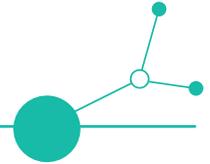


# D2.1.2. Transnational PILOT Action Plan for Strengthening Skills and Guidelines for Transforming Capacities

Capacity2Transform



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# I. PILOT ACTION EXECUTION METHODOLOGY

## 1. Executive Summary

The Capacity 2 Transform (C2T) project, strategically devised to boost improvements in digital, green, and creative (DGC) domains across Central European regions. Drawing upon insights from previous project analysis and results, leveraging in particular on the D1.5.1 Strategy document, this deliverable assumes a central role in setting the framework for the pilot action phase implementation.

Through the strategic deployment of innovative methodologies and the facilitation of cross-sectoral collaboration, the project confronts the interconnected challenges of environmental sustainability and digitalisation. Its overarching objective is to position the creative sectors as primary drivers of change within the European Union's economic landscape.

This document, formally labelled D2.1.2, serves as a comprehensive blueprint—the Transnational PILOT Action Plan for Strengthening Skills and Guidelines for Transforming Capacities. Within its meticulously curated contents lie intricately detailed activities aimed at fortifying skills and fostering synergies through PILOT initiatives. It delineates the operational modalities, toolsets, managerial paradigms, communication strategies, and procedural guidelines essential for the effective implementation of Transforming Capacities upskilling PILOTs. D2.1.2=> Action plan document with activities of Transforming Capacities (and Building Bridges PILOT actions). It includes execution methodology, tools, management model, communication and management, coordination procedures and guidelines for Transforming Capacities upskilling PILOTs, including communication.

First part: Pilot action execution methodology, Activities for Transforming capacities, upskilling assessment process and tools, management model, Communication.

Second part: Guidelines for transforming capacities, TC pilot design, based on key components, annexes

### 1.1. Purpose of the Action Plan

This action plan aims to provide a structured approach for implementing DGC transformations tailored to the unique needs and potentials of each participating region. The action plan outlines specific steps and measures that align with the overarching strategic objectives of the project, ensuring that every initiative undertaken is strategically positioned to contribute effectively to the broader project outcomes. This includes detailed planning for pilot actions, capacity building, and stakeholder engagement, ensuring that the interventions are comprehensive and sustainable.

To achieve these goals, it is important to differentiate between the Transnational Action Plan and territorial action plans:

#### Transnational vs. Territorial Action Plans:

- **Transnational Action Plan:** Focuses on fostering interregional collaboration and aligning efforts across borders to achieve broader, collective goals. It ensures that the strategies and actions taken are consistent and mutually reinforcing across different regions, promoting a unified approach to DGC transformations. This plan leverages shared resources and expertise, facilitating synergies and enhancing the overall impact of the project.
- **Territorial Action Plans:** Address specific local contexts and needs, providing tailored strategies and actions that directly respond to the unique challenges and opportunities within each region. These plans ensure that local peculiarities are considered and leveraged for effective



implementation of DGC initiatives. By focusing on local strengths and addressing specific regional challenges, territorial action plans complement the broader transnational strategy, ensuring that the interventions are both relevant and impactful at the local level.

The action plan leverages the strategic framework provided in the D1.4.1 document, focusing on building capacities across key sectors to facilitate a seamless transition into more sustainable and innovative practices. The objectives outlined in D1.4.1<sup>1</sup>, which include promoting interregional collaboration, enhancing stakeholder competences, and fostering innovation through creative industries, serve as the foundation for this plan. By aligning the action plan with these objectives, it ensures that each step contributes directly to the broader goals of the C2T project.

- To be further developed: Rationale for Capacity Building Upgrade; Importance of Green and Digital Transition Competences

### Rationale for Capacity Building

The rationale for upgrading capacity building within the Capacity2Transform (C2T) project stems from the critical need to enhance the skills, knowledge, and competences of stakeholders in digital, green, and creative (DGC) areas. This need is driven by several key factors identified through extensive analysis and stakeholder engagement. The following points elaborate on the need for enhanced skills:

#### 1. Technological Advancements:

- **Digital Transition:** Rapid advancements in digital technologies require stakeholders to continuously update their digital competences. This includes skills related to digital tools, data management, cybersecurity, and innovative digital solutions.
- **Green Technologies:** The shift towards sustainable practices necessitates knowledge and skills in green technologies, renewable energy, sustainable design, and environmental management. Stakeholders must be equipped to implement and manage green technologies effectively.

#### 2. Market Demand:

- **Competitiveness:** To remain competitive in a rapidly changing market, businesses and professionals must adopt new digital and green technologies. Enhanced skills enable stakeholders to innovate, improve efficiency, and respond to market demands effectively.
- **Consumer Preferences:** Increasing consumer awareness and demand for sustainable and digital solutions require businesses to adapt. Stakeholders must develop skills to meet these evolving consumer preferences and integrate sustainability into their offerings.

#### 3. Policy and Regulatory Changes:

- **Compliance:** Changes in policies and regulations related to digital and green practices necessitate updated knowledge and skills to ensure compliance. This includes understanding new standards, implementing regulatory requirements, and staying abreast of policy developments.
- **Support Programs:** Governments and organizations are increasingly offering support programs for digital and green transitions. Stakeholders need the skills to leverage these programs effectively and maximize their benefits.

#### 4. Cross-Sectorial Collaboration:

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<sup>1</sup> D1.4.1 .....



- **Integrated Solutions:** Addressing complex challenges in digital and green transitions requires collaboration across sectors. Enhanced skills in communication, project management, and collaborative innovation are essential for stakeholders to work effectively with diverse partners.
- **Co-Creation:** The ability to co-create solutions with other stakeholders, including creative individuals and business support professionals, is crucial. This involves developing soft skills such as empathy, leadership, and teamwork.

#### 5. Sustainable Development Goals (SDGs):

- **Global Initiatives:** The alignment with global initiatives such as the United Nations Sustainable Development Goals (SDGs) emphasizes the need for skills in sustainable practices. Stakeholders must be capable of contributing to goals related to clean energy, sustainable cities, responsible consumption, and climate action.
- **Local Impact:** Implementing sustainable practices at the local level requires a deep understanding of the specific environmental, social, and economic contexts. Stakeholders need the skills to tailor global strategies to local needs and conditions.

#### 6. Innovation and Creativity:

- **Creative Approaches:** The integration of creative approaches in problem-solving and innovation is essential for successful digital and green transitions. Stakeholders must develop skills in creative thinking, design methodologies, and speculative design to envision and implement innovative solutions.
- **Adaptability:** The rapidly changing technological and environmental landscape requires stakeholders to be adaptable and open to continuous learning. Enhanced skills in adaptive thinking and lifelong learning are critical for staying relevant and effective.

The rationale for enhancing capacity building within the C2T project is grounded in the need to equip stakeholders with the necessary skills and knowledge to effectively drive digital and green transformations. According to the D1.3.3 document, capacity building is essential for:

- **Gaining New Knowledge:** Providing stakeholders with the latest information and expertise on digital and green technologies.
- **Strengthening Skills:** Developing practical skills that can be directly applied to real-world situations.
- **Fostering Collaboration:** Encouraging cooperation and partnership among different sectors and regions.
- **Changing Attitudes:** Shifting mindsets towards a more sustainable and innovative approach to business and development.

This upgrade is critical to overcoming the challenges posed by rapidly evolving technologies and environmental demands. By building robust capacities, stakeholders are better prepared to navigate and lead through these transitions.

#### Importance of Green and Digital Transition Competences



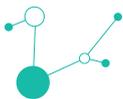
**Digital Transition Competences:** The digital transformation is an essential component of the C2T project, as it underpins the ability of stakeholders to leverage new technologies for enhanced productivity and innovation. Key competences in this area include:

- **Digital Literacy:** Understanding and effectively using digital tools and platforms.
- **Data Analysis:** Utilizing big data and analytics to inform decision-making, improve efficiency, and drive innovation.
- **Cybersecurity:** Ensuring the security and privacy of digital information by understanding and implementing robust cybersecurity measures.
- **Innovation Management:** Applying creative and innovative approaches to solve problems using digital technologies, fostering an environment where new ideas can be developed and implemented.

**Green Transition Competences:** Similarly, the green transition focuses on sustainability and environmental stewardship. Competences in this area are crucial for ensuring that digital advancements contribute to rather than detract from environmental goals. Key competences include:

- **Sustainable Practices:** Implementing environmentally friendly practices in business operations to reduce carbon footprints and promote sustainability.
- **Renewable Energy:** Understanding and applying renewable energy technologies to reduce dependency on fossil fuels and support cleaner energy sources.
- **Circular Economy:** Developing and managing processes that reduce waste, promote recycling, and support the reuse of materials to create a more sustainable economic model.
- **Environmental Impact Assessment:** Evaluating the environmental implications of projects and initiatives to ensure they align with sustainability goals and mitigate negative impacts.

By focusing on these competences, the C2T project ensures that stakeholders are not only prepared for the digital future but also committed to sustainable development practices. These elements combined outline a comprehensive Purpose of the Action Plan that addresses the specific needs of the regions involved, aligns with the strategic objectives of the C2T project, and promotes sustainable and innovative practices across all participating sectors.



## 2. Execution Methodology

### 2.1. Approach to Capacity Building

The "Methodologies for Pilot Actions" section of the present action plan is built on the structured approach outlined in the D1.3.3 Upskilling Support Methodology Co-designed. This methodology aims to enhance Digital, Green, and Creative (DGC) competencies through a variety of upskilling categories and activities tailored to meet the needs of the stakeholders involved in the C2T project.

**Facilitating DGC Competence Development:** The methodologies are selected and structured to support the overarching objectives of the C2T project:

- **Fostering Innovation:** By engaging stakeholders in hands-on, practical training and real-world problem-solving scenarios, the action plan encourages the application of creative solutions to environmental and digital challenges.
- **Building Capacity:** The combination of educational, motivational, and practical upskilling activities is designed to enhance the capacity of individuals and organizations to drive DGC transformation within their territories.
- **Enhancing Collaboration:** Networking and collaborative projects are integral to the methodology, aimed at breaking down silos between different sectors and disciplines, thus fostering a more integrated approach to DGC transformations.

#### Capacity-Building Activities:

- **Meetups:** Regularly scheduled informal gatherings that foster networking and exchange of ideas among participants, enhancing community engagement and collaborative learning.
- **Master Classes:** Intensive sessions led by experts that offer deep dives into specialized topics, providing participants with advanced skills and knowledge in niche areas of DGC.
- **Design Sprint Workshops:** These workshops use a time-constrained, five-phase process that uses design thinking to reduce the risks when bringing a new product, service, or a feature to the market. Participants rapidly prototype and test ideas, gaining fast feedback.
- **Practical Exercises and Simulations:** These are aimed at translating theoretical knowledge into practical skills through real-life simulations and role-playing scenarios.
- **Collaboration and Networking Events:** Activities designed to build networks and foster partnerships among stakeholders, facilitating knowledge exchange and collaborative project development.
- **Lectures:** Formal presentations or speeches by experts on specific topics, such as climate change or digital marketing.
- **Summer Schools:** Educational programs offered during the summer months, providing intensive learning experiences.
- **E-Learning:** Use of electronic technologies for learning purposes, enabling participants to access educational content remotely.
- **Creative Dialogue:** Open exchanges of ideas and perspectives aimed at sparking innovation and fostering collaboration.
- **Workshops:** Interactive sessions focused on specific topics or skills, providing hands-on learning experiences.
- **Skill Building Workshops:** Designed to develop specific skills relevant to DGC transformations.
- **Empowerment Workshops:** Motivational sessions aimed at inspiring participants and fostering a sense of purpose.



- **Peer Learning Circles:** Small-group learning communities where participants share knowledge and experiences.
- **Co-Creation Labs:** Collaborative spaces for generating ideas and developing innovative solutions.
- **Innovation Challenges:** Open competitions inviting innovative solutions to predefined problems.
- **World Cafés:** Structured conversational processes facilitating large-group discussions and collective intelligence.
- **Webinar Series, Case Study Analysis, Keynote Speeches, Motivational Seminars, TED-Style Talks, and Success Stories:** Various formats to provide educational content, inspiration, and practical insights.

The methodologies outlined in the action plan are carefully designed to align with the strategic objectives of the C2T project, ensuring that all pilot actions not only support the development of individual competencies but also contribute to broader regional and transnational goals.

For example, a **Design Sprint Workshop** may involve stakeholders working together over five days to develop and prototype solutions for reducing carbon emissions in urban areas, directly contributing to both digital innovation and green sustainability goals. Similarly, a **Master Class** on renewable energy technologies could provide in-depth knowledge and practical skills, enabling participants to implement green solutions in their local communities, thus supporting both regional and transnational sustainability initiatives.

The methodologies outlined in the action plan are carefully designed to align with the strategic objectives of the C2T project, ensuring that all pilot actions not only support the development of individual competencies but also contribute to broader regional and transnational goals.

This comprehensive approach ensures that stakeholders are well-equipped to implement sustainable and innovative solutions in their respective territories, leveraging the collective insights and capabilities fostered through the C2T project.

## 2.2. Pilot Actions Implementation : 1st and 2nd phase

The implementation of the Pilot Actions within the Capacity2Transform (C2T) project is structured into two distinct phases. This approach ensures a comprehensive and systematic rollout of the Transforming Capacities and Building Bridges initiatives. Each phase is designed to build upon the previous one, creating a robust framework for effective execution and evaluation.

### 1st Phase: Planning and Preparation

The first phase focuses on laying the groundwork for the pilot actions. This includes engaging stakeholders, defining objectives, developing detailed action plans, and mobilizing resources. By investing time in thorough planning and preparation, the project aims to address potential challenges proactively and ensure that all necessary components are in place for successful implementation.

### 2nd Phase: Execution and Evaluation

The second phase centers on the actual execution of the pilot actions and their subsequent evaluation. This phase involves deploying the planned activities, monitoring progress, assessing impact, and disseminating results. The evaluation component is crucial as it provides insights into the effectiveness of the actions and highlights areas for improvement, ensuring that the project achieves its desired outcomes.



### 2.2.1. Overview of Transforming Capacities and Building Bridges Pilot actions

The implementation of the Pilot Actions within the Capacity2Transform (C2T) project follows a structured approach, divided into two main phases: the 1st phase focusing on planning and preparation, and the 2nd phase centering on execution and evaluation. This dual-phase strategy ensures a comprehensive and effective rollout of the Transforming Capacities and Building Bridges initiatives.

#### 1st Phase: Planning and Preparation

The first phase involves detailed planning and preparation activities aimed at setting a solid foundation for the pilot actions. Key activities in this phase include:

##### 1. Stakeholder Engagement and Needs Assessment:

- **Objective:** Identify and engage relevant stakeholders, including technology providers, technology hosts, creative individuals, and business support professionals.
- **Activities:** Conduct workshops, interviews, and surveys to assess the specific needs and expectations of stakeholders. This helps in tailoring the pilot actions to address local and regional requirements effectively.

##### 2. Defining Pilot Action Objectives and Outcomes:

- **Objective:** Establish clear objectives and expected outcomes for each pilot action, aligned with the overarching goals of the C2T project.
- **Activities:** Collaborative sessions with project partners to define measurable objectives and desired outcomes, ensuring alignment with the strategic framework provided in the D1.4.1 document.

##### 3. Developing Detailed Action Plans:

- **Objective:** Create comprehensive action plans that outline the steps, resources, and timelines for implementing the pilot actions.
- **Activities:** Develop detailed project plans, including task breakdowns, resource allocation, and timelines. This includes identifying potential risks and developing mitigation strategies.

##### 4. Resource Mobilization and Capacity Building:

- **Objective:** Mobilize the necessary resources and enhance the capacities of stakeholders to ensure successful implementation.
- **Activities:** Conduct training sessions and workshops to build the skills and knowledge required for executing the pilot actions. Utilize the methodologies outlined in the D1.3.3 document to design effective capacity-building programs.

#### 2nd Phase: Execution and Evaluation

The second phase focuses on the actual execution of the pilot actions and their subsequent evaluation to measure impact and effectiveness.

##### 1. Implementation of Pilot Actions:

- **Objective:** Execute the planned pilot actions, ensuring adherence to the defined objectives and timelines.



- **Activities:** Carry out the pilot actions as per the detailed action plans. This includes deploying digital and green technologies, facilitating collaborative projects, and implementing innovative business models.

## 2. Monitoring and Tracking Progress:

- **Objective:** Continuously monitor the progress of the pilot actions to ensure they are on track and make adjustments as necessary.
- **Activities:** Utilize monitoring tools and frameworks to track the progress of each pilot action. Regularly collect data and feedback from stakeholders to identify any issues or areas for improvement.

## 3. Evaluation and Impact Assessment:

- **Objective:** Assess the impact and effectiveness of the pilot actions, identifying successes and areas for improvement.
- **Activities:** Conduct pre-assessment and post-assessment evaluations using the tools described in the D1.3.3 document. Analyze the data to measure the outcomes against the established objectives and provide recommendations for future actions.

## 4. Dissemination of Results and Best Practices:

- **Objective:** Share the results and best practices derived from the pilot actions to facilitate knowledge transfer and replication in other regions.
- **Activities:** Organize dissemination events, publish reports, and create case studies to document the successes and lessons learned from the pilot actions. Engage with stakeholders to promote the adoption of best practices.

**Conclusion:** The phased approach to implementing the Transforming Capacities and Building Bridges pilot actions ensures a systematic and effective rollout, maximizing the impact on digital, green, and creative transformations across participating regions. By focusing on detailed planning, resource mobilization, and continuous evaluation, the C2T project aims to achieve sustainable and replicable outcomes that contribute to the broader goals of the project.

## 2.3. Time Plan

### General Plan Reference (GANTT)

Task	Start Date	End Date	Duration (weeks)
Mapping the Ecosystem (TC & BB)	July 2023	December 2023	
Engaging Stakeholders (TC & BB)	January 2024	Aug 2024	
Designing Training Programs (TC & BB)	May 2024	August 2024	
Implementing Training Programs (TC & BB)	September 2024	May 2025	
Conducting Pre-Assessments (TC)			
Conducting Post-Assessments (TC & BB)	May 2025	May 2025	



Task	Start Date	End Date	Duration (weeks)
Evaluating Pilot Actions (TC & BB)	May 2025	June 2025	
Reporting and Feedback (TC & BB)	June 2025	June 2025	

## ROADMAP

- July 2023 - December 2023: Mapping the Ecosystem**
  - (TC & BB) Identifying Key Stakeholders
  - (TC & BB) Mapping Stakeholder Roles and Relationships
- January 2024 - Aug 2024: Engaging Stakeholders**
  - (TC & BB) Developing Engagement Strategy
  - (TC) Conducting Initial Outreach
  - (TC & BB) Organizing Engagement Events
  - (BB) Building Stakeholder Network
- May 2024 - August 2024: Designing Training Programs**
  - (TC & BB) Developing Training Content
  - (BB) Selecting Training Tools and Platforms
  - (TC & BB) Reviewing and Finalizing Training Programs
- September 2024 - May 2025: Implementing Training Programs**
  - (TC & BB) Conducting Training Sessions
- May 2025: Conducting Post-Assessments**
  - (TC & BB) Conducting Post-Assessments
- May 2025 - June 2025: Evaluating Pilot Actions**
  - (TC & BB) Evaluating Pilot Actions
- June 2025: Reporting and Feedback**
  - (TC & BB) Reporting and Feedback

## 2.4. Implementation Strategies and formats

The implementation strategies for the Capacity2Transform (C2T) project are designed to ensure effective execution and sustainability of the training programs. These strategies are rooted in the methodologies outlined in the D1.3.3 Upskilling Support Methodology and are tailored to meet the specific needs of the stakeholders involved in the project.

### Deployment Plan:

- Stakeholder Engagement:**
  - Conduct initial meetings with stakeholders to discuss the objectives and expectations of the training programs.



- Organize workshops and focus groups to gather insights and feedback from participants.

## 2. Action Planning:

- Develop detailed action plans that outline the steps, resources, and timelines required for the implementation of training programs.
- Include risk assessment and mitigation strategies to ensure smooth execution.

## 3. Resource Allocation:

- Mobilize resources, including trainers, materials, and technological tools, to support the training programs.
- Ensure efficient utilization of available resources to maximize impact.

## 4. Monitoring and Evaluation:

- Implement continuous monitoring mechanisms to track the progress of training programs.
- Use qualitative and quantitative assessment tools to evaluate the effectiveness of the training programs.

### Formats:

#### 1. Workshops:

- Conduct interactive sessions focused on specific topics or skills, typically facilitated by experts or practitioners.
- Provide hands-on learning experiences and opportunities for participants to develop practical knowledge and competencies.

#### 2. Master Classes:

- Offer intensive sessions led by experts that provide deep dives into specialized topics, giving participants advanced skills and knowledge in niche areas of DGC.

#### 3. Design Sprint Workshops:

- Utilize a time-constrained, five-phase process that applies design thinking to reduce risks when bringing a new product, service, or feature to the market.
- Enable participants to rapidly prototype and test ideas, gaining fast feedback.

#### 4. Practical Exercises and Simulations:

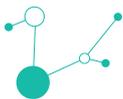
- Translate theoretical knowledge into practical skills through real-life simulations and role-playing scenarios.
- Provide an immersive learning experience to enhance participants' competencies.

#### 5. Collaboration and Networking Events:

- Organize events to build networks and foster partnerships among stakeholders.
- Facilitate knowledge exchange and collaborative project development.

## 2.5. Pilot Action project resources: Knowledge Center & Transformational and Transferability resources

In the Capacity2Transform (C2T) project, the effective development of digital, green, and creative (DGC) competences among stakeholders is supported by a comprehensive array of training materials and e-learning



tools housed within the Knowledge Center. This centralized repository ensures that all participants have access to high-quality educational resources tailored to their specific needs.

### Objective

The primary objective of the Knowledge Center is to serve as a centralized repository for training materials and e-learning tools that support the capacity-building activities of the C2T project. This ensures that all stakeholders have easy access to high-quality educational resources tailored to their specific needs.

### Key Components

#### 1. Knowledge Factory (<https://capacitytotransform.eu/> )

- **Description:** The Knowledge Factory is a web-based platform designed to store and share training materials, peer reviews, and data collected by the DGC competence measurement toolkit. It targets industry professionals, business consultants, and researchers, providing a practical tool for the digital and green transition.
- **Content:** The platform includes a variety of resources such as articles, case studies, expert exchanges, tool reviews, and thematic posts. It is structured to facilitate the sharing of knowledge and best practices among stakeholders.

#### 2. Resource Categorization (<https://capacitytotransform.eu/resources/> )

- **Structure:** The resources in the Knowledge Center are categorized into sections such as Researcher Corner, Business Development, and Local Network. This categorization helps users navigate the content based on their specific needs and interests.
- **Updates:** The Knowledge Center is regularly updated with new content contributed by project partners and stakeholders, ensuring that it remains a dynamic and valuable resource for all users.

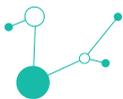
#### 3. E-learning Tools Training Materials (<https://capacitytotransform.eu/tools/> )

- **Platforms:** The e-learning tools are hosted on various web-based platforms, designed to support interactive learning experiences and enable participants to engage with the content at their own pace. These platforms facilitate the administration of assessments and the collection of feedback from participants.
- **Content:** E-learning tools include interactive modules, quizzes, and other multimedia resources designed to enhance the learning experience and ensure effective knowledge transfer.
- **Types:** The training materials include e-learning modules, workshops, master classes, design sprints, deep dives, and other educational formats tailored to the needs of various stakeholder groups.
- **Access:** All materials are made accessible through the Knowledge Factory, ensuring that participants can easily find and utilize the resources relevant to their training programs. These materials cover a wide range of topics within the digital, green, and creative competences.

Notes:



Deliverable D1.2.3, titled "Catalogue of Training Programs and Tools Selected for Upskilling DGC Competences," provides a detailed account of the training programs and tools chosen for the project. This deliverable is crucial for understanding the selection criteria and the comprehensive range of resources available within the Knowledge Center. The selection process involved a thorough review of numerous tools and programs, with the final selection based on predefined criteria. The catalogue includes both the summary report and the extensive raw data, ensuring transparency and a robust foundation for the capacity-building initiatives. The selected tools are published in the Knowledge Factory, making them accessible to all project stakeholders and ensuring that the most effective and relevant resources are prioritized in the training programs. These details are important to ensure that the stakeholders are well-informed and can utilize the available resources effectively.



## 3. Assessment

The assessment phase is crucial for evaluating the effectiveness and impact of the C2T project's capacity-building initiatives. This phase involves a comprehensive approach that combines both quantitative and qualitative methods to measure participants' progress and the overall success of the training programs. By systematically gathering and analyzing data, we aim to ensure that the project's objectives are met and to provide valuable insights that will inform future improvements.

### 3.1. Quantitative and Qualitative Assessment

**Quantitative Assessment:** To evaluate the impact of the C2T project's pilot actions, we will employ a combination of pre-assessment and post-assessment tools. These assessments will measure the participants' competence levels in digital, green, and entrepreneurial skills, providing a clear picture of their progress. Specifically, we will use the tailored questionnaire developed from the DigiComp, GreenComp, and EntreComp frameworks.

- **Pre-Assessment:** Before the pilot actions, participants will complete a self-assessment questionnaire to establish a baseline of their current competences. This quantitative data will highlight the initial proficiency levels in the three areas of focus: digital, green, and entrepreneurial skills.
- **Post-Assessment:** Following the pilot actions, participants will complete the same self-assessment questionnaire. This will allow us to quantitatively measure the improvements in their competences. The comparison between pre- and post-assessment results will provide clear insights into the effectiveness of the upskilling activities.

**Qualitative Assessment:** In addition to quantitative data, qualitative insights will be gathered through participant interviews and success stories. These interviews will delve into participants' experiences, challenges, and the perceived impact of the upskilling programs on their professional growth. Success stories and case studies will provide a richer narrative of the project's impact, showcasing tangible benefits and lessons learned.

### 3.2. Tools for DGC Capacity Building& Assessment

To support the capacity-building efforts, various tools will be employed to facilitate and assess the development of digital, green, and creative (DGC) competences.

- **Self-Assessment Tools:** Participants will use self-assessment tools based on the European Commission's DigiComp, GreenComp, and EntreComp frameworks. These tools help individuals evaluate their proficiency in DGC areas, fostering self-awareness and motivation for improvement.
- **Focus Groups and Workshops:** Qualitative data will also be gathered through focus groups and workshops. These sessions provide deeper insights into stakeholders' skills, challenges, and training needs, enabling a more tailored approach to capacity building.
- **Digital Feedback Tools:** Online platforms such as Qualtrics will be utilized to collect continuous feedback from participants. These tools allow for real-time data collection and analysis, ensuring timely adjustments and improvements to the training programs.



### 3.3. Assessment Tools (pre assessment & post assessment)

**Pre-Assessment:** The pre-assessment phase involves a comprehensive self-assessment questionnaire, available online through Qualtrics. This questionnaire evaluates participants' existing competence levels in digital, green, and entrepreneurial areas. The results provide a baseline for measuring progress.

The pre-assessment questionnaire can be accessed at:

[https://usplit.eu.qualtrics.com/jfe/form/SV\\_0cc7X6yXkMQ7iHs](https://usplit.eu.qualtrics.com/jfe/form/SV_0cc7X6yXkMQ7iHs).

**Post-Assessment:** After completing the upskilling activities, participants will retake the self-assessment questionnaire. This post-assessment measures the improvements in competences, offering quantitative metrics and qualitative insights into the effectiveness of the training programs.

**Data Collection and Analysis:** The data collection team, coordinated by the IAG technical committee, will be responsible for administering the assessments and maintaining records. Periodic progress reports will be generated, highlighting average proficiency levels across various competences. These reports will be discussed in bi-monthly project partner meetings to ensure continuous improvement and transparency.

**Evaluation and Reporting Mechanisms:** To ensure efficient data analysis, the clear responsibilities of the analysis team should be outlined. This team should comprise different individuals skilled in both quantitative and qualitative analysis to interpret the gathered data. Periodic progress reports will be prepared by project partners to track the progress of actions. Reports will be made and discussed on a semi-annual basis within project partners' bi-monthly meetings.

Reports will include:

- Number and list of upskilling actions conducted
- Number of participants attended
- Pre-assessment skill proficiency scores and post-assessment levels of participants

A final impact evaluation report will be prepared after finalizing all project actions and collecting all data, detailing the progress made by participants in upskilling their competences. This report is part of D3.1.3 Reports on Statistical Analysis and Peer Exchange Activities. To track and manage participants' progress efficiently, project partners will use digital solutions for progress reporting, including various tools and applications for visualization and comparison.

In summary, the assessment framework integrates both quantitative and qualitative methodologies to provide a comprehensive evaluation of the capacity-building initiatives. The combination of structured surveys, interviews, focus groups, and continuous feedback mechanisms ensures that the programs remain responsive to stakeholders' needs and effective in enhancing digital, green, and entrepreneurial competences.

### 3.4. Gender Equality Plan and Carbon Footprint assessment

#### Gender Equality Plan

Promoting gender equality is a key goal of the Capacity2Transform (C2T) project, aiming to ensure equal participation of men and women in both the pilot actions and various levels of the project.

**1. Results of the Gender Equality Survey:** The survey identified the following key areas:

- **Percentage of women in organizations:** Many organizations report a low percentage of women in both general workforce and leadership positions.



- **Commitment to gender equality:** Commitment levels vary, but many organizations have implemented policies and initiatives to address gender imbalances in hiring, promotion, and work-life balance

## 2. Objectives:

- **Increase the proportion of women in participating organizations:** Special attention is given to involving women in training programs and pilot actions.
- **Increase the number of women in leadership roles:** Support the promotion and leadership roles of women throughout the project.

## 3. Activities:

- **Training and mentorship programs:** Develop programs specifically aimed at the professional development and leadership skills of women.
- **Awareness campaigns:** Organize campaigns among project partners emphasizing the importance of gender equality.
- **Regular review and evaluation:** Regularly review and evaluate the gender equality plan to ensure continuous improvement.

## Carbon Footprint Assessment

Reducing carbon emissions is a crucial component of the C2T project, aligning with sustainability goals. Below is the plan for carbon footprint assessment and related activities:

**1. Measuring Emissions from Business Travel:** Business travel can significantly contribute to the project's carbon emissions. The following methods are employed to measure and reduce emissions:

- **Data Collection and Analysis:** Gather data on travel distances and modes of transportation used for business travel. Calculate emissions using emission factors.
- **Emission Reduction Strategies:** Minimize business travel, prioritize alternative transportation modes (e.g., train, bus), and increase the use of online meetings and conferences

**2. Analysis of Transportation Modes:** Steps taken to measure and reduce emissions from different transportation modes include:

- **Distance-based Method:** Calculate emissions based on travel distances and transportation modes used.
- **Fuel-based Method:** Calculate emissions based on fuel consumption and fuel types

**3. Data Collection Guidelines:** Methods for collecting data include:

- **Automatic Tracking:** Use data provided by travel agencies and other service providers.
- **Surveys:** Conduct annual surveys to gather data on employees' travel habits and distances.
- **Hotel Stays:** Collect data on the number and types of hotel stays during business travel

**4. Reporting Results:** Based on the collected data and analyses, reports will be prepared on the project's carbon emissions, enabling continuous monitoring and reduction of the project's environmental impact.



## 4. Transnational Management Model

The Transnational Management Model outlines the managerial structure and processes essential for the successful execution of the Digital, Green, and Creative (DGC) pilot actions within the Capacity2Transform (C2T) project. This model encompasses the roles, responsibilities, and coordination mechanisms among project partners, ensuring efficient and effective implementation of project objectives.

### 4.1. Partnership roles and commitment

The partnership within the C2T project is structured to leverage the strengths and expertise of each project partner. The collaboration is designed to ensure comprehensive coverage of all necessary skills and resources required for the project's success. Each partner commits to active participation, resource sharing, and adherence to the project's strategic goals.

#### Key Roles and Responsibilities:

##### 1. Lead Partner (PTP):

- **Coordination and Oversight:** PTP is responsible for the overall coordination of project activities, ensuring that all tasks are distributed timely, and project milestones are achieved.
- **Quality Assurance:** Monitoring the quality of project outputs and ensuring they meet the required standards.
- **Communication:** Facilitating communication among partners and with the contracting authority.

##### 2. Technical Committee (TC):

- **Operational Efficiency:** Ensuring smooth coordination of activities across the Interregional Action Groups (IAGs).
- **Support and Guidance:** Providing support for the preparation of Territorial Action Plans and overseeing pilot actions.
- **Resource Management:** Monitoring the use of resources and budget expenditures.

##### 3. Interregional Action Groups (IAGs):

- **Thematic Focus:** Each IAG focuses on specific thematic areas relevant to the DGC transformation, addressing challenges and developing solutions.
- **Stakeholder Engagement:** Engaging relevant stakeholders to gather input and support for pilot actions.
- **Monitoring and Evaluation:** Tracking the progress of pilot actions and providing recommendations for improvements.

**Commitment to Gender Equality:** Partners are committed to promoting gender equality within the project by implementing policies and initiatives that address gender imbalances in hiring, promotion, and work-life balance.

**Carbon Footprint Assessment:** Efforts to reduce carbon emissions are integrated into the project, including measuring emissions from business travel and adopting emission reduction strategies such as minimizing travel and increasing online meetings.



## 4.2. Transnational Coordination Procedures

The managerial structure overseeing the implementation of the DGC pilots actions comprises representatives from the project partners. This structure includes a Technical Committee and three Interregional Action Groups. The Technical Committee is composed of project partners representatives who also serve as coordinators for the IAGs. Below, we define the roles, tasks and responsibilities of each group (TC and IAG).

Deliverable reference:

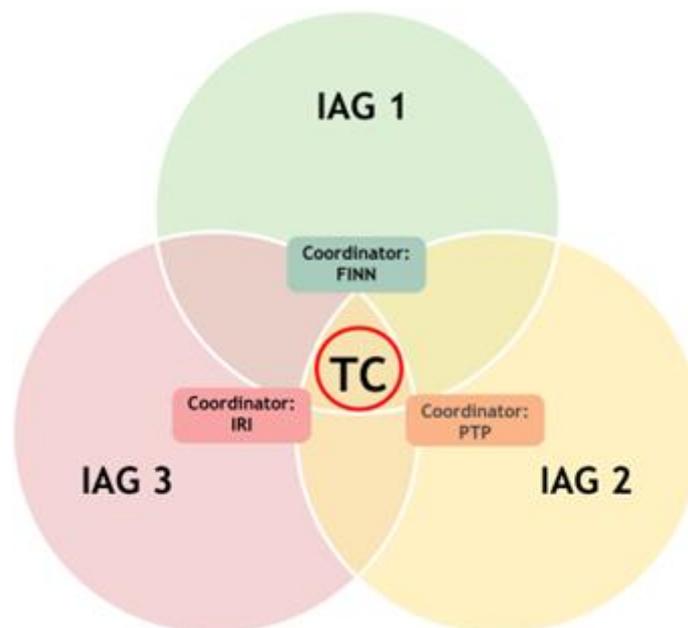


Figure 1: TC representing the central part of managerial framework for executing DGC pilot actions.

### Technical Committee (TC)

The Technical Committee (TC) plays a key role in ensuring operational efficiency and coordination across various activities within each Interregional Action Group (IAG). Its responsibilities include supporting the preparation of Territorial Action Plans, overseeing the implementation of pilot actions, and providing guidance on related activities. The TC ensures smooth functioning and coordination across the IAGs.

The TC consists of representatives from each project partner, ensuring comprehensive and balanced input from all regions involved in the C2T project. Typically, each partner nominates one or two members to the TC, leading to a total of 10-15 members, depending on the number of active project partners.

### TC Tasks and Responsibilities:

- **Overall Activity Coordination:**
  - Ensure a transnational approach in PA implementation.
  - Support the preparation of the Transnational Pilot Action Plans (D2.1.2).
  - Oversee the implementation of the Pilot Actions to ensure alignment with project goals.



- Harmonize activities among IAGs using developed DGC measurement methods.
- **Pilot Action (PA) Reporting:**
  - Regularly report on PA progress to ensure transparency and accountability.
  - Provide feedback and recommendations for improvements.
- **Resource Management:**
  - Ensure optimal use of resources allocated for various PAs.
  - Monitor budget expenditures and ensure compliance with financial guidelines.

### Interregional Action Groups (IAGs)

The IAGs are specialized groups within the TC focused on specific thematic areas of the DGC transformation. Each IAG is tasked with addressing challenges, sharing best practices, and developing solutions pertinent to their thematic focus.

#### IAG Tasks and Responsibilities:

- **Thematic Coordination:**
  - Coordinate activities within their thematic focus to ensure consistency and effectiveness.
  - Develop guidelines and best practices for implementation within their thematic areas.
- **Stakeholder Engagement:**
  - Engage with relevant stakeholders to gather input and support for pilot actions.
  - Facilitate collaboration among stakeholders across different regions.
- **Monitoring and Evaluation:**
  - Monitor the progress of pilot actions within their thematic area.
  - Evaluate the outcomes and provide recommendations for improvements.

#### IAGs Management Procedures:

To ensure effective management and coordination, the following procedures will be adopted:

- **Regular Meetups:**
  - IAGs will organize regular meetups, typically monthly, to discuss ongoing activities, challenges, and progress.
  - These meetings will serve as a platform for sharing updates, troubleshooting issues, and planning upcoming actions.
- **Reporting:**
  - Each IAG will prepare detailed reports on their activities, progress, and any challenges encountered. These reports will be submitted to the TC on a quarterly basis.
  - The reports will include insights, data, and recommendations to facilitate informed decision-making.
- **Discussion and Feedback:**
  - The TC will review the reports submitted by IAGs and provide feedback during scheduled discussions.



- These discussions will aim to align efforts, ensure coherence across different groups, and integrate best practices.



## 5. Local Management and Communication procedures

### 5.1. Local LDI management procedures

Local Development Initiatives (LDIs) play a crucial role in the Capacity to Transform (C2T) project, serving as the localized hubs for driving digital, green, and creative (DGC) transformations. To enhance flexibility and clarity, the structure and management of LDIs have been simplified, allowing partners to adapt the composition of the groups according to local needs while ensuring the core objectives of the project are met.

#### Structure and Composition

Each LDI should have at least six organizations, including:

- **Two technology providers:** Organizations offering digital or green technologies.
- **Two technology hosts:** Entities undergoing or motivated to undergo digital or green transformation.
- **One business support organization (BSO):** Provides business and technical support to local enterprises.
- **One creative individual (CI):** Represents the cultural and creative sectors, contributing to innovative approaches and solutions.

#### Roles and Responsibilities

- **LDI Coordinator:** Responsible for overall management, coordination of activities, and reporting to the DGC Management Board.
- **Technology Providers:** Supply technological expertise and solutions, participate in co-creation workshops, and support the implementation of digital and green initiatives.
- **Technology Hosts:** Act as pilot sites for new technologies, provide feedback on implementation, and share best practices.
- **BSO Representatives:** Facilitate training, provide business development support, and help in networking and stakeholder engagement.
- **Creative Individuals:** Lead creative processes, ensure innovative approaches in problem-solving, and help in designing user-centric solutions.

#### Key Activities

##### Peer-Exchange and Education:

- **Organize simplified meetups and workshops to facilitate knowledge sharing and capacity building.**
- **Engage in streamlined design sprints and scenario planning sessions focused on practical and achievable DGC solutions.**

##### Stakeholder Engagement and Communication:

- **Conduct a concise stakeholder mapping and analysis to identify key players.**



- Develop a straightforward engagement strategy to build and maintain a robust stakeholder network.

#### Program Implementation:

- Design and implement training programs that are directly aligned with local stakeholder needs, focusing on key digital, green, and creative competencies.
- Launch pilot actions with continuous support and simplified monitoring procedures to ensure effective implementation.

#### Monitoring and Evaluation:

- Conduct basic pre- and post-assessments to evaluate the impact of training programs and pilot actions.
- Use feedback to refine strategies and improve future initiatives.

#### Reporting and Feedback:

- Prepare streamlined reports on LDI activities and outcomes, focusing on key insights and lessons learned.
- Share best practices with other LDIs and the DGC network to foster collaboration.

#### Timing and Flexibility

LDIs should be established at the beginning of the C2T project, with partners having the flexibility to build them individually or in collaboration with others. The timing of the formation and the execution of tasks should be coordinated based on local needs and resources, allowing for greater adaptability.

## 5.2. Local communication procedures

Effective local communication is essential for the success of the Capacity to Transform (C2T) project. These procedures are designed to ensure clear, consistent, and effective communication both with local stakeholders and within the project team at the partner level.

### Objectives

- **Clarity:** Ensure that all stakeholders and team members understand the project's goals, activities, and timelines.
- **Engagement:** Foster active participation and collaboration among stakeholders and team members.
- **Transparency:** Maintain openness about project progress, challenges, and achievements.

### 5.2.1. Communication with Stakeholders

Various channels are employed to maintain effective communication with stakeholders:

**Email** is used for formal communication, such as sharing official documents, meeting minutes, and significant announcements. Typically, these emails are sent weekly or as needed, especially after major events or milestones. LDI Coordinators and Communication Officers are responsible for drafting, reviewing, and distributing these communications.



**Meetings** are held to discuss project progress, gather feedback, and plan the next steps. These can take the form of public meetings, workshops, or focus groups, depending on the project's milestones and stakeholder engagement needs. LDI Coordinators and Stakeholder Engagement Officers prepare agendas, record minutes, and ensure follow-up on action items.

**Information dissemination** includes press releases, newsletters, and social media updates to announce major milestones, provide regular updates, and engage with the audience. Communication Officers and Social Media Managers draft, review, and distribute these materials through appropriate channels.

### Feedback Mechanisms

To collect stakeholder input, various feedback mechanisms are in place:

- Surveys and Questionnaires are used to gather insights into stakeholder needs and expectations.
- Suggestion Boxes, both online and physical, allow for ongoing input.
- Regular Review Sessions are conducted to analyze feedback and adjust strategies accordingly. LDI Coordinators and Feedback Managers are responsible for designing, distributing, and analyzing these feedback tools.

## 5.2.2. Internal communication among Project Team members

### Instant Messaging

Instant messaging platforms like Slack or Microsoft Teams facilitate quick, informal communication for real-time collaboration within the project team. All team members are encouraged to use these tools daily for immediate queries and updates, while maintaining professionalism and respect in all communications.

### Project Management Tools

Tools such as Asana or Trello are utilized to track project progress, assign tasks, and share updates within the team. Project Managers and Team Leaders are responsible for assigning tasks with clear deadlines, updating progress, and conducting weekly reviews to assess the project's status and address any issues.

### Internal Meetings

Regular internal meetings are essential for discussing project progress, addressing issues, and planning next steps. Weekly team meetings, monthly strategic reviews, and ad-hoc meetings for urgent matters are held as necessary. Project Managers schedule and lead these meetings, ensuring that agendas are prepared in advance, minutes are recorded, and action items are followed up on.

### Documentation and Record Keeping

Accurate documentation is maintained for all formal internal meetings and key project milestones. Document Controllers and Project Managers ensure that minutes are recorded, logs are updated, and documents are stored in accessible locations for team members.

### Crisis Communication

A detailed internal crisis communication plan is developed to ensure preparedness and a prompt response during any crises. The Crisis Management Team and Communication Officers are responsible for creating the plan, training team members, and executing the plan swiftly and transparently when necessary.

By following these comprehensive communication procedures, the C2T project fosters effective engagement with local stakeholders, promotes collaboration, and ensures transparency, thereby supporting the successful implementation of DGC transformation initiatives.



## 6. Conclusions

The Capacity to Transform (C2T) project has strategically focused on enhancing digital, green, and creative (DGC) domains across Central European regions. This comprehensive Transnational PILOT Action Plan for Strengthening Skills and Guidelines for Transforming Capacities (D2.1.2) outlines the methodologies, activities, tools, and management strategies essential for pursuing these transformative goals. Building on insights from prior project analyses and key documents like the D1.5.1 Strategy, this plan establishes a solid foundation for the ongoing implementation of pilot actions.

### Achievements and learnings

While the C2T project has already made significant strides, it is important to acknowledge that this is an ongoing and evolving process. Through the strategic deployment of innovative methodologies and cross-sectoral collaboration, the project has begun to address the intertwined challenges of environmental sustainability and digitalisation. Initial achievements include engaging stakeholders across various sectors, implementing targeted upskilling initiatives, and establishing robust management and communication procedures. However, these are early successes in a longer journey.

The project has positioned the creative sectors as emerging drivers of change within the European Union's economic landscape, promoting sustainable practices and digital advancements. The pilot actions carried out so far have provided valuable insights into the effectiveness of different training and capacity-building approaches. Initial assessments—both quantitative and qualitative—have shown promising improvements in participants' competences in digital, green, and entrepreneurial skills. The ongoing use of self-assessment tools, focus groups, workshops, and continuous feedback mechanisms ensures that the training programs remain responsive to stakeholders' needs and adaptable to evolving challenges.

### Future directions

Building on these early successes and the lessons learned, the C2T project aims to expand its impact through continuous evaluation and adaptation of its strategies. Future initiatives will focus on deepening engagement with local stakeholders, enhancing the inclusivity of training programs, and fostering greater interregional collaboration. The emphasis will be on scaling successful pilot actions, promoting best practices, and ensuring that the progress made is sustainable and replicable across different regions.

The project's commitment to gender equality and carbon footprint reduction will remain central to its future activities, aligning with broader global initiatives such as the United Nations Sustainable Development Goals (SDGs). By integrating creative approaches, innovative technologies, and sustainable practices, the C2T project will continue to drive meaningful transformations in the DGC sectors, contributing to a more resilient and competitive European economy.

### Conclusion

In conclusion, the Capacity to Transform (C2T) project has shown that strategic capacity building in digital, green, and creative competences can significantly enhance the resilience and sustainability of Central European regions. The comprehensive approach detailed in this Transnational PILOT Action Plan provides a robust framework for the ongoing implementation of effective and impactful pilot actions. As the project moves forward, it will continue to leverage its strengths, address emerging challenges, and drive transformative change across the digital, green, and creative landscapes.



By fostering a culture of continuous improvement and collaboration, the C2T project is well-positioned to achieve its overarching objective of positioning the creative sectors as key drivers of change within the European Union's economic landscape. The lessons learned and successes achieved so far lay a strong foundation for future growth and innovation, ensuring that the project remains at the forefront of digital and green transformations in the region. However, this is an ongoing journey, and the project's continued evolution and adaptation will be crucial to its long-term success.



## II. GUIDELINES FOR TRANSFORMING CAPACITIES UPSKILLING PILOTS

### 7. Introduction

The Part II.:Guidelines for transforming capacities Upskilling Pilots provide a strategic framework designed to guide the planning, execution, and assessment of pilot actions within the Transforming Capacities (TC) project. These guidelines emphasize practical tools, methodologies, and best practices aimed at enhancing the digital, green, and creative (DGC) competences of stakeholders.

The focus of this document is on the operational aspects of implementing structured training programs and capacity-building activities. It offers detailed guidance on identifying relevant topics, engaging stakeholders, assessing needs, and developing action plans tailored to specific regional and transnational contexts.

This framework is intended to ensure that all pilot actions are well-organized, effectively managed, and aligned with the overall goals of the TC project, promoting sustainable and innovative practices across various sectors. By following these guidelines, stakeholders can achieve a higher level of competency, collaboration, and impact within their respective areas.

#### 7.1. The Transforming Capacities Upskilling Pilot Road Map

This chapter outlines the roadmap for the Transforming Capacities Upskilling Pilot, detailing the methodology based on a co-design workshop. This approach ensures that the development of the upskilling pilot is collaborative, inclusive, and meets the needs of all stakeholders involved.

##### Overview of the Co-Design Process

The co-design process is integral to the Capacity2Transform (C2T) project, ensuring that the development of the upskilling pilot incorporates diverse perspectives and expertise. This process involves the active participation of various stakeholders, including technology providers, technology hosts, creative individuals, and business support organizations. The co-design workshop serves as a platform for stakeholders to collaboratively identify needs, share insights, and develop practical solutions for the upskilling program.

The co-design process consists of the following key stages:

**Preparation:** Identifying and inviting relevant stakeholders, setting the agenda, and preparing materials.

**Workshop execution:** Facilitating discussions, brainstorming sessions, and collaborative activities to generate ideas and solutions.

**Post-workshop activities:** Analyzing the outcomes, synthesizing the findings, and integrating them into the pilot action plan.



## Steps to develop the Upskilling Pilot

The development of the upskilling pilot follows a structured approach, ensuring that each phase is meticulously planned and executed. The steps are as follows:

Step	Description
1. Needs assessment	<ul style="list-style-type: none"> <li>• Conduct desk research to understand the current landscape and identify existing skill gaps.</li> <li>• Perform direct stakeholder interviews to gather insights and establish connections.</li> </ul>
2. Stakeholder mapping and engagement	<ul style="list-style-type: none"> <li>• Identify key stakeholders and map their roles and relationships within the ecosystem.</li> <li>• Develop and implement engagement strategies to ensure active participation and collaboration.</li> </ul>
3. Designing the training program	<ul style="list-style-type: none"> <li>• Identify training needs based on the assessment and stakeholder input.</li> <li>• Develop training content and select appropriate tools and platforms for delivery.</li> <li>• Review and finalize the training program, ensuring it aligns with the goals of the TC Upskilling Pilot.</li> </ul>
4. Implementation of training programs	<ul style="list-style-type: none"> <li>• Launch training programs and conduct training sessions.</li> <li>• Monitor participation and progress, providing continuous support as needed.</li> <li>• Collect feedback to refine and improve the training programs.</li> </ul>
5. Evaluation and reporting	<ul style="list-style-type: none"> <li>• Conduct post-assessments to measure the impact of the training programs.</li> <li>• Evaluate the effectiveness of the pilot actions and document the outcomes.</li> <li>• Prepare reports and share findings with all stakeholders to ensure transparency and continuous improvement.</li> </ul>

## Stakeholder involvement and Feedback Mechanisms

Stakeholder involvement is crucial to the success of the Transforming Capacities Upskilling Pilot. The following mechanisms are established to ensure effective stakeholder engagement and feedback:

Mechanism	Description
Regular Communication	<ul style="list-style-type: none"> <li>• Maintain open lines of communication through emails, instant messaging, and project management tools.</li> <li>• Schedule regular meetings and updates to keep stakeholders informed and engaged.</li> <li>• Get in contact to the stakeholders and introduce the project to them, explaining its objectives, benefits, and potential impacts.</li> </ul>



Mechanism	Description
Feedback Collection	<ul style="list-style-type: none"> <li>- Use surveys, interviews, and focus groups to gather feedback from stakeholders.</li> <li>- Implement agile assessment tools like Mentimeter, Slido, and Quizz to facilitate real-time feedback during training sessions.</li> </ul>
Collaborative Platforms	<ul style="list-style-type: none"> <li>- Utilize online platforms and knowledge bases to share resources, best practices, and updates.</li> <li>- Encourage stakeholders to contribute to discussions and share their experiences and insights.</li> </ul>
Review and Adaptation	<ul style="list-style-type: none"> <li>- Regularly review feedback and assessment results to identify areas for improvement.</li> <li>- Adapt training programs and engagement strategies based on stakeholder input and evolving needs.</li> </ul>

This chapter outlines the roadmap for the TC Upskilling Pilot, detailing the methodology based on a co-design workshop. This approach ensures that the development of the upskilling pilot is collaborative, inclusive, and meets the needs of all stakeholders involved.

### Stakeholder feedback mechanisms

In addition to the general stakeholder involvement strategies, the following specific feedback mechanisms are implemented to ensure that stakeholder insights are effectively collected, analyzed, and integrated into the pilot action plans:

Mechanism	Purpose	Frequency	Analysis
Surveys	To collect quantitative data on stakeholder satisfaction, training effectiveness, and areas for improvement.	Conducted before, during, and after training sessions.	Results are analyzed to identify trends and common issues.
Focus groups	To gather in-depth qualitative feedback from stakeholders in a facilitated discussion format.	Organized at key milestones during the pilot actions.	Discussions are recorded and analyzed to capture detailed insights and suggestions.
Workshops	To engage stakeholders in interactive sessions where they can contribute ideas and solutions directly.	Held periodically to coincide with major phases of the pilot actions.	Outcomes from workshops are synthesized and incorporated into action plans.
Real-time feedback tools	Tools: Mentimeter, Slido, Quizz. To capture immediate feedback during training sessions and workshops.	Used throughout the training and engagement activities.	Real-time data is used to make immediate adjustments and improvements.

### 7.1.1. TRANSFORMING CAPACITIES: KEY COMPONENTS

Building effective upskilling training programs is essential for the success of the Capacity2Transform (C2T) project. This section outlines the key components required to develop comprehensive training programs that address the needs of stakeholders and facilitate digital, green, and creative (DGC) transformations.



## Identifying and Addressing Key Challenges in DGC Upskilling

Identifying and addressing the key challenges in DGC upskilling involves understanding the specific needs and obstacles faced by stakeholders in adopting digital and green technologies.

Key challenges include:

**Digital literacy:** Limited knowledge and skills in using digital tools and platforms.

**Green technologies:** Low adoption of sustainable practices and green technologies.

**Creative collaboration:** Insufficient collaboration between creative industries and traditional sectors.

To address these challenges, the training programs focus on:

- Enhancing digital literacy through targeted training sessions.
- Promoting the adoption of green technologies by demonstrating their benefits and applications.
- Fostering creative collaboration by facilitating partnerships between creative industries and other sectors.

### Engaging stakeholder groups:

Engaging diverse stakeholder groups is crucial for the success of the upskilling programs. The main stakeholder groups include:

**Technology Providers (TP):** Professionals offering digital or green technologies.

**Technology Hosts (TH):** Organizations implementing digital or green transformations.

**Creative Individuals (CIs):** Professionals from the cultural and creative sectors.

**Business Support Organizations (BSOs):** Entities providing business and technical support.

Effective engagement strategies involve:

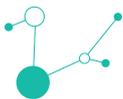
- Conducting stakeholder mapping to identify key players and their roles.
- Developing tailored communication strategies for each stakeholder group.
- Organizing networking events, workshops, and focus groups to facilitate engagement and collaboration.

## Tools and Metrics for Assessing Upskilling Needs and Outcomes

Assessing upskilling needs and outcomes requires a combination of quantitative and qualitative tools.

Based on the co-design workshop, the following specific tools and metrics will be used:

**Tools:**



Tool	Purpose	Implementation
Surveys and questionnaires	To gather baseline data on participants' existing knowledge and skills, and to measure progress after the training.	Pre- and post-training surveys distributed online or in person.
Interviews	To collect detailed qualitative feedback from stakeholders about their experiences and needs.	Conducted before and after training sessions to capture changes in perspectives and satisfaction.
Agile assessment tools	Mentimeter, Slido, Quiz:  To facilitate real-time feedback and engagement during training sessions.	Used throughout the training to collect instant feedback, conduct polls, and assess understanding.

**Metrics for assessment:**

Metric	Purpose	Implementation
Number of participants	Track the total number of participants engaged in the training programs.	Tracking attendance and registration records.
Engagement levels	Measure participation rates, interaction levels during sessions, and completion rates of training modules.	Monitoring attendance, activity logs, and completion certificates.
Knowledge and skill improvement	Assess improvement in knowledge and skills using pre- and post-training survey results.	Analyzing survey results to compare pre- and post-training knowledge and skills.
Participant satisfaction	Collect feedback on training effectiveness, relevance, and satisfaction through post-training surveys and interviews.	Collecting and analyzing post-training survey and interview data.
Implementation of skills	Monitor how participants apply the acquired skills in their professional environments through follow-up surveys and interviews.	Conducting follow-up surveys and interviews to assess skill application.

**Selection and implementation of tools:**

- Selection criteria      Tools were chosen based on their ability to provide comprehensive data, ease of use, and relevance to the training objectives.
- Implementation plan    Each tool will be integrated into the training program with clear guidelines on how and when to use them. Trainers and facilitators will be trained on using these tools effectively to ensure accurate and meaningful data collection.

**Techniques for Idea Generation and Innovation in DGC Fields**

Generating innovative ideas in DGC fields involves creating a conducive environment for brainstorming and creative thinking. Techniques include:



**Brainstorming sessions:** Facilitated workshops to generate new ideas and solutions.

**Innovation labs:** Collaborative spaces where participants can experiment and develop prototypes.

**Idea pitch competitions:** Platforms for participants to present their ideas and receive feedback from experts.

These activities encourage participants to think creatively and develop innovative solutions for digital and green challenges.

### **Gender Equality Plan (GEP) and Carbon Footprint (CO<sub>2</sub>) Assessment Tools**

Implementing Gender Equality Plans and Carbon Footprint assessments are critical for ensuring inclusive and sustainable practices. Guidelines for using these tools include:

**GEP:** Assess gender representation and inclusivity in training programs. Use surveys and focus groups to gather data and implement strategies to promote gender equality.

**CO<sub>2</sub>:** Measure and reduce carbon emissions associated with project activities. Use carbon footprint calculators and sustainability audits to track and report emissions.

### **Tools for Planning and Managing Pilot Actions**

Planning and managing pilot actions effectively requires the use of specific tools designed to support the process. These tools include:

**Capacity to Transform Program development Canvas:** A framework for developing detailed plans for capacity-building programs.

**Capacity to Transform Pilot Action Planning Tool:** A tool for tracking activities, timelines, and key performance indicators (KPIs).

These tools help ensure that pilot actions are well-organized, monitored, and evaluated.

### **Repository of E-Learning Tools and Resources - Knowledge Center**

The Knowledge Center serves as a repository for e-learning tools and resources, providing stakeholders with access to:

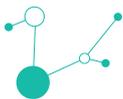
- **Online courses:** Courses covering various aspects of digital, green, and creative skills.
- **Interactive modules:** Engaging content designed to enhance learning experiences.
- **Resource libraries:** Collections of articles, case studies, and best practices.

The Knowledge Center supports continuous learning and development for all stakeholders.

### **Managing Pilot Actions at Regional and Transnational Levels**

Managing pilot actions requires coordination at both regional and transnational levels. Key considerations include:

**Regional management:** Focus on local needs, resources, and stakeholder engagement.



Transnational management: Ensure consistency and alignment across regions, share best practices, and facilitate cross-regional collaboration.

Interregional Action Groups (IAGs) play a crucial role in supporting both regional and transnational management efforts, fostering strong partnerships and ensuring the successful implementation of pilot actions.

### Best Practices for organizing and managing upskilling activities

To optimize the planning and management of upskilling activities, the following recommendations are provided:

- Stakeholder engagement** Regularly communicate with stakeholders and involve them in the planning process.
- Flexibility** Be prepared to adapt plans based on feedback and changing circumstances.
- Continuous improvement** Regularly evaluate the effectiveness of training programs and make necessary adjustments.
- Resource management** Ensure efficient use of resources and seek external support when needed.

## 7.2. IDENTIFICATION OF TOPICS AND RELATED CHALLENGES

Effective identification of relevant topics and the associated challenges is crucial for developing comprehensive upskilling programs in the Capacity2Transform (C2T) project. This chapter outlines the main thematic areas and the challenges associated with them, which are vital for designing impactful training programs.

### General upskilling

General upskilling refers to the broad enhancement of skills and knowledge that apply across various sectors and industries. This includes digital literacy, green technology awareness, and creative problem-solving skills. Key challenges in this area include:

Thematic Area	Challenge	Solution
Digital literacy	Overcoming resistance to digital adoption and addressing varying levels of digital proficiency among stakeholders.	Implementing targeted training programs that cater to different skill levels, using interactive and engaging methods.
Green technology awareness	Lack of knowledge and skepticism about the benefits of green technologies.	Providing practical demonstrations and case studies that showcase the benefits and applications of green technologies.
Creative problem-solving	Encouraging stakeholders to adopt creative approaches and think outside the box.	Conducting workshops and design sprints that foster creative thinking and collaboration.

### Sustainable tourism



Sustainable tourism is a key focus area within the C2T project, aiming to promote practices that minimize the environmental impact of tourism activities and enhance the social and economic benefits for local communities. Key challenges in this area include:

Thematic Area	Challenge	Solution
Environmental impact	Balancing tourism growth with environmental conservation.	Training stakeholders on sustainable tourism practices, such as eco-friendly accommodations and responsible waste management.
Community engagement	Engaging local communities and ensuring their active participation in tourism planning and development.	Implementing community-based tourism initiatives that involve local stakeholders in decision-making processes.
Economic sustainability	Ensuring that tourism revenue is distributed equitably among community members.	Developing business models that promote local entrepreneurship and job creation in the tourism sector.

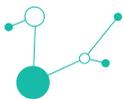
#### Additional topics from partnership

The C2T project also focuses on additional topics identified by project partners, which address specific needs and challenges within their regions. These topics are developed in collaboration with stakeholders and are tailored to local contexts.

Examples of additional topics include:

Thematic Area	Challenge	Solution
Circular economy	Encouraging businesses to adopt circular economy principles.	Providing training on waste reduction, recycling, and resource efficiency.
Digital transformation	Overcoming barriers to digital adoption and integration.	Offering tailored support and resources to help businesses implement digital solutions.
Creative industries	Recognizing the value of creative industries and integrating them into broader economic strategies.	Conducting awareness campaigns and providing support for creative enterprises.

These topics are developed with the support of project partners and are continuously refined based on feedback and evolving needs. The collaborative approach ensures that the training programs remain relevant and impactful, addressing the most pressing challenges faced by stakeholders in the digital, green, and creative sectors.



### 7.3. STAKEHOLDER ENGAGEMENT

Effective stakeholder engagement is critical for the success of the Capacity2Transform (C2T) project. This chapter outlines the processes for mapping and prioritizing stakeholders, developing engagement strategies, and ensuring active participation and harvesting of valuable insights from stakeholders.

#### Entrepreneurial discovery process

The entrepreneurial discovery methodology („Entrepreneurial discovery methodology co-designed,“) involves a systematic approach to identifying and engaging stakeholders who can contribute to the C2T process. This process consists of three key stages:

- Identification: Recognizing potential stakeholders within the local context.
- Discovery: Engaging with stakeholders to understand their capabilities and interests.
- Engagement: Actively involving stakeholders in the project to leverage their resources and expertise.

#### Stakeholder identification

Stakeholders identified through the entrepreneurial discovery process are categorized into four main roles:

**Host:** Organizations, particularly SMEs in the tourism sector, that are ready to implement digital and green transformations. They are essential for hosting innovative solutions and adapting to new market demands.

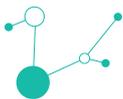
**Provider:** Delivery organizations, including SMEs, startups, and entrepreneurs in the creative and tourism sectors, that can drive innovation in digital and green solutions. Their resources, know-how, and skills are vital for the transition.

**Media:** Outlets that connect with local stakeholders and report on innovations and initiatives. They play a critical role in disseminating information and raising awareness about the C2T project.

**Business Support Organizations (BSOs):** Entities that support the transition through resources, training, and networking opportunities. They are instrumental in facilitating collaboration among stakeholders.

Mapping and prioritizing stakeholders involve identifying all relevant parties who have an interest in or are affected by the project. This process helps in understanding their needs, interests, and levels of influence, which is essential for developing tailored engagement strategies.

Step	Description
1. Identification	<ul style="list-style-type: none"> <li>• List all potential stakeholders, including technology providers, technology hosts, creative individuals, business support organizations (BSOs), and local communities.</li> <li>• Consider stakeholders at different levels, such as local, regional, and national.</li> </ul>
2. Categorization	<ul style="list-style-type: none"> <li>• - Categorize stakeholders based on their roles and interests. For instance, technology providers might be categorized separately from creative individuals and BSOs.</li> </ul>
3. Mapping relationships	<ul style="list-style-type: none"> <li>• Visualize the relationships between stakeholders and their connection to the project’s objectives.</li> </ul>



Step	Description
	<ul style="list-style-type: none"> <li>Use tools such as stakeholder maps or diagrams to illustrate these relationships.</li> </ul>

Using the Power/Interest Matrix, stakeholders are categorized based on their influence and interest in the project. This matrix helps in determining the level of engagement required for each stakeholder group:

Power / Interest Level	Stakeholder Group	Description	Engagement Strategy
High Power, High Interest	Manage Closely	Significant influence over the project and highly interested in its outcomes.	Frequent and detailed communication and involvement in key decisions.
High Power, Low Interest	Keep Satisfied	Substantial influence but low interest in day-to-day activities.	Periodic updates and assurance that their interests are being considered.
Low Power, High Interest	Keep Informed	Very interested in the project but have limited influence.	Regular updates and opportunities for input to keep them engaged.
Low Power, Low Interest	Monitor	Limited influence and interest.	Minimal engagement required, but attitudes should be monitored as they may become more influential over time.

### Integration of Entrepreneurial Competences

To enhance stakeholder engagement, it is essential to integrate a comprehensive list of entrepreneurial competences that stakeholders should possess. These competences include:

**Creativity and innovation:** The ability to generate new ideas and solutions.

**Digital literacy:** Proficiency in using digital tools and technologies.

**Sustainability awareness:** Understanding of sustainable practices and their implementation.

**Collaboration skills:** Ability to work effectively with diverse groups and stakeholders.

Incorporating these competences into the stakeholder engagement strategy will ensure that the project aligns with the skills needed for successful participation in the C2T process.

### Engagement strategies

Engagement strategies will be tailored to each stakeholder category to maximize participation and collaboration. For example:

Hosts will be invited to participate in training programs aimed at upskilling for digital and green transitions, providing them with opportunities to reinvent their services.

Providers will have the chance to develop innovative products and services tailored to the needs of hosts, fostering a collaborative ecosystem.



BSOs will play a pivotal role in facilitating connections and providing resources to support stakeholders in their transition efforts.

Media will be engaged to disseminate information and promote the successes of the C2T project, ensuring visibility and awareness within the community.

Developing effective engagement strategies involves tailoring communication and interaction methods to the needs and preferences of different stakeholder groups.

**Customized communication strategies:**

Strategy	Description
Message clarity	Ensure that all messages are clear, concise, and relevant to the stakeholders' interests and needs.  Highlight the benefits of the project and the value of stakeholder participation.
Communication channels	Utilize a mix of engagement channels such as emails, newsletters, social media, and in-person meetings.  Offer both in-person and virtual options to accommodate different preferences and ensure inclusivity.
Frequency and timing	Define the frequency and timing of communications to keep stakeholders informed without overwhelming them.  Schedule regular updates and feedback sessions.

**Engagement Activities**

Activity	Description
Interactive workshops and focus groups	- Organize workshops and focus groups to foster collaboration and gather input from stakeholders.  Use interactive methods to encourage active participation and idea generation.
Surveys and questionnaires	Distribute surveys and questionnaires to collect feedback on specific issues or project components.  Ensure surveys are easy to complete and analyze.
Online platforms	Create online platforms where stakeholders can access information, share feedback, and engage with the project team.  Use tools like forums, chat rooms, and collaborative workspaces.

**Techniques for Encouraging Participation**



Technique	Description
Incentives and recognition	Provide incentives for participation, such as recognition, certificates, or small rewards.  Highlight stakeholder contributions in project communications and reports.
Accessibility and inclusivity	Ensure that all engagement activities are accessible to stakeholders, considering language, physical accessibility, and technological capabilities.  Offer support to stakeholders who may face barriers to participation.

### Harvesting Insights

Technique	Description
Data collection and analysis	Systematically collect data from all engagement activities, including qualitative and quantitative feedback.  Use tools like Mentimeter, Slido, and Quizz for real-time feedback during meetings and workshops.
Feedback integration	Regularly review and analyze feedback to identify trends, concerns, and opportunities.  Integrate stakeholder insights into project planning and decision-making processes.
Reporting and transparency	Provide transparent reporting on how stakeholder feedback has been used to shape project activities.  Share updates on project progress and any changes made in response to stakeholder input.

### Methodological Tool: The stakeholder identification and engagement form

The methodological tool utilized for stakeholder identification and engagement is a structured form, as detailed in D1.1.1. Entrepreneurial discovery methodology co-designed: stakeholder identification

This form facilitates the collection of essential data about potential stakeholders, including their roles, competencies, and areas of interest.

Key components of the form include:

**Stakeholder Identification:** Basic information about the organization.

**Role in C2T:** Indicating whether they are a Host, Provider, Media, or BSO.

**Competence Assessment:** Evaluating their entrepreneurial competences relevant to the project.

This tool is designed to streamline the stakeholder mapping process and ensure comprehensive engagement across different sectors.



## 7.4. DGC upskilling assessment

To ensure the effectiveness of the upskilling activities, key performance metrics will be established and monitored throughout the pilot actions.

The primary metrics include:

**Number of participants:** The target is to have 200 participants across various pilot actions, distributed evenly among the project partners.

**Capacity building Pilot Actions:** A total of 9 capacity building pilot actions will be implemented, corresponding to the 9 NUTS regions involved in the project.

The capacity building pilot actions will focus on enhancing the digital, green, and creative (DGC) competences of stakeholders. Each pilot action will be tailored to the specific needs of the region and stakeholder group, ensuring relevance and impact.

The process involves:

### Pre-assessment and Post-assessment phases

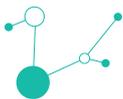
To measure the progress of participants, a comprehensive self-assessment will be conducted before and after the training sessions. This will include evaluating competences in digital, green, and entrepreneurial areas, using tools based on the DigiComp, GreenComp, and EntreComp frameworks.

Phase	Purpose	Tools	Implementation	Data Utilization
Pre-assessment phase	Establish a baseline understanding of participants' current competences.	Self-assessment surveys, interviews, focus groups	Participants complete detailed surveys and interviews before training begins.	Data helps identify skill gaps and training needs.
Post-assessment phase	Evaluate the improvement in competences after the training.	Follow-up surveys, interviews, focus groups	Participants complete the same surveys and interviews after training sessions.	Data measures competence improvement and identifies successful strategies.

### Complementary agile assessment tools

To support agile assessment and ensure real-time feedback, various digital tools will be employed. These tools include:

Tool	Purpose	Implementation and Data Usage
Mentimeter	For interactive presentations and real-time polling	Used throughout training to collect immediate feedback on understanding and engagement. Data identifies areas where participants may struggle.
Slido	For collecting questions, running live polls, and Q&A sessions	Used during workshops and training events to facilitate interaction and engagement. Data is analyzed for real-time adjustments.



Tool	Purpose	Implementation and Data Usage
Quizz	For creating engaging quizzes to test knowledge and track progress	Used during training sessions to continuously assess participant knowledge. Data is used to adjust training dynamically.

These tools will facilitate continuous feedback and allow for timely adjustments to the training programs, ensuring they meet the evolving needs of participants and stakeholders.

**Implementation and data usage:**

Mentimeter, Slido, and Quizz will be used throughout the training sessions to collect immediate feedback on participant understanding and engagement.

The real-time data collected through these tools will be analyzed to identify areas where participants may be struggling, allowing trainers to adjust their approach accordingly.

This iterative process ensures that the training programs remain dynamic and responsive to the needs of participants.

By detailing the pre-assessment and post-assessment phases and incorporating specific tools for agile assessment, the DGC Upskilling Assessment framework will effectively measure and enhance the competences of participants, contributing to the overall success of the Capacity2Transform project.

## 7.5. GENERATION OF DGC IDEAS/SOLUTIONS



The generation of Digital, Green, and Creative (DGC) ideas and solutions is a fundamental aspect of the Capacity2Transform (C2T) project. This chapter outlines the metrics for measuring the success of idea generation activities and provides templates for documenting and developing these ideas.

**Metrics: Measuring the success of Idea generation activities**

To effectively measure the success of idea generation activities, the following metrics are employed:

Metric	Description
Number of ideas generated	<b>Target:</b> 90 DGC concepts developed across all participating regions. <b>Tracking:</b> Regularly monitor the number of ideas submitted by participants through workshops, brainstorming sessions, and other collaborative activities.



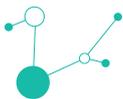
Metric	Description
Quality of ideas	<p><b>Criteria:</b> Ideas are evaluated based on their feasibility, innovativeness, and potential impact on digital, green, and creative transformations.</p> <p><b>Evaluation process:</b> A panel of experts reviews and scores the ideas against predefined criteria.</p>
Engagement levels	<p><b>Participation rates:</b> Track the number of participants in idea generation activities.</p> <p><b>Feedback:</b> Collect feedback from participants on the idea generation process and the perceived value of their contributions.</p>
Implementation rate	<p><b>Follow-up:</b> Monitor how many of the generated ideas are developed into pilot actions or integrated into ongoing projects.</p> <p><b>Support provided:</b> Assess the level of support and resources allocated to developing and implementing these ideas.</p>

### DGC solutions/idea template

To streamline the documentation and development of DGC ideas, a standardized template is used. This template ensures that all relevant information is captured and that ideas are presented in a structured and comprehensive manner.

### DGC solutions/idea template

Section	Description
Title	A concise and descriptive title for the idea.
Concept Overview	<p>A brief summary of the idea, highlighting its main features and objectives.</p> <p>Description of the specific problem or challenge the idea aims to solve.</p>
Detailed Description	<p>Explain what makes the idea innovative and how it differs from existing solutions.</p> <p>Provide technical specifications and any relevant diagrams or models.</p> <p>Assess the feasibility of the idea in terms of technical, economic, and operational aspects.</p>
Impact	<p>Describe how the idea contributes to digital transformation. (Digital)</p> <p>Outline the environmental benefits and sustainability aspects. (Green)</p> <p>Highlight the creative elements and how they enhance the overall solution. (Creative)</p>
Stakeholder Involvement	Identify the main stakeholders involved in the development and implementation of the idea.
Engagement Strategy	Outline the plan for engaging and collaborating with stakeholders.
Implementation Plan	List the key steps required to develop and implement the idea.



Section	Description
	Provide a timeline for each step, including milestones and deadlines. Detail the resources (financial, human, technical) required to bring the idea to fruition.
<b>Risk Assessment</b>	Identify potential risks and challenges that might arise during implementation. Suggest strategies for mitigating these risks.
<b>Evaluation Metrics</b>	- Define the criteria that will be used to evaluate the success of the idea. Describe how progress will be monitored and measured over time.

## 7.6. PILOT ACTION TOOLS

### 7.6.1. MANAGEMENT TOOLS (GEP & CO2)

#### Aim and description

The Management tools section focuses on the Gender Equality Plan (GEP) and Carbon Footprint (CO2) assessment tools. These tools are designed to ensure that the pilot actions align with the broader objectives of promoting gender equality and sustainability within the C2T project.

#### Gender Equality Plan (GEP):

The GEP aims to promote gender balance and inclusivity within the project activities. It addresses potential gender imbalances and ensures equal opportunities for all participants.

The GEP includes policies and initiatives to support gender equality in hiring, promotion, and participation in project activities. It also involves regular assessments to measure the effectiveness of these initiatives.

#### Carbon Footprint (CO2) Assessment:

The CO2 assessment tool is designed to measure and minimize the environmental impact of project activities. It helps in tracking the carbon emissions associated with the project and identifying areas for improvement.

The tool includes methodologies for calculating carbon emissions from various project activities, including travel, energy use, and materials consumption. It also provides guidelines for implementing carbon reduction strategies.

#### Usage guidelines for the management tools

#### Gender Equality Plan (GEP):

When to Use	How to Use
During the planning phase of pilot actions to ensure gender considerations are integrated.	Conduct initial assessments to identify gender gaps.
Throughout the implementation phase to monitor and promote gender balance.	Implement targeted initiatives to address these gaps.



When to Use	How to Use
As a follow-up to assess the impact of gender equality initiatives.	Regularly review and adjust the GEP based on feedback and assessments.

**Carbon Footprint (CO2) assessment:**

When to Use	How to Use
During the registration of activities to estimate potential carbon emissions.	Use the CO2 questionnaire for organizations and participants to gather necessary data.
As a follow-up to track actual emissions and assess the effectiveness of reduction measures.	Apply the assessment methodologies to calculate emissions.
Periodically throughout the project to ensure continuous improvement.	Implement and monitor carbon reduction strategies based on assessment results.

**7.6.2. TC PILOT ACTION PLANNING TOOLS**

The Transforming Capacities Pilot Action planning tools are designed to support the planning and reporting phases of the Transforming Capacities (TC) pilot actions. These tools ensure that all activities are well-organized, monitored, and evaluated effectively.

**Planning tool components**

*Transforming Capacities Program development Canvas:*

Component	Description
Interaction and communication	Identify and engage with relevant project partners and stakeholders.
Topic & challenge	Define the central theme and specific challenges addressed by the training program.
Recruiting, engagement, and networking	Develop strategies for stakeholder engagement and recruitment.
Quantitative and qualitative Assessment	Measure the impact of training programs through surveys and interviews.

*CT Pilot Action Planning Tool:*

Component	Description
Activity Planning	List all activities required for the pilot action, including tasks, resources, and timelines.
Time Management	Provide a timeline for each activity, ensuring that all milestones are met.



Component	Description
Key Performance Indicators (KPIs)	Define KPIs to monitor progress and measure success.
Risk Management	Identify potential risks and develop mitigation strategies.

## 7.7. REGIONAL VS TRANSNATIONAL PILOT ACTION MANAGEMENT

### Interregional Action Groups (IAGs): Roles and responsibilities

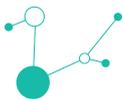
Interregional Action Groups (IAGs) are collaborative teams composed of project partner members. The primary aim of the IAGs is to provide guidelines for pilot actions within each entrepreneurial environment (EE) and to facilitate the implementation of successful twin digital and sustainable solutions. The IAGs play a crucial role in building strong interregional partnerships that enhance the overall impact and success of the C2T project.

#### Roles of IAGs:

Role	Purpose	Activities
Guideline Development	To create comprehensive guidelines for pilot actions tailored to the unique needs of each region.	Develop methodologies, tools, and best practices for the execution of pilot actions.
Support for Territorial Action Plans	To co-develop and assist in the implementation of both Territorial and Transnational Pilot Action Plans.	Participate in planning, execution, and enhancement of Territorial Action Plans, ensuring alignment with Transnational Pilot Action Plans.
Cross-regional Collaboration	To foster interaction and cooperation between different regions and project partners.	Regular communication, thematic meetups, and mechanisms that encourage sharing of experiences, resources, and ideas.
Stakeholder Engagement	To actively involve stakeholders in the pilot actions and gather their input and support.	Organize workshops, focus groups, and surveys to engage stakeholders and incorporate their feedback into pilot actions.

#### Responsibilities of IAGs:

Responsibility	Description	Activities
Thematic Coordination	Coordinate activities within their thematic focus to ensure consistency and effectiveness.	Develop guidelines and best practices for implementation within their thematic areas.
Pilot Action Management	Oversee the implementation of pilot actions, ensuring they meet defined objectives and timelines.	Monitor progress and provide regular updates to the Technical Committee and project partners.



Responsibility	Description	Activities
Resource Management	Ensure optimal use of resources allocated for various pilot actions.	Monitor budget expenditures and ensure compliance with financial guidelines.
Evaluation and Reporting	Track the progress of pilot actions and provide recommendations for improvements.	Regularly report on pilot action progress to ensure transparency and accountability.

**Cross-regional collaboration mechanisms:**

Mechanism	Purpose	Activities
Regular Communication	Maintain open lines of communication between IAGs and other project partners.	Use digital tools and platforms to facilitate regular updates and information sharing.
Thematic Meetups	Organize regular meetups focusing on specific themes or challenges related to pilot actions.	Share experiences, discuss challenges, and develop common solutions during these sessions.
Experience Sharing	Establish mechanisms that encourage the sharing of best practices and lessons learned.	Use knowledge-sharing platforms and collaborative tools to document and disseminate information.

## 7.8. RECOMMENDATIONS AND ORGANIZATION TIPS

Effective pilot action planning and execution are crucial for the success of the Capacity2Transform (C2T) project. This chapter provides recommendations for optimizing pilot action planning and offers practical tips for maximizing the efficiency, effectiveness, and engagement of upskilling activities.

### Optimization of Pilot Action Planning

To improve the planning processes for pilot actions, consider the following recommendations:

1. **Comprehensive needs assessment:**
  - Conduct thorough needs assessments to identify the specific requirements and challenges of each region and stakeholder group.
  - Utilize surveys, interviews, and focus groups to gather detailed insights and data.
2. **Clear objectives and KPIs:**
  - Define clear and measurable objectives for each pilot action.
  - Establish Key Performance Indicators (KPIs) to monitor progress and measure success.
3. **Detailed planning and timeline:**
  - Develop detailed action plans that outline all activities, timelines, and responsibilities.
  - Use project management tools to create and track timelines, ensuring that all tasks are completed on schedule.
4. **Resource allocation:**



- Allocate resources efficiently, ensuring that all necessary financial, human, and technical resources are available.
- Monitor resource usage and adjust allocations as needed to address emerging needs and challenges.

**5. Risk management:**

- Identify potential risks and develop mitigation strategies to address them proactively.
- Regularly review and update the risk management plan to ensure it remains relevant and effective.

**6. Stakeholder involvement:**

- Engage stakeholders throughout the planning process to ensure their needs and perspectives are considered.
- Establish clear communication channels to keep stakeholders informed and involved.

**Efficiency, effectiveness, and engagement tips**

To maximize the impact of upskilling activities, implement the following practical tips:

**1. Leverage technology:**

- Utilize digital tools and platforms to enhance the delivery and management of training programs.
- Incorporate e-learning modules, virtual workshops, and online collaboration tools to facilitate remote participation.

**2. Interactive and engaging content:**

- Design training programs that are interactive and engaging to maintain participant interest and motivation.
- Use multimedia, simulations, and hands-on activities to create a dynamic learning environment.

**3. Regular monitoring and feedback:**

- Implement continuous monitoring and feedback mechanisms to assess the effectiveness of training activities.
- Use tools like Mentimeter, Slido, and Quizz to collect real-time feedback and make necessary adjustments.

**4. Flexibility and adaptability:**

- Be flexible and adaptable in your approach, allowing for changes and adjustments based on feedback and evolving needs.
- Encourage an iterative process where training programs are continuously improved based on participant feedback and assessment results.

**5. Capacity building for trainers:**

- Invest in the training and development of trainers to ensure they have the skills and knowledge needed to deliver effective training programs.
- Provide ongoing support and professional development opportunities for trainers.

**6. Foster collaboration:**



- Promote collaboration among participants through group activities, peer learning, and networking opportunities.
- Encourage the sharing of best practices and experiences to enhance collective learning and innovation.

#### **7. Sustainability and long-term impact:**

- Design training programs with sustainability in mind, ensuring that the skills and knowledge gained can be applied and maintained over the long term.
- Develop strategies to support the ongoing development and application of skills beyond the initial training period.

#### **8. Evaluation and continuous improvement:**

- Conduct regular evaluations to measure the impact of training programs and identify areas for improvement.
- Use evaluation results to refine and enhance future training activities, ensuring they remain relevant and effective.

By following these recommendations and tips, the C2T project can optimize the planning and execution of pilot actions, ensuring they are efficient, effective, and engaging for all participants. This approach will help achieve the project's goals of enhancing digital, green, and creative competences across regions.



## 7.9. List of templates /files regarding tools useful for the PA and the Guidelines.

Entrepreneurial discovery methodology co-designed: stakeholder identification Form (Annex 1.)

[D1.1.1\\_ Entrepreneurial discovery methodology \\_final.pdf](#)

TC Planning Excel tool (Annex2.)

[TOOL\\_CAPACITY BUILDING PLAN\\_02.xlsx](#)

Assesment tool (Qualtrics Software) (Annex 3.)

[https://usplit.eu.qualtrics.com/jfe/form/SV\\_0cc7X6yXkMQ7iHs](https://usplit.eu.qualtrics.com/jfe/form/SV_0cc7X6yXkMQ7iHs)

Gender Equality Plan template (Annex 4.)

[C2T - GEP Survey \(target groups\) REV2 - Moduli Google.pdf](#)

Links/templates for Carbon Footprint Assessment Survey (Annex 5.)

[Carbon footprint data collection v1.xlsx](#)

Event communication Excel templates (Annex 6.)

[EVENT\\_Dissemination.xlsx](#)

[EVENTS\\_for\\_ICE\\_Website.xlsx](#)

CANVAS (Mural Link)

<https://app.mural.co/t/claudia6382/m/claudia6382/1716281996360/357b9e892629b03b8347c1f464e5cc892b9edaaf?sender=u51f28bc532f35adeae2d0024>