digital Week activities by organizing thematic trainings for residents	Every year, as part of Digital Week, the Jelgava municipality organizes educational activities for residents in accordance with the priorities and themes of Digital Week.	2026-2029	1,000 per year	Education Department	Tourism and Entrepreneurship Department	Chancellery
	Inform entrepreneurs about available digital resources	Information about free courses on digital marketing, e-commerce, cybersecurity has been disseminated; competitiveness and export	2026-2029	1,000 EUR per year	Department of Lifelong Learning, Education Department	Tourism and Entrepreneurship Department, Investment and Development Agency of Latvia	Education Department

Area of intervention	Planned activities	Planned results	Time plan	Planned budget	Responsible	Cooperation partner	Monitoring of results
		capacity of companies has been promoted				STARS: Skills Management Platform State Employment Agency	
	Create interest-based practical workshops (e.g. in the fields of digital creativity, health, technology, etc.)	By 2029, at least 60% of residents rate their digital skills as sufficient (based on the results of a population survey)	2026- 2029	Within the planned budget	Department of Lifelong Learning, Education Department	Welfare offices (activity centers) Central Statistical Bureau Ministry of Smart Administration and Regional Development	Education Department
	Develop and implement intergenerational cooperation programs that promote the exchange of experiences, transfer of digital skills, and community cohesion between young people and seniors	Demand identified and program models developed for experience exchange and community cohesion	2027	Within the planned budget	Welfare Administration Social Care and Rehabilitation centers Social Care Center Activity centers	Department of Youth Affairs, Education Department Department of Lifelong Learning, Education Department	Education Department
	Implement a non-formal education program in media literacy, offering classes for youth and adults	Non-formal program training provided annually to at least 20 young people and 20 adults, promoting their media literacy skills	2026-2029	Within the planned budget	Education Department	Department of Youth Affairs, Education Department Department of Lifelong Learning, Education Department	Education Department
	Develop the youth center's digital resource base as a digital prototyping studio for student training companies	Every year, at least 5 youth school training companies use the digital prototyping studio to create a prototype	2026-2029	Within the planned budget	Education Department	Department of Youth Affairs, Education Department	Education Department
	Develop 3 digital skills non-formal education programs in youth resource bases to develop skills in digital design, broadcast recording, and	At least 3 non-formal education programs for the development of digital skills for young people have been developed, training at least 15 young people in all non-	2026	600 EUR	Education Department	Department of Youth Affairs, Education Department	Education Department

Area of intervention	Planned activities	Planned results	Time plan	Planned budget	Responsible	Cooperation partner	Monitoring of results
Digital skills and education	photography and video filming	formal education programs for digital skills in total					
	Organize a volunteering system for young people to develop and use digital skills in local government institutions	Identify the digital volunteering needs of local government institutions every year. Train at least 15 young people to provide digital volunteering in a local government institution for at least one year.	2026-2029	1,500 EUR	Education Department	Department of Youth Affairs, Education Department	Education Department
	Provide transportation services for seniors to promote their participation in digital learning	Parish councils provide transportation for seniors twice a year	2027-2028	Within the planned budget	Welfare Administration	Parish administrations	Welfare Administration
Expansion and improvement of e-services	To evaluate and update the service descriptions published by the municipality on the Latvija.lv portal.	Analysis of existing services has been carried out and improvements to e-service descriptions have been prepared.	2026-2029	Within the planned budget	Chancellery	Municipal institutions and departments	Chancellery
	Creation and improvement of Jelgava region service e-forms (52 priority services identified that require the preparation of improved digital descriptions)	Services comply with the Web Content Accessibility Guidelines (WCAG) ¹ 5 new services every year	2026-2029	Within the planned budget	Chancellery Information Technology Department	Municipal institutions and departments	Chancellery
	Ensure full accessibility of information on the website for people with disabilities, following WCAG 2.1 guidelines	Annual accessibility assessment (based on Cabinet regulations - Cabinet of Ministers Regulation No. 445 of 14 July 2020)	2026-2029	Within the planned budget	Public Relations Department	Information Technology Department	Chancellery

¹WCAG 2.1 (Web Content Accessibility Guidelines 2.1) are internationally accepted guidelines that define how to make web content accessible to all users, especially people with disabilities. They are based on four principles – content is perceptible, usable, understandable and robust.

Area of intervention	Planned activities	Planned results	Time plan	Planned budget	Responsible	Cooperation partner	Monitoring of results
	Review the possibility of providing user support channels (live chat, helpline, video tutorials)	Improved user experience and support Digital assistant “ZINTIS” integrated into the website	2026-2029	Within the planned budget	Public Relations Department	Information Technology Department Chancellery	Chancellery
Civic engagement	Implement an e-voting pilot project	At least 1 e-voting pilot project has been implemented, covering various topics of public importance	2027-2028	Within the planned budget	Strategic Planning Department	Chancellery	Chancellery
	Create and train “digital ambassadors” – local community representatives who help other citizens use digital participation opportunities	By 2029, at least 10 digital ambassadors are operating in different communities (e.g. in rural areas, among youth and seniors)	2029	Within the planned budget	Department of Youth Affairs, Education Department Department of Lifelong Learning, Education Department	Welfare Administration (Activity Centers)	Chancellery
	Organize online forums and thematic “story evenings” that promote dialogue between the municipality and various groups in society	At least one storytelling evening or forum per year is organized that attracts different groups of society	2026-2029	Within the planned budget	Education Department	Welfare Administration and its subordinate institutions and structural units	Chancellery
Sustainable digital development	Develop the implementation of green technologies	1 pilot project implemented for the introduction of green technologies (e.g. energy-efficient server, energy solutions in IT infrastructure)	2029	Within the planned budget	Information Technology Department	Project Department	Project Department
	Digital security and personal data protection training for municipal employees	2 trainings every year	2026-2028	Within the planned budget	Information Technology Department	National Cyber Security Center Municipal authorities	Information Technology Department

Annex No. 1 – Declaration of Commitment to Promoting Digital Inclusion



BOULOGNE-SUR-MER
Développement
Côte d'Opale

Signed in Iasi (Romania)
September 24, 2024

Political signatories



JELGAVAS NOVADS
NOMENCIĀLAIS
MĀJLĀZĀRS

Ms. Mireia Dionisio Calé,
Mayor of Mollet del Vallès (Spain)
Represented by Mr. Ferran Segarra Sánchez,
Councillor responsible for Digitisation.

Mr. Franco Cima,
Deputy Councillor for Digital Agenda, Urban
and Metropolitan Agriculture - Metropolitan City of
Bologna (Italy). Councillor of the Municipality of Bologna

Mr. Ioannis Zampoukis,
Mayor of the Municipality of Alexandroupolis (Greece)
Represented by Ms. Evangelia Valasidou,
Deputy Mayor of Education, Lifelong Learning,
Animals Welfare and Friendship Clubs



Ms. Irina Dolgova,
Vice Chairman of Jelgava Local Municipality (Latvia)
Represented by Ms. Dina Tauriņa,
Jelgava Local Municipality Councillor

Ms. Laura Rodrigues,
Mayor of Torres Vedras (Portugal)
Represented by Ms. Silvia Silva,
Head of Social Development Office



Ms. Aleksandra Dulkiewicz,
Mayor of the City of Gdańsk (Poland)
Represented by Mr. Jarosław Pawłowski,
Thematic Leader of the Development Programme
Digital City and Smart City (Poland)

Mr. Mihai Chirica,
Mayor of Iasi Municipality
(Romania)



Ms. Đenana Čolaković,
Head of Department for Development/permanent
member of Commission for European Integration
(Bosnia and Herzegovina)
Represented by Mr. Salih Alispahić,
Expert Advisor for International Projects
in Department for Development

Mr. Frédéric Cuvillier,
Mayor of Boulogne sur mer (France),
president of Boulogne District council (la CaB)
and president of BDCO
Represented by Ms. Lucie Maillard,
vice president Boulogne sur mer councillor, in charge
of communication and digital strategy. CaB councillor,
in charge of digital strategy and innovation



Digital Inclusion in Europe's communities: Digi-inclusion Partner Declaration on Digital Rights

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

We are inspired by...

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

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

We recognize that...

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

We believe that...

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

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

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

We commit to...

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

Digitālā iekļaušana Eiropas kopienās: Digi-inclusion partnera Digitālo tiesību deklarācija

Mēs, Eiropas pašvaldību, reģionu un institūciju mēri, pašvaldību vadītāji un oficiālie pārstāvji, kuri piedalās URBACT IV programmas Rīcības plānošanas projektā "Digi-Inclusion", esam šīs deklarācijas līdzautori un savstarpēji vienojamies par sekojošo:

Mūs iedvesmo...

- Cik lielu nozīmi Eiropas Savienība piešķir tam, lai digitālā pāreja būtu godīga un dotu labumu visiem iedzīvotājiem, nevienu neatstājot novārtā.
- Eiropas Deklarācija par digitālajām tiesībām un principiem un tas, kā tā izvirza cilvēkus digitālās pārveides centrā.
- Ideja par digitālo tiesību kopumu, kas tiecas uz solidaritāti un iekļaušanu, izvēles brīvību, daļību digitālajā publiskajā telpā, digitālo drošību un pilsonu iespēju palielināšanu.

ES līmeņa apņemšanās īstenot digitālo pārveidi, kas nevienu neatstāj novārtā un kuras mērķis ir sniegt labumu visiem, panākt dzimumu līdzsvaru un jo īpaši iekļaut vecākus cilvēkus, cilvēkus, kas dzīvo lauku apvidos, cilvēkus ar invaliditāti, ierobežotām iespējām vai atstumtas, neaizsargātas vai trūcīgas personas, kā arī veicinot kultūras un valodu daudzveidību.

Mēs atzīstam, ka...

1. Mūsu teritorijā un sabiedrībā pastāv digitālā plāisa, un tā nav tikai tehniska, bet ir sociāla un ekonomiska problēma.
2. Šo plāisu raksturo nevienlīdzība attiecībā uz piekļuvi digitālajām tehnoloģijām, prasmēm, kas nepieciešamas tehnoloģijas lietošanai, un spējā to izmantot, lai pilnībā izmantotu digitālās pārejas mūsu sabiedrībā.
3. Digitālā iekļaušana mazina šo plāisu, un tā ir vairāk nekā tiešsaistes darījumi un patēriņtājs tiešsaistē.
4. Pilnīga digitālā iekļaušana nozīmē līdzdaļbu sabiedrībā, izmantojot digitālo telpu – būt pārliecinātiem mijiedarbībā, strādāt, izklaidēties, mācīties, radīt, socializēties, patēriņt, kā arī piedāvāties mūsu kopienās un demokrātiskajos procesos un komunikācijā.

Mēs ticam, ka...

Daloties pieredzē, mēs varam labāk izprast savu individuālo kontekstu. Izmantojot kritiskas pārdomas un koprades procesu, mēs varam izpētīt, kā digitālo iekļaušanu var labāk iekļaut kā visaptverošu tēmu visās digitālās transformācijas plānošanas un īstenošanas darbībās.

Mēs nosakām, ka veiksmīgai digitālās iekļaušanas politikai jākoncentrējas:

- Nodrošināt, lai ikvienam būtu piekļuve digitālajai pasaulei un lai digitālā pasaule piedāvātu visiem nepieciešamos pakalpojumus.
- Īaut iedzīvotājiem iegūt un uzturēt digitālās pamatprasmes tagad un nākotnē.
- Paliņzēt iedzīvotājiem maksimāli izmantot savas digitālās prasmes un piekļuvi, īaujot visiem gūt vislabāko vērtību no digitālās pasaules.
- Piedāvāt iespējas un vērtības, kas motivē iedzīvotājus iesaistīties digitālajā pasaulē.
- Sniegt iedzīvotājiem iespēju droši darboties digitālajā pasaulē, izjūtot uzticēšanos digitālajai publiskajai telpai un apzinoties savus drošības pienākumus un ierobežojumus.

Mēs apņemamies...

- Veicināt digitālās pamattiesības un principus visiem mūsu iedzīvotājiem.
- Atbalstīt integrētu rīcības plānu īstenošanu, kuru mērķis ir nodrošināt digitālo iekļaušanu mūsu teritorijās.
- Apvienot attiecīgās ieinteresētās puses un pilsonisko sabiedrību, lai veicinātu šīs vietējās politikas un atbalstītu viņu līdzdaļbu šo darbību aktīvā definēšanā, īstenošanā un uzraudzībā.
- Popularizēt mūsu pašvaldībās, reģionos, valstīs un visā Eiropas Savienībā mūsu kopīgā darba rezultātus un gūtās mācības, jo īpaši veicinot starptautiskā digitālās iekļaušanas darba stiņprināšanu mazās un vidējās pašvaldībās un lauku kopienās.

Annex No. 2 - Members of the Local Action Planning Working Group

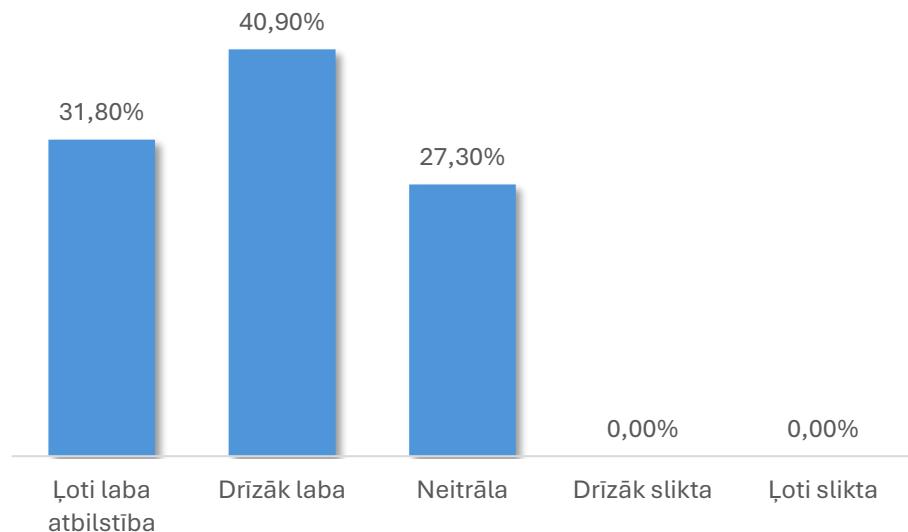
No.	Name	Represented organization
Representatives of Jelgava Local Municipality and its institutions		
1.	Amanda Meldere	Head of the Līvbērze Youth Initiative Center
2.	Agrita Olehnoviča	Head of Project Unit
3.	Agrita Sīle	Chief Specialist of the Welfare Administration
4.	Aija Zosule	Multifunctional Social Care Centre "LAIPA" social worker
5.	Alona Virviča-Jansone	Head of Infrastructure Department
6.	Anastasija Gindra	Development Planning Expert, Strategic Planning Department
7.	Anda Duge	Head of Vilce Parish Administration
8.	Anita Šķutāne	Deputy Head of Project Unit
9.	Antra Akermane	Deputy Head of Welfare Administration
10.	Dace Blūma	Senior Accountant, Finance Department
11.	Dace Kaņepone	Head of Public Relations Department
12.	Dina Tauriņa	Counsellor, Jelgava Local Municipality Council
13.	Elīna Rozenfelde	Special education teacher at Zaļenieki Commercial and Crafts Secondary School
14.	Gatis Kasparinskis	Project Manager, Project Unit
15.	Gita Aizpure	Head of Multifunctional Social Care Centre "LAIPA"
16.	Herta Elza Šalkovska	Manager of the activity center "Zemgale"
17.	Ilze Brakmane	Head of Educational Support Department
18.	Ilze Vītola	Deputy Chairman, Jelgava Local Municipality Council
19.	Jeļena Žoide	Head of the Lifelong Learning Department of the Education Department
20.	Jevgenija Noreiko	Head of Āne Library, Āne State and Municipal Unified Customer Service centre
21.	Kaspars Sniedzītis	Acting Executive director
22.	Karlis Kaņepons	Information Technology Administrator
23.	Kārlis Kindzulis	Head of Department, Information Technology Department
24.	Laila Čima	Head of the Chancellery
25.	Lelde Podniece-Jostmane	Head of Public Relations Department
26.	Maija Maria Krasta	Youth Council
27.	Raitis Silamednis	Head of Eleja Parish Administration

No.	Name	Represented organization
28.	Ričards Pāns	Head of Jaunsvirlauka Youth Initiative Center
29.	Valters Siksna	Head of Youth Affairs Department
External cooperation partners		
30.	Aija Vārava	Entrepreneur, resident of Jelgava Local Municipality
31.	Anete Verpakovska	Student at Latvian University of Biosciences and Technology
32.	Anna Pavlina	Creativity Lab Foundation
33.	Arnis Leikarts	Association "Jelgava Region Entrepreneurs"
34.	Dace Kadile	Doctoral student at Latvian University of Biosciences and Technology
35.	Elīza Līga Līdaka	Head of the Jelgava Representative Office of the Investment and Development Agency of Latvia
36.	Ginta Kronberga	Leading researcher at the Latvian University of Biosciences and Technology
37.	Ilze Ragovska-Bērziņa	Association "Jelgava Region Entrepreneurs"
38.	Inese Rumjantseva	Chief Specialist-Methodologist of the Continuing Education Department of the Zemgale Regional Competence Development Center
39.	Inga Čerņavskā	Resident of Jelgava Local Municipality
40.	Līga Paula	Director of the Institute of Social Sciences and Humanities, Doctoral Studies, Latvian University of Biosciences and Technology
41.	Līva Stūrmane	Creativity Lab Foundation
42.	Lolita Felzenberga	Zemgale Planning Region, expert in digitalization issues
43.	Marīte Ieviņa	Head of Project Department, Jelgava Digital Center
44.	Sarmite Viksna	Director of the Zemgale Regional Competence Development Center

Survey time – August-September 2025

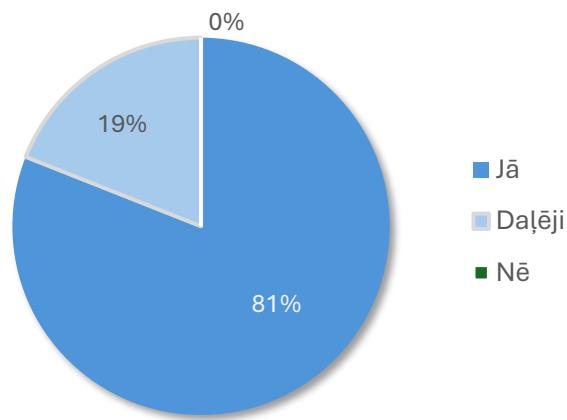
22 members of the local Digi-inclusion working group participated in the survey

1. How do you assess the relevance of the Digital Inclusion Plan to the needs of Jelgava region?



The majority of survey participants assessed the plan's relevance positively – 40.9% of respondents indicated that the plan “rather well” meets the needs of Jelgava Local Municipality, while 31.8% – that it meets “very well”. Overall, more than 70% of respondents gave a positive assessment. 27.3% of respondents chose a neutral assessment, but no answer was given as “rather bad” or “very bad”, which indicates that the direction of the plan is generally considered appropriate and potentially effective. These results indicate confidence in the basic ideas of the plan, while emphasizing the need to continue to improve it and link it with practical solutions.

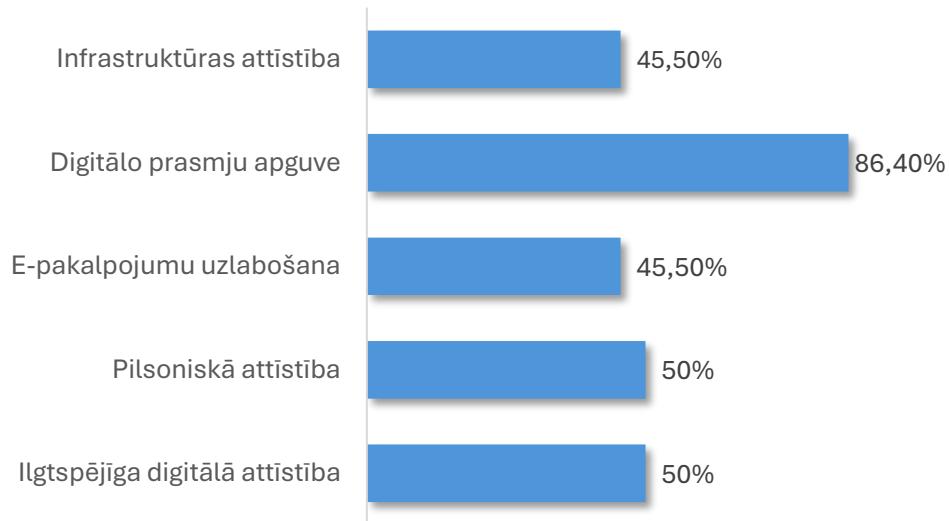
2. Is the plan's goal – to reduce the digital divide and social exclusion – formulated clearly enough?



The survey results show that the main objective of the plan – reducing the digital divide and social exclusion – is formulated clearly enough for the majority of participants. 81% of respondents answered “Yes”, indicating that the objective is sufficiently clearly defined. 19% of respondents indicated that the objective is formulated partly clearly, while no answer was given as “No”. This means that the objective

is recognized as relevant and understandable, however, a small number of participants would need additional clarification or strengthening of the specific formulation to improve the communication and clarity of the plan.

3. Which of the five strategic areas of intervention should be the main priorities?

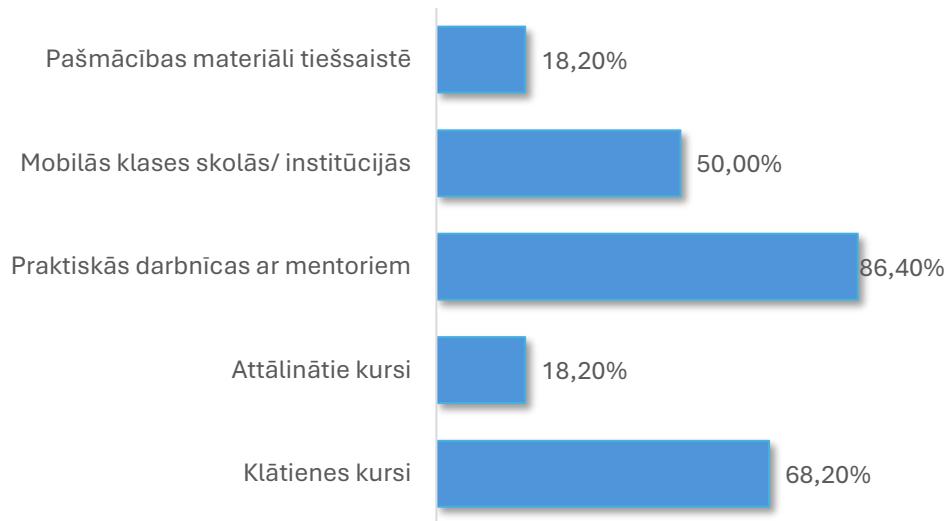


The survey results clearly indicate that digital skills acquisition stands out as an absolute priority – it was selected as one of the main areas of intervention by 86.4% of respondents. This result confirms the public need for practical, applicable knowledge and strengthening of digital skills as a basic prerequisite for an inclusive digital society.

In second and third place in terms of frequency are sustainable digital development and civic development, both of which were mentioned by 50% of respondents, indicating equal importance. This indicates the need to develop digital solutions sustainably while simultaneously strengthening the ability of society to engage in decision-making and community processes in the digital environment.

Improving e-services and developing infrastructure received equal support – 45.5%, which confirms that these aspects are also considered important, but secondary compared to the development of digital skills.

4. What forms of learning would be most effective for achieving the goal?



The survey results indicate that the majority of respondents chose practical workshops with mentors as the priority learning form – this form was chosen as the most effective by 86.4% of respondents. This

highlights the need for a learning approach based on direct contact, personal support and the opportunity to immediately apply the acquired skills in practice. This is followed by face-to-face courses with 68.2% support, which shows that a physical learning environment and a structured learning process are still considered important, especially among those who need additional support or motivation. Mobile classrooms in schools/institutions were chosen by 50% of respondents, indicating the need to make learning more accessible also in the most remote regions, where residents may have limited mobility or access. In turn, online self-study materials and distance learning courses received only 18.2% support each, which confirms that these forms are considered less effective in the context of the target groups – perhaps insufficient digital literacy, motivation or limited access to technologies limits the potential of these forms.

Overall, the results show that personalized, practically oriented, and face-to-face learning solutions that are tailored to specific target groups and their needs would be most effective in Jelgava region.

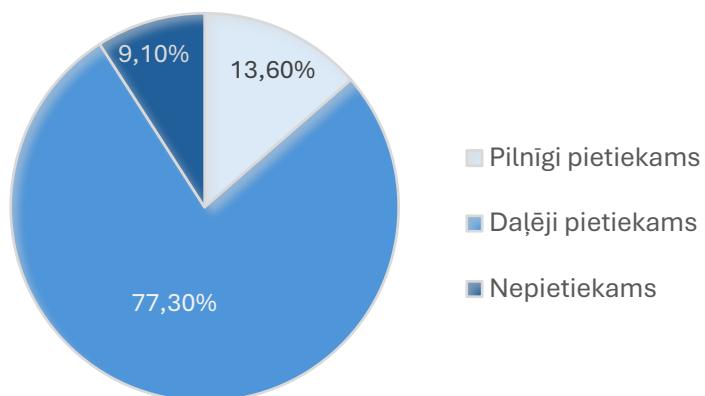
5. How to ensure that the skills learned are not forgotten?

In order not to forget the acquired skills, the respondents emphasize the importance of regular practical application – not only the acquisition of theoretical knowledge, but also the opportunities to use them in everyday life. For example, using digital services only once a month does not help to strengthen skills. Therefore, it is necessary to provide various daily scenarios in which digital solutions become an integral part of life. Several respondents suggest supplementing the training process with a so-called “intensive course” for the initial acquisition of skills, followed by regular classes or meetings to strengthen skills and learn new things. An effective approach would also be to include informal activities, such as educational games or practical camps at least twice a year.

The social dimension is also particularly emphasized – networking opportunities, sharing experiences and mutual support are essential factors for maintaining motivation and long-term engagement. For this purpose, it is recommended to create interest groups, for example, for communication on the *WhatsApp* platform, which would promote a sense of community and continuous engagement.

Another important aspect is the practicality and relevance of skills to everyday needs – the skills learned should be applicable and relevant to people's lifestyles, especially for seniors and vulnerable groups. Public spaces should also be provided where technologies are freely available and usable for those who do not have access at home. Such an approach would strengthen digital inclusion and help retain acquired skills in the long term.

6. Is the availability of digital infrastructure (internet, public Wi-Fi) sufficient in Jelgava Local Municipality?



The majority of respondents (77.3%) believe that the availability of digital infrastructure in Jelgava Local Municipality is partially sufficient. This indicator indicates that the infrastructure is functioning, but there

are still significant aspects that can be improved, especially in more remote areas or public places where public Wi-Fi may be insufficient or unstable. Only 13.6% believe that the infrastructure is completely sufficient, while 9.1% of respondents assess it as insufficient, which indicates specific areas or population groups for whom digital access is still a significant challenge.

These results confirm the need to continue developing internet coverage and public access points throughout the county to ensure equal access to digital resources for all residents – regardless of place of residence or technological accessibility. This is an essential prerequisite for digital inclusion and the implementation of a modern model of social development.

7. Which areas lack the most access to digital resources?

The responses provided by the survey participants indicate that in Jelgava Local Municipality, access to digital resources is most lacking in rural areas, homesteads, as well as in Lithuanian border and sparsely populated areas, for example, in Vilce parish and the Mūrmuiža area.

At the same time, the social aspect is also emphasized - in households where there is a lack of a computer or the prevailing view is that a smartphone is sufficient, the opportunity to fully engage in the digital environment is limited, as many e-services or educational opportunities cannot be used qualitatively only with a mobile device. This trend is especially evident among young people, where computer skills are declining, as well as the popularity of public computer access points in general is decreasing.

8. What additional resources should be provided to residents?



The survey results on additional resources that should be provided to citizens to promote digital inclusion indicate a clear need for a comprehensive support mechanism. The majority of respondents (86.4%) emphasized the importance of training, mentoring and experience-sharing formats, indicating that practical and regular learning activities are essential for strengthening citizens' digital skills. The second most important type of support (77.3%) is technical assistance and consultations that would allow people to solve specific problems in everyday situations.

A third of respondents (59.1%) indicated the need for accessible computers in municipal premises, which is especially important for residents who do not have appropriate devices or internet access at home. In turn, 45.5% of respondents highlighted the importance of support from peers and volunteers – this indicates the potential of society in self-organization and mutual assistance. A relatively smaller, but still significant share (31.8%) emphasized the need for support for the purchase of devices, which indicates economic barriers to full participation in the digital environment. Overall, the results reveal the need for a combined support model that includes both education, practical resources, and individual assistance.

9. Which other partners/population groups should definitely be involved in the implementation of the plan?

The survey participants identified several groups of residents and partners whose involvement would be essential in the implementation of the Digital Inclusion Plan in Jelgava Local Municipality. Among the most frequently mentioned were municipal employees, library and educational institution staff, who traditionally play an important role in informing the public and providing support. The involvement of seniors, people with disabilities and pre-retirement age residents was also emphasized, as these groups often face lower digital skills and a higher risk of social exclusion.

Respondents also recommended involving relatives of senior citizens and other people whom these residents trust, thus strengthening their trust and motivation to learn. A significant role was also assigned to students and young people – especially from the older grades, who can serve both as learning support and as a bridge between generations. A significant role in the implementation of the plan was also assigned to social workers, volunteers, NGOs, residents' councils and service providers who are closer to the community in everyday life.

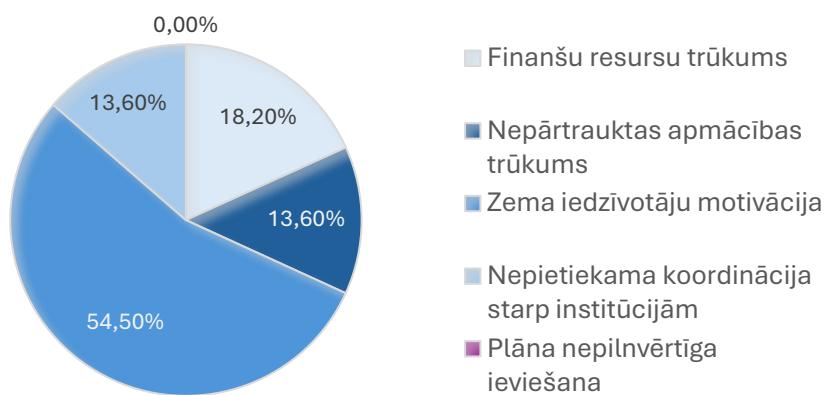
The involvement of representatives of less protected professions (janitors, cleaners, technical workers) and the unemployed was also highlighted separately, reflecting the need to target digital inclusion measures at residents with limited opportunities in the labor market.

10. What methods would work best to increase citizen engagement to bridge the digital divide?

When analyzing the respondents' responses, the dominant role of community events as the most effective approach is clearly evident. Almost all respondents mentioned community events, such as "digital Wednesday evenings", as the main way to engage residents. This approach is considered the most appropriate because it provides an informal, safe and inclusive environment in which residents can practically learn skills, receive support and feel part of the community.

Although much less frequently, other tools and methods were also mentioned. Some respondents pointed to discussion forums as a way to exchange information and engage the public, but their effectiveness was rated lower. Only one respondent recommended the use of questionnaires and surveys, while another suggested family involvement, especially highlighting children and grandchildren as potential supporters of "mentoring" older generations. The idea of involvement in larger public events was also voiced as separate elements that can reduce fear of technology and promote first contact with digital tools.

11. What is the biggest risk to the sustainability of the plan?



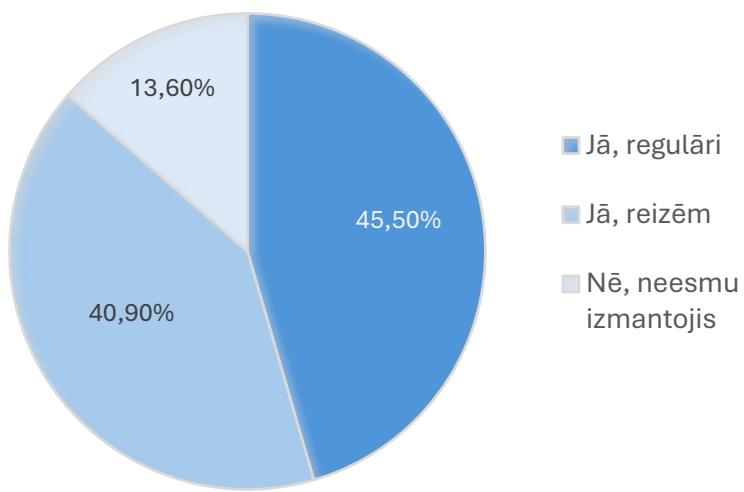
The biggest risk factor identified is low motivation among residents, which was noted as the most significant risk by 54.5% of participants. This indicates the need to provide not only training opportunities, but also to systematically build a positive attitude, understanding and interest in the use of digital skills in everyday life.

The second most significant risk factor is the lack of financial resources, indicated by 18.2% of respondents, who express concerns about possible difficulties in sustainably financing the activities planned in the plan.

Lack of continuous training and insufficient coordination between institutions were cited as a significant risk by 13.6% of respondents, emphasizing the need for regular, continuous skills development opportunities and unified, targeted inter-institutional cooperation.

These results confirm that not only the availability of resources, but also active public involvement, a motivating environment, and institutional cooperation mechanisms will be important for the sustainable implementation of the plan.

12. Have you used any municipal e-services in the last year?

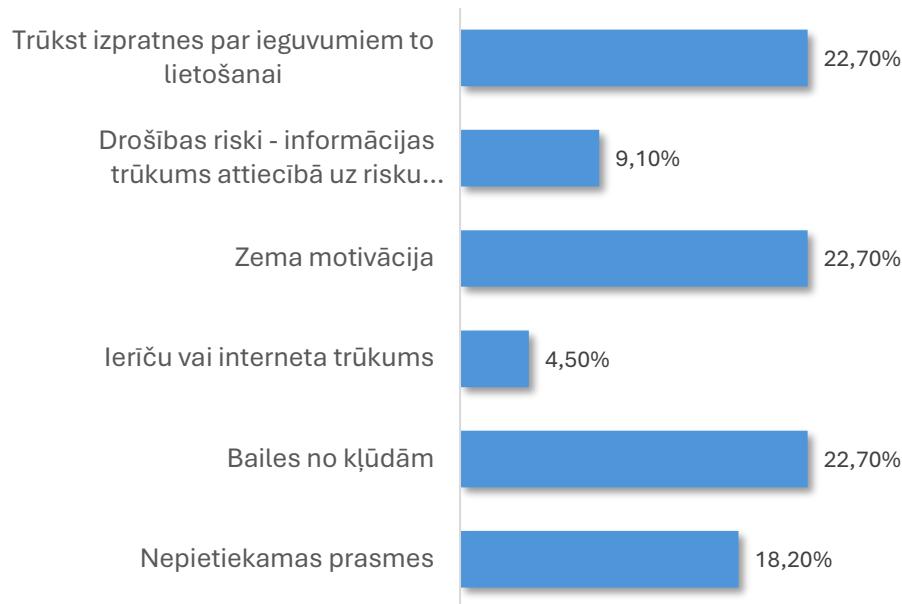


The majority, or 45.5%, of respondents indicated that they use e-services regularly, which indicates a fairly high level of digital participation among the respondents. In turn, 40.9% of respondents admitted that they have used e-services occasionally, which indicates some experience, but also the potential for even greater usage activity. Only 13.6% of respondents admitted that they have not used municipal e-services in the last year.

13. What difficulties do you or the group you represent most often encounter when using digital services?

The most frequently mentioned problem is the complexity and unintuitive design of digital platforms – respondents point to difficulties in navigating the complex layout, terminology and lack of reverse navigation. These problems not only make it difficult to find information, but also create a psychological barrier, especially for people with lower digital skills or less self-confidence. The second significant problem is the low level of IT skills, which manifests itself both in uncertainty and in not knowing basic actions, such as how to turn on a device or open a browser. Also often mentioned is a feeling of insecurity and fear of making mistakes, which prevents people from trying to use services even if they have the necessary devices. Several respondents also highlighted technical problems, such as slow operation or problems with e-signature, which reduce the reliability of digital services and discourage their use. In addition, external barriers were also mentioned, such as lack of time to delve into the use of services, or the absence of online banking/e-signature. Some respondents also expressed concerns about the risks of fraud and phishing attacks, which further exacerbate the feeling of insecurity in the digital environment.

14. What, in your opinion, is the biggest obstacle to residents engaging in using digital services offered by local governments and the state?



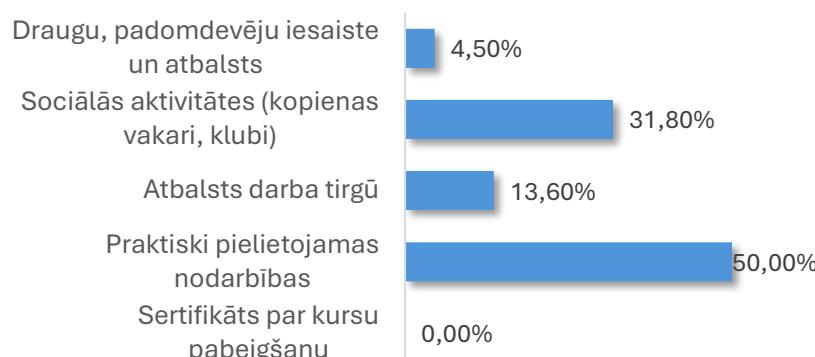
The results show that there is no single clear reason that prevents residents from engaging in using digital services offered by local governments and the state – several factors are equally important, indicating a complex set of problems in the context of the digital divide.

The three main obstacles, indicated by an equal proportion of respondents (22.7%), are:

- There is a lack of understanding of the benefits of using them – people are not clear about what specific benefits there are from using digital services, thus lacking motivation to learn or use them;
- Low motivation – possibly related to the power of habit, disbelief in the benefits, or low trust in the digital environment;
- Fear of mistakes – this barrier indicates a sense of insecurity and low self-efficacy, especially among less digitally savvy residents.

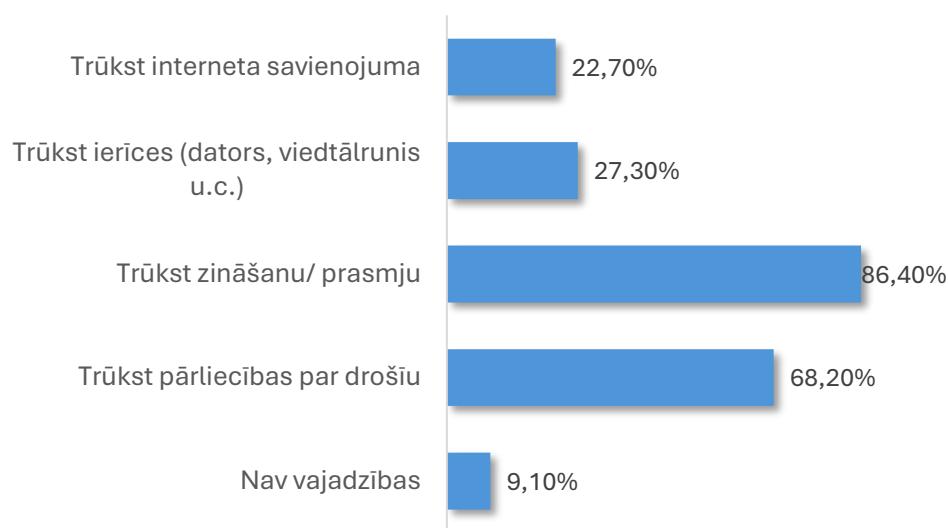
Not far behind is insufficient skills at 18.2%, highlighting the need for accessible, tailored training. Meanwhile, lack of devices or internet was mentioned by only 4.5% of respondents, suggesting that infrastructure is not currently the main obstacle compared to psychological or skill deficiencies.

15. What do you think would most motivate residents in your community to learn new digital skills?



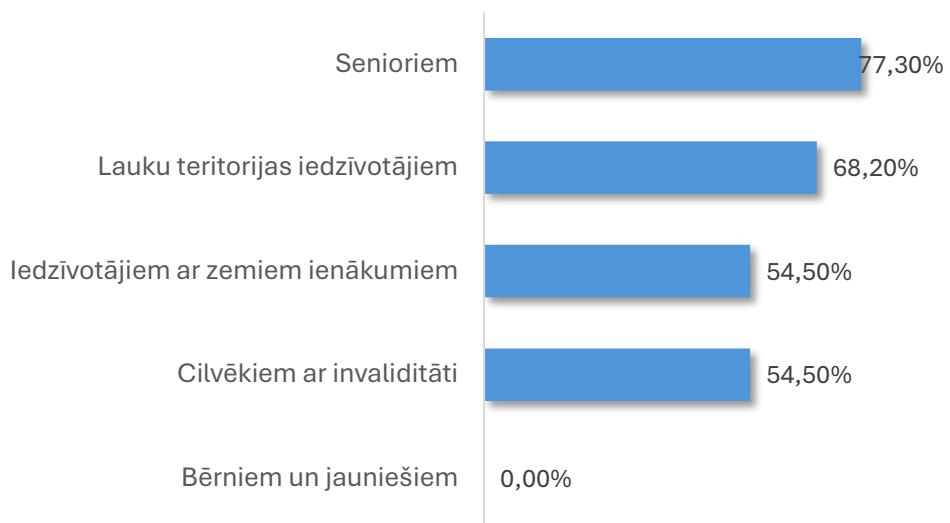
Respondents' opinions on what would most motivate residents of their community to learn new digital skills suggest that practicality and a social environment are the main motivational factors in the learning process. The largest proportion of respondents (50%) believe that practical lessons would most effectively motivate residents to learn digital skills. This confirms that people want to learn exactly those skills that can be used immediately in everyday life – for example, to access e-services, make payments or communicate with loved ones. 31.8% of respondents indicated that social activities, such as community evenings and club meetings, would also play an important role. This emphasizes the importance of the community as an environment where, through informal participation, it is possible to both learn and build mutual trust and support. 13.6% of respondents mentioned support in the labor market as a motivating factor, pointing to the role of digital skills in promoting employment and improving competitiveness.

16. What are the main difficulties that residents of Jelgava Local Municipality face when using digital services, based on your experience?



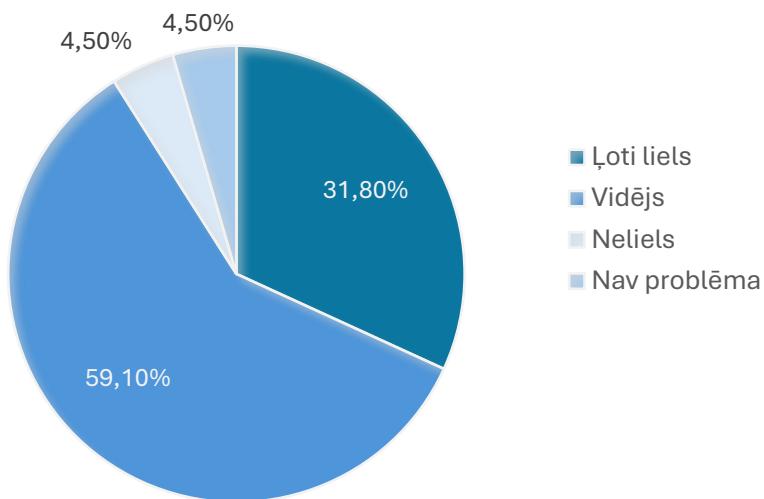
The survey data reveals the main difficulties that, according to respondents, residents of Jelgava Local Municipality face when using digital services. The most frequently mentioned problem (86.4%) is the lack of knowledge and skills, which emphasizes the need for targeted education and practical training. This result confirms that the digital divide in Jelgava Local Municipality is primarily related to insufficient digital competences of residents. The second most common difficulty (68.2%) is uncertainty about security, which indicates the need to strengthen residents' understanding of security risks and provide practical guidelines for the safe use of digital services. Lack of internet connection was mentioned by 22.7% of respondents, while unavailability of devices (computers, smartphones, etc.) was mentioned by 27.3%. These indicators indicate problems with the accessibility of digital infrastructure in certain territories and social groups. Relatively fewer residents (9.1%) noted that there was no need to use digital services, while low motivation was mentioned in only 4.5% of cases. This shows that interest in using digital services exists, but it is often hindered by knowledge and infrastructure limitations.

17. Which population groups in Jelgava Local Municipality, in your opinion, have the most difficulty accessing digital services?



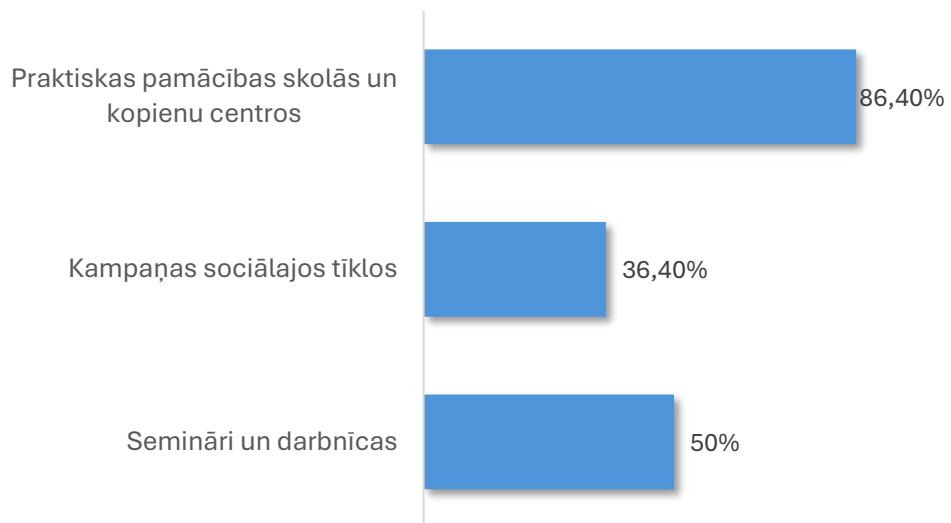
The survey results allow us to identify priority target groups that would need special support in the field of digital inclusion. The most frequently mentioned group is seniors (77.3%), which indicates a significant gap between the digital skills of older people and the increasing demands for the use of digital services. In second place (68.2%), are residents of rural areas, which indicate inequality in the availability of infrastructure and digital resources in different territories, especially in more remote regions and homesteads. People with disabilities and residents with low incomes (54.5% each) are also highlighted as groups at increased risk of encountering digital access barriers. These residents often need both technical support, customized solutions, and financial security for the purchase of digital devices.

18. How big a challenge is cybersecurity and data security in Jelgava Local Municipality?



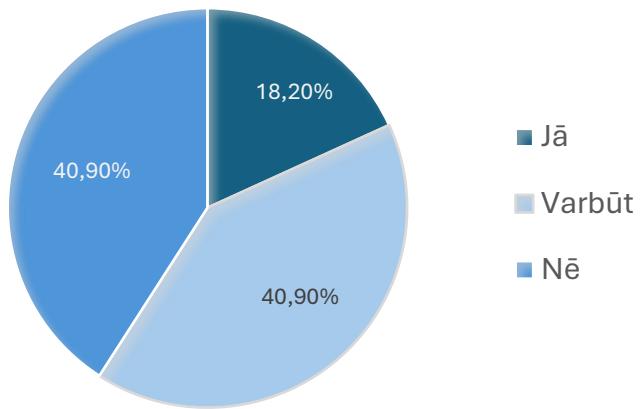
The survey results reflect the opinion on the seriousness of the cybersecurity and data security challenge in the region. The majority of respondents (59.1%) believe that it is a medium challenge, while 31.8% of respondents indicated that it is a very big challenge, which indicates a significant level of public concern regarding data protection and potential cyber threats. Only a small part of respondents (4.5%) believe that the problem is minor, and another 4.5% indicated that such a problem does not exist at all. This confirms that cybersecurity and data protection issues in Jelgava region are taken seriously and require a targeted solution in the digital inclusion strategy.

19. What activities would be most effective for informing the public about digital security?



The survey results indicate the opinion of the population on the most effective activities for informing the public about digital safety. The majority of respondents (86.4%) believe that practical training in schools and community centers is the most effective way to promote awareness of digital safety issues. This shows the demand for a direct, practical and tailored approach, especially at the local level. 50% of respondents indicate seminars and workshops as an effective solution, which can provide structured and in-depth training on digital safety topics. In turn, 36.4% of respondents see the potential in campaigns on social networks, which can be particularly useful for reaching young people and the wider public.

20. Would you be willing to volunteer in digital skills training?



Out of a total of 22 respondents, only 18.2% have clearly expressed their willingness to get involved as volunteers, providing support to others in acquiring digital skills. An equally large number (40.9%) indicated that they would probably get involved if suitable conditions or support were offered. Meanwhile, another 40.9% of the respondents answered negatively, emphasizing that they are not ready to engage in such activities.

These results indicate a relatively high potential for engagement – almost 60% of respondents would be at least partially open to the idea of volunteering. This suggests opportunities to develop a volunteer network, especially if appropriate training, clear tasks and communication about the importance of volunteers' contribution to the digital development of the local community were provided. At the same time, it is evident that a part of the public still does not have the desire or motivation to get involved, which could be related to lack of time, self-esteem issues or insufficient information about such opportunities.

21. What specifically could you offer or contribute to the implementation of this plan?

When answering the question “What specifically could you offer or give for the implementation of this plan?”, respondents showed various initiatives and willingness to get involved. Several offered to share their knowledge and experience, for example, by acting as trainers or mentors in digital skills training. Others emphasized their willingness to carry out information work – informing the public about the existence of the digital inclusion plan and addressing specific target groups, such as seniors, to motivate them to participate in the training. Some respondents offered practical support in organizational processes or research. The desire to participate in community activities was also emphasized. Some respondents admitted that it is still difficult to precisely formulate their possible contribution at this time, however, the general attitude was positive and responsive.

Annex No. 4 – Report on the pilot project “DigiClass: Bridging the Digital Divide”

The pilot project “DigiClass: Bridging the Digital Divide” was implemented within the framework of the European Regional Development Fund 2021-2027 European Territorial Cooperation Programme URBACT IV Project No. 20303 “Digital Inclusion for Reducing Social Exclusion (DIGI-INCLUSION)” and is co-funded by the European Union.

The aim of the pilot project “DigiClass: Bridging the Digital Divide” (hereinafter referred to as the project) is to create and test a mobile classroom model to address the digital divide and social exclusion of vulnerable communities by providing access to technology and learning opportunities.

Target group: people with mental disabilities, seniors, people with limited opportunities or knowledge and skills.

The pilot project physically was implemented in the period from 07.04.2025 to 07.05.2025.

Project rationale

Social impact: reducing social isolation:

- Regular communication with family and friends significantly reduces feelings of isolation and improves the emotional and mental state of older people.

Improving the quality of life:

- Using technology not only for communication but also for online access to information, entertainment and medical services can significantly improve the quality of life of older people.

Promoting continuous learning:

- Training in the use of technology promotes continuous learning and adaptation to new realities, giving older people a sense of belonging in the modern world.

Economic impact: reduction of communication costs:

- Using free communication apps can significantly reduce the costs associated with traditional international calls.

Efficiency in service availability:

- Facilitating online access to public and private services (e.g., medical appointment bookings, bill payments) can save time and resources.

Community Impact: Strengthening Community Ties:

- Group learning and attending joint training sessions strengthens bonds between community members, creating a network of mutual support.

Project implementation sites

- DSPC “LAIPA” (address - Draudzības Street 3, Kalnciems, Jelgava Local Municipality),
- Lielvircava Culture House (address - Ausekļa Street 24, Lielvircava, Jelgava Local Municipality),
- Activity center “Zemgale” (address - Upes Street 10, Zemgale, Glūda parish, Jelgava Local Municipality).

Project progress

Preparation stage:

1. creation of a mobile classroom, provision of equipment;
2. composition of groups of participants according to the project conditions;
3. finding suitable premises for classes, agreeing on the premises and class times;
4. development of the project of the non-formal education program “Digital skills for various everyday situations”;

The non-formal education program “Digital Skills for Various Everyday Situations” was designed to:

- 1) develop the skills of group members: perform first actions with a tablet, use computer networks and the most common software for data acquisition and processing, perform e-services, perform financial services;
- 2) encourage the use of digital services to solve everyday situations;

- 3) promote understanding of the basic principles of security in the use of digital services;
- 4) introduce the benefits and advantages of using e-services and financial services.

9 contact hours (3x3 lessons) were planned for the implementation of the program.

- 5) selection of lecturers – taking into account the characteristics of the participant groups, one of the criteria for selecting lecturers was the lecturers' experience in working with similar project target groups;
- 6) Preparation of publicity material for inviting participants on social networks and posting on parish bulletin boards.

Implementation

Trainings were implemented according to a previously drawn up plan.

Adjustments were made to the training program, taking into account the individual needs, level of preparation, and interests of the group members.

Number of participants

Location – DSPC “LAIPA”

Date	Number of participants
07.04.2025.	3
09.04.2025.	3
14.04.2025.	4

Location – Activity Center “Zemgale”

Date	Number of participants
23.04.2025.	11
28.04.2025.	7
30.04.2025.	7

Venue – Lielvircava Culture House

Date	Number of participants
16.04.2025.	10
24.04.2025.	8
07.05.2025.	9

Evaluation

A survey of participants and a survey of class leaders were conducted to evaluate the project and receive feedback.

Senior group (questions and answers from the participant survey)

- I enjoyed learning in the mobile classroom better than in the learning center.
100% of participants answered yes.
- The most useful/interesting topics I learned/mastered in the classes:
Internet security and personal data protection,
Use of e-signature,
E-services (e-health),
Obtaining information on the Internet,

Use of artificial intelligence.

- The least interesting topics that were covered in the lessons:
100% of participants responded that there were none.

- My digital skills have improved:

A little – 38%

Average – 57%

Very – 5%

- What have I gained from these lessons?

- Knowledge
 - Things I wasn't sure about
 - I got acquainted with the tablet's capabilities.
 - Advanced computer knowledge
 - Work with a tablet
 - In-depth knowledge of security
 - How to use an e-signature
 - How to make an appointment with a doctor
 - I created an e-signature.
 - How to use and sign up for e-services
 - Understanding and knowledge of current affairs in the aforementioned fields

- What are your suggestions for improving the learning process?

- Keep it up!
 - Very responsive class leader. I enjoyed learning!
 - Everything was very good!
 - Three lessons are not enough.
 - Let there be some more lessons, because the knowledge gained should be repeated.
 - More lessons.
 - Three lessons were not enough, because the most interesting part begins. Learning even more interesting things!
 - Very interesting lessons. It is desirable that each lesson be shorter and there are more lessons.
 - I suggest shorter lessons and more.
 - More frequent and shorter hours can be scheduled for classes.
 - It should be explained about ChatGPT that the source of answers to questions is both positive and non-positive information, experience. There is no guarantee that by implementing AI recommendations, the result or the so-called "fruits of labor" will contribute to positive evolution in nature, the earth, each individual person and society as a whole.

Group for people with mental disabilities

Taking into account the individual characteristics of the participants, feedback on the lessons was obtained at the end of each training day. Summarizing the information obtained, it can be concluded that all participants enjoyed the training. The most useful topics:

- Knowledge about new websites,
- How to request services electronically (e.g. a doctor's visit),
- Using internet banking,
- Changing limits for payment cards in the Internet bank,
- Translation of texts into Latvian,
- Using Google Maps.

Feedback results from the lesson leader survey

Summarizing the information obtained from the surveys of class leaders, the following main conclusions were drawn:

- For a more successful learning process, when organizing group lessons, it is advisable to additionally equip the room with a projector and screen for presentations;
- Leaders must be flexible in implementing the curriculum to be able to adapt the content to the interests and knowledge of the participants;
- Participants' motivation is increased by an individualized approach;
- When planning the structure of classes, the individual characteristics of the participants should be taken into account - the class time should be shorter, allowing more time for learning and repeating the topic;
- When forming groups of participants, it would have been easier to work if the knowledge level of the participants had been more homogeneous;
- Using tablets for people with limited capabilities is better than working on a computer, because tablets are more similar to smartphones that participants use on a daily basis and thus it is easier for them to perceive information;
- The mobile classroom model acts as an additional motivator in digital skills training, as it allows for the environment to be adapted to the specific target group;
- Conducting classes in a mobile classroom is more convenient compared to a computer classroom, as it is very easy to prepare for the class, and this model also motivates participants because it is possible to adapt the environment to the specific target group;
- One of the most significant obstacles to using a mobile classroom could be an internet connection;
- People become more confident in using digital devices if they have had this type of training, where, with the encouragement of a manager, they can try something new and also make mistakes.

Conclusions on the pilot project

- The pilot project has achieved its goal – all participants have confirmed that they enjoy learning in the mobile classroom better than in a learning center and that the topics learned can be incorporated into everyday life, thus reducing the digital divide and promoting social inclusion.
- Results of participant surveys show that as a result of the classes, they have acquired basic skills and are encouraged to use digital services to solve everyday situations.
- The advantage of a mobile classroom is increased access to education for people with limited mobility, by organizing training as close as possible to the participants' place of residence.
- Tablets are more similar in design to the smartphones that participants use on a daily basis, making it easier to absorb new information and incorporate it into daily life.
- One of the risks in conducting classes in a mobile classroom is the capacity of the internet connection to be continuous and sufficient for the number of mobile classroom users.
- Additional equipment of the room with a projector and a screen, on which new information can be presented to all participants head-on, is helpful for conducting classes in a mobile classroom.
- It would be desirable to establish criteria for group composition so that the group is more homogeneous in terms of knowledge level and interests.
- In terms of the number of group participants, the individual characteristics of the participants must be taken into account, for example, group work is not suitable for people with mental disorders, so more individual work should be provided; for senior groups with low levels of knowledge and skills, the number of participants in the group should be smaller so that the class leader can provide more individualized support.
- According to the specifics of the group, lessons should be planned to be shorter in time and more in number.
- One of the decisive factors in conducting classes for people at risk of social exclusion is the class leader – both his professional skills and pedagogical mastery, flexibly adapting the content and form of classes to the specific needs of group members.

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 04.06.2025.