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COEUS CATALOGUE OF ACTION PLANS for CDR in COEUS territories

Version

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List of Abbreviations

CDR - Corporate Digital Responsibility

COEUS - Corporate digital responsibility skills in central European Smart specialization

SMEs – Small and Medium Enterprises

TSG – Transnational Stakeholder Group

Executive Summary

The COEUS project addresses the pressing need for Corporate Digital Responsibility among SMEs in Central Europe. This initiative, supported through the Interreg CENTRAL EUROPE Programme, aims to foster responsible digital transformation that aligns with ethical, social, and environmental standards. Given the increasing reliance on digital tools and the rise of regulatory requirements, SMEs face significant challenges, including skill gaps in cybersecurity, data management, and compliance with laws such as the GDPR, DSA, DMA, and AI Act.

The core activities of the COEUS project are the creation and testing of an upskilling/reskilling training programme on CDR dedicated to SMEs, the drafting of a Strategy for CDR in Central Europe, and, finally, the preparation of a territorial Action Plan for each territory involved in the above-mentioned COEUS actions.

In December 2025, with the coordination of PP2 Città metropolitana di Torino (tr. Metropolitan City of Turin), in its role of Work Package 3 leader, the partnership officially started the activity dedicated to the development and drafting of the COEUS Action Plans. The drafting of five Action Plans, one for each pilot territory partner of the COEUS project, has the aim of localising through identified actions the common COEUS Strategy, jointly drafted by the project partners. This localisation guarantees that the territorial features are taken into account, while maintaining a broader shared frame defined in the COEUS Strategy. Additionally, the COEUS Action Plans follow a common structure that enables comparison and the creation of a joint Catalogue, presented in this document.

PP2 *Città metropolitana di Torino* is responsible for leading Activity 3.3 “Uptake in COEUS territories” that contains the following deliverable:

D3.3.1 COEUS catalogue of Action Plans for CDR in COEUS territories

The Catalogue of Action Plans for CDR in COEUS territories also represents an output of the COEUS project (O3.2).

Introduction

COEUS – COrporate digital responsibility skills in central EUropean Smart specialisation (project CE0200863) is co-funded by the Interreg CENTRAL EUROPE Programme 2021-2027 under the priority "Cooperating for a smarter central Europe", specific objective 1.2 "Strengthening skills for smart specialisation, industrial transition and entrepreneurship in central Europe". The project tackles the challenge not only of ensuring that digitalisation is achieved in Central Europe, but that it is achieved with social, economic, technological and environmental responsibility. It does so by supporting Corporate Digital Responsibility (CDR) skills for traditional and innovative SMEs, with a focus on smart specialisation priorities for digitalisation.

Digitalisation is key for the resilience and competitiveness of SMEs, but it also exposes them to socio-environmental, ethical and economic risks. CDR can prevent and mitigate these risks, yet its uptake is not straightforward. The COEUS partners therefore cooperated to co-design, test and validate an SME upskilling and reskilling pilot programme on CDR, to build the capacities of SMEs, and jointly developed a Strategy for CDR in Central Europe.

1. Co-construction and presentation of the Action Plans

The Action Plans are operative and territorial documents that have the aim of localising the common COEUS Strategy which provides the general framework for the implementation of policies and actions to foster sustainable and ethical digital transformation. Therefore, the drafting of the Action Plans was a process that mainly involved single partners and local stakeholders, with the coordination and support of the WP3 leader. Specifically, a common architecture was defined for the Action Plans in order to ensure comparability and consistency between the different Action Plans, taking into account the local and international dimension. Nonetheless, the international dimension has also been an added value in sharing the different experiences and ideas in order to inspire the different drafting processes.

In this perspective, some co-creation sessions have been held since the beginning of the fourth period of the project:

1. Preliminary workshop held during the final workshop of the training of SMEs in Turin at the end of November 2025, with the involvement of territorial trainers, SMEs, and stakeholders. Following the selection of strategic pillars and their prioritisation, small groups worked on each strategic pillar to link it to concrete actions ranked by priority.

2. Workshop held during the transnational partners' meeting in Lublin (Poland) at the beginning of December 2025, with the involvement of project partners, territorial and transnational trainers, and stakeholders. The workshop was held after the discussion on pilot evaluation results with all the partners from pilot territories. Starting from these considerations, and a session dedicated to the initial structure of the COEUS Strategy, the second part of the workshop was related to the Action Plans, with the goal of translating the identified strategic pillars into concrete actions, working in small transnational groups.
3. Partner meetings held online in May (14/05/2026 and 20/05/2026), June (23/06/2026) and July (22/07/2026) to discuss the structure and contents of the Action Plans and refine the involvement of territorial stakeholders in this activity. The meetings were also the opportunity to have a continuous update on the drafting process and future endorsement of the documents by each organisation.
4. Transnational Stakeholder Group meeting held online on July the 2nd, 2026. During the final TSG online meeting project partners presented a few actions included in their local Action Plans. Participants were asked to work together through the webtool Miro to share on which sides and actions they see their organization being involved and how. The session had the aim to collect the Stakeholder Group's ideas and possible contributions to implementing the local Action Plans. In particular, TSG members were invited to: review and comment on the potential involvement of their organisation in specific actions; suggest further actions to be included in the local action plan, also getting inspired by actions chosen for other territories; highlight potential gaps, risks or opportunities for implementation, based on their professional and institutional experience. The feedback gathered during this meeting has been instrumental in refining the local Action Plans and ensuring that COEUS delivers lasting, transferable and impactful results beyond the project's lifetime.

During the final event of the COEUS project, hosted in Turin on the 24th of September, the Action Plans were publicly presented during a roundtable that involved all project partners. During the roundtable, each partner presented one selected action for the following strategic pillars: Awareness & Cultural Change; Training Ecosystem; Innovation & SME Support.

2. Purpose of the Action Plans

The Action Plans are the result of Activity 3.3 "Uptake in COEUS territories", aimed at continuing the commitment to the CDR in the relevant territories beyond the end of the project. Using the

results of the transnational pilot and building on the jointly developed COEUS Strategy, project partners committed to consolidating COEUS measures locally by developing five Action Plans, which together form project Output O3.2 “COEUS Action Plans for CDR in Central Europe”.

The Action Plans derive from the Strategy itself and were developed following a common structure to ensure comparability and consistency. They describe the measures already taken up in the framework of COEUS and how these will be followed up locally after the end of the project, in the medium to long term, in order to mainstream CDR into local SME support, training and policy frameworks. The Action Plans mainly address:

- how to continue working with, and extending, the local and transnational pool of trainers;
- how to mainstream CDR upskilling and reskilling measures for SMEs, for example by integrating results into innovation vouchers and other SME support schemes;
- how to integrate CDR as a horizontal concept into the smart specialisation strategies of the participating territories;
- how to continue and extend internal capacity building on CDR.

Each plan defines roles, responsibilities, timing and resources. Each territory develops one plan on the basis of a joint document structure; the plan is validated with the stakeholder group and jointly peer-reviewed by the partnership, so that it keeps a local focus while being jointly designed.

3. About this catalogue

This document merges the five Action Plans into a single catalogue. The plans are presented in the order defined in the Application Form of the project. Each plan opens with its own title page and table of contents and follows the common structure: executive summary, territorial context and CDR baseline, objectives, action areas and measures described through action fiches and, where provided, annexes.

Partner	Organisation	Territory	Actions
LP DIHS	Digital Innovation Hub Slovenia	Slovenia	10
PP02 CMTO	Metropolitan City of Turin	Metropolitan City of Turin, Italy	11
PP03 SFG	Styrian Business Promotion Agency	Styria, Austria	10
PP04 ICUK	Innovation Centre of Usti Region	Ústí nad Labem Region, Czech Republic	10
PP06 Lubelskie	Lubelskie Voivodeship	Lubelskie Voivodeship, Poland	9

Together, the five Action Plans demonstrate the uptake of the COEUS Strategy across the partner territories and set out the measures planned to continue its implementation after the end of the project.

4. Endorsement of Action Plans

This document contains as Annexes the documents proving the endorsement of the Action Plans by each organisation:

- **LP DIHS:** Letter of intent signed by Katja Mohar Bastar on October 10th, 2026 formalising the territorial uptake of the COEUS solution through the endorsement of the local COEUS Action Plan.
- **PP02 CMTO:** Decree issued by the Councillor and approved on October 7th, 2026 (DCR n.227 of 07/10/2026), which adopts the COEUS Action Plan for the metropolitan territory of Turin as an official document of the Administration and approves its contents. Letter of intent signed by the Councillor on October 7th, 2026 formalising the territorial uptake of the COEUS solution through the endorsement of the local COEUS Action Plan.
- **PP03 SFG:** Letter of intent signed by SFG Managing Director on October 12th, 2026 formalising the territorial uptake of the COEUS solution through the endorsement of the local COEUS Action Plan.
- **PP04 ICUK:** Letter of intent signed by ICUK Director on October 2nd, 2026 formalising the territorial uptake of the COEUS solution through the endorsement of the local COEUS Action Plan.
- **PP06 Lubelskie:** on October 13th, 2026, the Board Meeting of the Lubelskie Voivodeship was held, during which the COEUS Project Strategy and the Lubelskie Voivodeship Action Plan were endorsed. The endorsement is documented in the Application for Approval of the Strategy and Action Plans of the Lubelskie Voivodeship, signed by Eliza Mazur, Unit Manager and Director of the Department of Economy. The formal approval document is expected to be ready by 20 October 2026, while the approval date will remain 13 October 2026. The Letter of Intent, formalising the territorial uptake of the COEUS solution through the endorsement of the local COEUS Action Plan, will be signed by the end of October 2026.

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Slovenia

Digital Innovation Hub Slovenia (DIHS)



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1. Executive Summary

The Slovenian COEUS Action Plan translates the COEUS Strategy and project experience into practical measures for strengthening Corporate Digital Responsibility (CDR) among Slovenian SMEs. Building on the COEUS pilot, training activities and stakeholder feedback, it addresses key needs such as fragmented CDR practices, limited internal capacities and the need for practical guidance, particularly in cybersecurity, data protection and responsible AI.

The Action Plan proposes ten actions across five main areas: awareness raising, training, SME support, governance and communication. Key measures include establishing a Slovenian CDR Expert Network and Expert Catalogue, providing practical training and tools for SMEs, integrating CDR into existing digitalisation support services, promoting good practices and strengthening stakeholder cooperation.

By building on existing organisations, services and networks, the Action Plan aims to embed CDR into Slovenia's digital innovation and SME support ecosystem and ensure the continued use of COEUS knowledge, tools and expertise beyond the project lifetime.

2. Territorial Context and CDR Baseline

2.1 Digitalisation and SME ecosystem

Small and medium-sized enterprises (SMEs) form the backbone of the Slovenian economy. Slovenia has more than 125,000 SMEs, including 73,434 micro, small and medium-sized companies and 51,636 sole proprietors. The vast majority are micro-enterprises, reflecting an economic structure strongly dominated by small businesses. This is particularly relevant for digital transformation, as smaller enterprises generally have more limited financial, human and organisational resources to adopt new technologies and manage the associated responsibilities.

The digitalisation of Slovenian SMEs has progressed, although important gaps remain. In 2025, around 66% of Slovenian SMEs reached at least a basic level of digital intensity, compared with an EU average of around 71% and the Digital Decade target of 90% by 2030. The uptake of advanced digital technologies also remains uneven: in 2025, around 22% of Slovenian enterprises used artificial intelligence, 43% cloud services and 31% data analytics.

Digital transformation is also affected by organisational and skills-related barriers. In 2025, 76% of Slovenian enterprises with 10 or more employees and self-employed persons reported obstacles to digital transformation. The most frequently reported barrier was a lack of suitable staff or knowledge (56%), while financial constraints and difficulties in adapting management or business processes were each reported by 41%.

At the same time, Slovenia has an established ecosystem supporting SME digitalisation and innovation, including business support organisations, chambers of commerce, research and innovation institutions, public funding bodies and European Digital Innovation Hubs. This existing support infrastructure provides a strong basis for further integrating responsible digitalisation and CDR-related knowledge, tools and advisory services into the support already available to Slovenian SMEs.

2.2 Current awareness and uptake of CDR

Corporate Digital Responsibility (CDR) is still an emerging concept in the Slovenian SME context. Evidence from the Slovenian COEUS pilot suggests that participating SMEs were more familiar with individual aspects of responsible digitalisation than with CDR as an integrated framework. The pilot addressed areas such as data protection and privacy, cybersecurity, responsible and secure use of AI, digital sustainability, accessibility and inclusion.

The pilot also revealed considerable differences in digital maturity and existing knowledge among participating SMEs. Responsibilities related to cybersecurity, data protection and digital governance were often fragmented, and many participating companies did not have dedicated staff for these areas. At the same time, SMEs showed particular interest in practical guidance on cybersecurity, data protection and responsible AI.

Overall, the Slovenian experience indicates that the main gap is not the complete absence of responsible digital practices, but their fragmentation and limited integration into a coherent CDR approach. This creates an opportunity to build on existing practices and gradually integrate CDR into SME digital transformation and support services.

2.3 Main needs identified through COEUS

The implementation of COEUS activities in Slovenia, particularly the SME pilot, training activities and feedback from participating companies and trainers, identified several needs relevant to the further development of CDR. The findings show that SMEs require support adapted to their level of digital maturity, internal capacities and practical business needs.

Need identified	Target group	Evidence and territorial relevance
Uneven CDR knowledge and digital maturity	SMEs	Participating SMEs differed considerably in their existing knowledge, digital maturity, sector and strategic priorities. This required the training approach to be adapted to individual companies.
Limited internal capacity for managing digital responsibility	Particularly micro and small enterprises	Responsibilities for cybersecurity, data protection and digital governance were often fragmented, while many participating SMEs lacked dedicated staff for these areas.
Need for practical CDR guidance and tools	SMEs and trainers	SMEs valued practical examples, checklists, simple tools and company-specific scenarios. Pilot feedback also indicated that some training materials were too theoretical for direct application in SMEs.
Need for practical guidance on responsible AI, cybersecurity and data protection	SMEs	Cybersecurity, data protection and responsible and secure use of AI emerged as priority areas during the pilot. SMEs showed particularly strong interest in practical and hands-on guidance on AI.
Need for continued and tailored support	SMEs	One-to-one mentoring proved useful for adapting CDR content to individual company needs. Pilot recommendations also highlighted the value of follow-up support and assessment after the initial training.

The Slovenian pilot therefore confirms that CDR support is most relevant for SMEs when it is practical, understandable, tailored to company needs and supported by concrete tools and mentoring. Recommendations from the pilot specifically emphasised practical cases and exercises, concise checklists and templates, simplified materials and follow-up activities.

3. Objectives of the Local Action Plan

3.1 General objective

The general objective of the Slovenian Action Plan is to **mainstream Corporate Digital Responsibility into the existing digital innovation and SME support ecosystem**, translating the COEUS Strategy into practical, sustainable and locally embedded measures that support responsible digital transformation among Slovenian SMEs.

3.2 Specific objectives

- **Increase CDR awareness among SMEs and relevant ecosystem actors**, with particular emphasis on understanding CDR as an integrated approach to responsible digital transformation.
- **Strengthen and maintain CDR training capacity** by building on the trainers and knowledge developed through COEUS.
- **Integrate CDR into existing SME support services**, including training, advisory services, mentoring and digital maturity assessment.
- **Promote practical CDR implementation in SMEs** through accessible tools, guidance and company-specific support adapted to different levels of digital maturity and organisational capacity.
- **Strengthen SME capacity in priority CDR areas**, particularly cybersecurity, data protection and the responsible and secure use of AI.
- **Support the integration of CDR into relevant digitalisation, innovation, sustainability and SME-support policies and initiatives.**
- **Ensure the continuity and monitoring of CDR-related activities beyond the COEUS project lifetime.**

4. Action Areas and Measures

This chapter translates the COEUS Strategy into concrete actions adapted to the Slovenian context. The proposed actions build on the experience gained through COEUS training and pilot activities and focus on strengthening awareness, expertise, practical SME support, knowledge transfer, cooperation and the longer-term integration of Corporate Digital Responsibility into the Slovenian digital innovation ecosystem.

The actions are organised according to the common COEUS action areas. Each action has one primary action area and, where relevant, interconnected action areas reflecting its contribution to other parts of the COEUS Strategy. The actions are designed to build primarily on existing organisations, services, networks and communication channels rather than create parallel structures.

The Slovenian Action Plan includes ten actions covering five primary action areas, while additional COEUS action areas are addressed through interconnected activities.

4.1 Action Portfolio

No.	Action	Primary action area
1	Integration of CDR into Existing SME Events and Awareness Activities	Awareness Raising and Cultural Change
2	Slovenian CDR Good Practices and SME Success Stories	Awareness Raising and Cultural Change
3	National CDR Stakeholder Dialogue and Policy Integration	Governance
4	Practical CDR Toolkit for Slovenian SMEs	Innovation and SME Support
5	Integration of CDR into Existing SME Digitalisation Support Services	Innovation and SME Support
6	Slovenian CDR Expert Network	Training Ecosystem
7	CDR Training and Knowledge Transfer for New Experts	Training Ecosystem
8	Practical CDR Training for SMEs	Training Ecosystem
9	Slovenian CDR Expert Catalogue	Communication
10	Communication and Dissemination of CDR and COEUS Results	Communication

The classification follows the common COEUS action areas, which distinguish awareness and cultural change, governance, SME support, training, funding, communication, cooperation, ESG and monitoring, and policy integration.

Awareness Raising and Cultural Change

The first group of actions aims to increase recognition and understanding of CDR among SMEs and ecosystem stakeholders. The emphasis is on presenting CDR through familiar business challenges and practical examples rather than as an additional abstract concept.

Action 1. Integration of CDR into Existing SME Events and Awareness Activities

Action	Integration of CDR into Existing SME Events and Awareness Activities
Action area(s)	Awareness Raising and Cultural Change (primary); Communication; Innovation and SME Support
Description	CDR topics will be integrated into existing events, workshops, conferences and stakeholder activities. Rather than creating separate CDR events, responsible digitalisation will be linked to topics already relevant to SMEs, such as artificial intelligence, cybersecurity, data protection, digital transformation and sustainability. Practical examples and experience gained through COEUS will be used to make CDR understandable and relevant to everyday business decisions.
Target group	SMEs, entrepreneurs, business support organisations, innovation actors and other relevant ecosystem stakeholders
Responsible actor	DIH Slovenia and CCIS
Supporting actors	Relevant business support organisations, trainers, innovation ecosystem actors and other relevant stakeholders
Timeline	Short to long term, with continuation beyond the COEUS project where relevant
Resources needed	Existing events and communication channels, staff capacity, speakers and experts, COEUS materials
COEUS tools used	COEUS Strategy, CDR Handbook, training materials, pilot results and stakeholder feedback
Expected output	CDR topics incorporated into existing SME-oriented events, workshops, conferences and stakeholder activities
Expected result / outcome	Increased awareness and understanding of CDR among SMEs and relevant ecosystem stakeholders
Monitoring indicators	Number of activities incorporating CDR topics; number of SMEs and stakeholders reached; participant feedback
Sustainability / follow-up	CDR topics can continue to be incorporated into relevant existing events and stakeholder activities beyond the project lifetime.

Action 2. Slovenian CDR Good Practices and SME Success Stories

Action	Slovenian CDR Good Practices and SME Success Stories
Action area(s)	Awareness Raising and Cultural Change (primary); Communication; Innovation and SME Support
Description	Practical examples of responsible digitalisation will be identified, collected and communicated, initially building on SMEs involved in COEUS training and pilot activities. Cases may demonstrate practical approaches to cybersecurity, data governance, responsible AI, digital accessibility, inclusion or digital sustainability. The focus will be on realistic and replicable examples that allow other SMEs to recognise CDR principles in everyday business practices.
Target group	SMEs, business support organisations, trainers, policy and innovation ecosystem actors
Responsible actor	DIH Slovenia and CCIS
Supporting actors	Participating SMEs, CDR trainers, experts and other relevant stakeholders
Timeline	Short to medium term, with possible continued collection of cases
Resources needed	SME contacts, staff capacity for case preparation, communication and dissemination channels
COEUS tools used	SME pilot results, training feedback, CDR Handbook and stakeholder feedback
Expected output	Collection of Slovenian CDR good practices and SME success stories
Expected result / outcome	Improved understanding of CDR through practical and locally relevant business examples and increased peer learning among SMEs
Monitoring indicators	Number of good practices identified and published; number of SMEs involved; reach of published cases
Sustainability / follow-up	Cases can be continuously expanded and reused in awareness activities, training, mentoring and stakeholder dialogue.

Governance

The Governance action focuses on connecting CDR implementation with the wider Slovenian ecosystem and relevant policy processes. In the COEUS framework, Governance is intended to strengthen coordination among public authorities, business support organisations, SMEs, trainers, innovation actors and policy makers while avoiding fragmented or isolated initiatives.

Action 3. National CDR Stakeholder Dialogue and Policy Integration

Action	National CDR Stakeholder Dialogue and Policy Integration
Action area(s)	Governance (primary); National and Transnational Cooperation; Transnational Policy Integration
Description	Dialogue and cooperation on CDR will be encouraged among relevant public authorities, business support organisations, SME representatives, innovation actors, experts and other stakeholders. Evidence, experience and tools generated through COEUS can support discussion on how CDR principles may be reflected in relevant digitalisation, innovation, sustainability and SME-support initiatives and policy frameworks. Slovenian experience and practices can also be exchanged with COEUS partners and other relevant European networks.
Target group	Public authorities, policy makers, business support organisations, SMEs, innovation ecosystem actors and CDR experts
Responsible actor	DIH Slovenia and CCIS
Supporting actors	Relevant public authorities, business and innovation organisations, CDR Expert Network, COEUS partners and other relevant stakeholders
Timeline	Medium to long term
Resources needed	Stakeholder coordination, expert input, meetings or workshops, policy and communication materials
COEUS tools used	COEUS Strategy, Local Action Plan, pilot results, stakeholder feedback and policy-related project outputs
Expected output	Stakeholder dialogue activities; exchange of COEUS results and experience; CDR-related inputs or recommendations for relevant initiatives and policy discussions
Expected result / outcome	Stronger cooperation among relevant national actors and greater recognition of CDR as a horizontal component of responsible digital transformation
Monitoring indicators	Number of stakeholder dialogue activities; number and type of organisations involved; CDR-related inputs or recommendations shared; relevant initiatives or policy discussions reached
Sustainability / follow-up	Dialogue can continue through existing national ecosystem cooperation mechanisms and relevant national and European networks beyond the project lifetime.

Innovation and SME Support

These actions focus on translating CDR knowledge into practical support for enterprises. In the common COEUS framework, this area specifically addresses the integration of responsible digitalisation into advisory services, mentoring, digital maturity assessments, innovation support and competitiveness tools.

Action 4. Practical CDR Toolkit for Slovenian SMEs

Action	Practical CDR Toolkit for Slovenian SMEs
Action area(s)	Innovation and SME Support (primary); Training Ecosystem; Communication
Description	Existing COEUS knowledge, methodologies and materials will be translated into concise and practical resources suitable for Slovenian SMEs. Resources may include checklists, templates, quick guides, self-assessment elements and practical examples addressing key CDR topics. The objective is to provide SMEs with accessible tools that can be used independently or as part of training, mentoring or advisory support.
Target group	SMEs, trainers, mentors and business support organisations
Responsible actor	DIH Slovenia and CCIS
Supporting actors	COEUS trainers, CDR Expert Network, participating SMEs and relevant specialists
Timeline	Medium term, with updates where necessary
Resources needed	Existing COEUS materials, expert input, editorial capacity and communication/design support
COEUS tools used	CDR Handbook, assessment tools, training materials, pilot results, SME and trainer feedback
Expected output	Practical Slovenian CDR resources, such as checklists, templates, quick guides and practical examples
Expected result / outcome	Easier translation of CDR principles into concrete and manageable actions within SMEs
Monitoring indicators	Number of practical resources prepared or adapted; number of users/downloads where measurable; feedback from SMEs and trainers
Sustainability / follow-up	Resources can remain available through existing digital channels and be updated as business needs, technologies and regulatory frameworks evolve.

Action 5. Integration of CDR into Existing SME Digitalisation Support Services

Action	Integration of CDR into Existing SME Digitalisation Support Services
Action area(s)	Innovation and SME Support (primary); Governance; Training Ecosystem
Description	CDR principles, tools and expertise will be progressively incorporated into existing digital transformation and innovation support activities for SMEs. Existing advisory services, mentoring, assessments, training and innovation-support activities can serve as entry points for identifying and addressing responsible digitalisation issues. The action prioritises integration into existing support structures rather than the creation of a separate CDR support system.
Target group	SMEs, business support organisations and innovation ecosystem actors
Responsible actor	DIH Slovenia and CCIS
Supporting actors	Relevant business support organisations, CDR experts, trainers and other digital innovation ecosystem stakeholders
Timeline	Medium to long term
Resources needed	Existing support infrastructure, trained experts, CDR methodologies and practical tools
COEUS tools used	COEUS Strategy, CDR Handbook, assessment tools, training materials and pilot results
Expected output	CDR elements incorporated into selected existing SME support activities and services
Expected result / outcome	Responsible digitalisation becomes progressively embedded within regular digital transformation and innovation support available to SMEs
Monitoring indicators	Number of existing support activities or services incorporating CDR elements; number of SMEs reached; number of experts or support staff involved
Sustainability / follow-up	Embedding CDR into existing services reduces dependence on project-specific structures and supports continuation beyond COEUS.

Training Ecosystem

These actions build on the training capacity created through COEUS. The common COEUS framework specifically associates the Training Ecosystem with maintaining the pool of trainers, developing further expertise and providing recurring upskilling opportunities in areas such as data ethics, cybersecurity, responsible AI, inclusion and sustainable digital practices.

Action 6. Slovenian CDR Expert Network

Action	Slovenian CDR Expert Network
Action area(s)	Training Ecosystem (primary); National and Transnational Cooperation; Innovation and SME Support; Communication
Description	A Slovenian CDR Expert Network will be developed by building on the trainers and expertise established through COEUS. The network will facilitate peer learning, knowledge exchange and cooperation among professionals working in areas relevant to CDR, including responsible AI, cybersecurity, data governance, digital ethics, accessibility and sustainable digitalisation. It will also provide a basis for transferring knowledge to additional experts and supporting SMEs with relevant expertise.
Target group	COEUS trainers, digital transformation experts, AI specialists, cybersecurity experts, sustainability experts and business support professionals
Responsible actor	DIH Slovenia
Supporting actors	CCIS, existing COEUS trainers and other relevant experts and ecosystem stakeholders
Timeline	Long term
Resources needed	Coordination capacity, existing COEUS materials, communication channels and online collaboration tools
COEUS tools used	CDR Handbook, training materials, pilot results, trainer feedback and stakeholder feedback
Expected output	Slovenian CDR Expert Network and knowledge-sharing activities among participating experts
Expected result / outcome	Strengthened national expertise and cooperation in CDR and improved availability of relevant expertise for SMEs
Monitoring indicators	Number of experts participating in the network; areas of expertise represented; number of knowledge-sharing activities
Sustainability / follow-up	The network can continue through existing cooperation and digital innovation ecosystem structures beyond the COEUS project.

Action 7. CDR Training and Knowledge Transfer for New Experts

Action	CDR Training and Knowledge Transfer for New Experts
Action area(s)	Training Ecosystem (primary); National and Transnational Cooperation; Innovation and SME Support
Description	Knowledge developed through COEUS will be transferred from existing trainers and experts to additional professionals through mentoring, peer learning and knowledge-sharing activities. The approach will combine the COEUS training foundation with practical experience and emerging CDR topics, including responsible AI, cybersecurity, data governance, digital ethics and sustainable digitalisation.
Target group	Trainers, consultants, digital transformation experts, AI specialists, cybersecurity experts and other professionals supporting SMEs
Responsible actor	DIH Slovenia
Supporting actors	Existing COEUS trainers, CCIS, CDR Expert Network and other relevant experts
Timeline	Long term
Resources needed	Trainers and experts, COEUS materials, mentoring capacity and online or physical learning environments
COEUS tools used	CDR Handbook, COEUS training materials, Train-the-Trainers experience, pilot results and trainer feedback
Expected output	Knowledge-transfer, mentoring and peer-learning activities for additional CDR experts
Expected result / outcome	Gradual enlargement of the national pool of professionals able to provide practical CDR support
Monitoring indicators	Number of experts participating; number of knowledge-transfer activities; number of existing trainers involved
Sustainability / follow-up	Knowledge transfer can become an ongoing function of the Slovenian CDR Expert Network, enabling expertise to be renewed and expanded over time.

Action 8. Practical CDR Training for SMEs

Action	Practical CDR Training for SMEs
Action area(s)	Training Ecosystem (primary); Innovation and SME Support; Awareness Raising and Cultural Change
Description	Practical CDR training for SMEs will build on the methodology, materials and lessons learned from the COEUS pilot. Training will connect CDR principles with concrete business challenges and may address cybersecurity, data protection and ethical data use, responsible and secure AI, digital sustainability, accessibility and inclusion. Content and delivery should be adapted to the maturity, sector and practical needs of participating SMEs.
Target group	SMEs, particularly managers, process owners and employees involved in digital transformation and related business processes
Responsible actor	DIH Slovenia and CCIS
Supporting actors	CDR trainers, Expert Network members and other relevant specialists
Timeline	Short to long term, depending on available training opportunities
Resources needed	Trainers, training materials, practical cases, tools and physical or online learning environments
COEUS tools used	CDR Handbook, training programme and materials, assessment tools, SME pilot results and feedback
Expected output	Practical CDR training activities for SMEs and reusable training materials
Expected result / outcome	Improved SME capacity to understand CDR and apply responsible digital practices in business operations
Monitoring indicators	Number of training activities; number of SMEs and participants involved; participant feedback
Sustainability / follow-up	COEUS materials and methodology can be reused and updated within existing SME training activities and adapted to new technological and regulatory developments.

Communication

Communication is treated as a dedicated action area rather than only as a supporting component of other measures. The COEUS framework defines this area as maintaining the visibility of CDR beyond the project and disseminating COEUS tools, results, cases and lessons learned through websites, newsletters, events, social media, case studies and partner communication channels.

Action 9. Slovenian CDR Expert Catalogue

Action	Slovenian CDR Expert Catalogue
Action area(s)	Communication (primary); Training Ecosystem; Innovation and SME Support
Description	A public online catalogue of experts involved in the Slovenian CDR Expert Network will provide an accessible overview of available expertise in areas such as responsible AI, cybersecurity, data governance and digital ethics. The catalogue will use existing digital infrastructure and facilitate connections between SMEs, business support organisations and relevant experts.
Target group	SMEs, business support organisations, CDR experts and other ecosystem stakeholders
Responsible actor	DIH Slovenia
Supporting actors	Slovenian CDR Expert Network, CCIS and other relevant stakeholders
Timeline	Long term, followed by regular maintenance
Resources needed	Existing digital infrastructure, staff capacity for catalogue management and expert coordination
COEUS tools used	COEUS trainer pool, training results and stakeholder network
Expected output	Public online Slovenian CDR Expert Catalogue
Expected result / outcome	Increased visibility and accessibility of CDR expertise and easier identification of relevant experts by SMEs and support organisations
Monitoring indicators	Number of experts included; areas of expertise covered; catalogue use/visits; number of updates
Sustainability / follow-up	The catalogue can be maintained within existing digital infrastructure and updated in connection with the development of the Expert Network.

Action 10. Communication and Dissemination of CDR and COEUS Results

Action	Communication and Dissemination of CDR and COEUS Results
Action area(s)	Communication (primary); Awareness Raising and Cultural Change; Innovation and SME Support
Description	CDR knowledge, COEUS results, practical tools, training opportunities and examples of responsible digital practices will be communicated through existing communication and stakeholder channels. Communication will translate CDR into accessible and practical messages for SMEs and other target groups and support the continued visibility and use of COEUS results beyond the project lifetime. Relevant content may be disseminated through websites, newsletters, social media, events, case studies and other communication formats.
Target group	SMEs, entrepreneurs, business support organisations, public authorities, trainers, innovation actors and other relevant stakeholders
Responsible actor	CCIS
Supporting actors	DIH Slovenia, COEUS trainers, participating SMEs, business support organisations and other relevant ecosystem stakeholders
Timeline	Short to long term, with continuation beyond the COEUS project where relevant
Resources needed	Existing communication channels, communication staff, digital platforms, COEUS materials and stakeholder networks
COEUS tools used	COEUS Strategy, CDR Handbook, training materials, pilot results, good practices, practical tools and other communication outputs developed within the project
Expected output	CDR and COEUS-related communication content disseminated through relevant national and stakeholder communication channels
Expected result / outcome	Increased visibility and accessibility of CDR knowledge, practical tools and COEUS results among Slovenian SMEs and ecosystem stakeholders
Monitoring indicators	Number of communication outputs; number of channels used; communication reach and engagement where measurable; number of COEUS tools, results and good practices promoted
Sustainability / follow-up	Relevant CDR content, tools, cases and COEUS results can continue to be disseminated through existing CCIS and stakeholder communication channels beyond the project lifetime.

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ACTION PLAN

Metropolitan City of Turin, Italy

Città metropolitana di Torino (CMTO)



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1. Executive Summary

This Local Action Plan defines how the COEUS Strategy for Corporate Digital Responsibility (CDR) will be translated into practical territorial measures in the Metropolitan City of Turin. CMTO acts as the responsible territorial partner and as a strategic planner, convener, facilitator, capacity builder, and European cooperation actor, within its statutory functions.

The Plan addresses a metropolitan area characterised by significant economic and social diversity: while it hosts a dense innovation and social economy ecosystem, it is still marked by territorial differences among the urban core and its intermediate areas, and valleys, mountain communities, and rural municipalities. The Metropolitan Social Economy Plan of Turin 2030 frames economic competitiveness, social prosperity, environmental sustainability, and territorial cohesion as mutually reinforcing objectives. It also explicitly promotes responsible use of digital technologies and data across both for-profit and non-profit sectors, making CDR directly relevant to the metropolitan development agenda.

The local baseline is favourable but uneven. Turin hosts universities, research organisations, innovation intermediaries, business associations, social economy networks, Digital Innovation Hubs, and experienced public bodies. Advanced organisations already address cybersecurity, data governance, accessibility, responsible artificial intelligence, impact measurement, and environmental sustainability. At the same time, many micro and small organisations face limited time, skills, and investment capacity; digital responsibilities are often managed separately; practical support is fragmented; and mountain, rural and low-density areas face additional accessibility and connectivity challenges.

The overall objective is to mainstream Corporate Digital Responsibility into the metropolitan digital innovation, SME and social economy support ecosystem. The action portfolio contains 11 measures covering all nine COEUS action areas. It combines awareness and engagement, uptake of CDR in the for-profit and not-for-profit sectors, gradual inclusion of CDR in local planning and programming, mapping and promotion of existing tools, access to local expertise, dissemination of COEUS knowledge and tools, funding information and collaborative project development, communication, transnational cooperation, monitoring and periodic review. The measures are formulated as intentions to promote, support and facilitate within the statutory competences of the Metropolitan City.

In the medium term, the Plan is expected to create a shared metropolitan language on responsible digitalisation, improve coordination among ecosystem actors, connect training with practical

implementation support, and increase the visibility and reuse of COEUS tools. In the longer term, it should strengthen organisational trust and resilience, support more inclusive and sustainable digital innovation, improve the capacity of public authorities and intermediaries to guide responsible transformation, and provide evidence for regional, national, and European policy dialogue.

The Action Plan represents an enabling framework for the metropolitan territory of Turin: with these actions, CMTO intends to support, promote and facilitate the widespread adoption of CDR principles and their practical implementation. The specific arrangements will be defined in accordance with competent administrative procedures and applicable rules on public procurement, State aid, data protection, cybersecurity, accessibility, transparency, equal treatment, and public finance, considering State, regional and local competences.

2. Territorial Context and CDR Baseline

2.1 Digitalisation in the SME ecosystem

The Metropolitan City of Turin is Italy's largest wide-area (NUTS III) authority by number of municipalities, with 312 municipalities across 6,827 km². More than half of the territory is mountainous or rural and the metropolitan area borders France. These characteristics create a highly differentiated operating environment: the urban innovation system coexists with valleys, remote areas, and low-density communities where access to infrastructure, skills, specialist services, and business support may be less immediate.

The territory has approximately 2.2 million inhabitants and a diversified economic base that includes manufacturing, services, advanced research, cultural and creative activities, cooperatives, social enterprises, and a wide range of Third Sector organisations. The Metropolitan Social Economy Plan identifies around 4,900 social-impact organisations, including 448 social cooperatives, around 91 social enterprises, 2,187 social promotion associations, 1,367 voluntary organisations, 27 social-innovation start-ups and 232 benefit corporations. It also reports a broader cooperative economy of 657 non-social cooperatives and more than 42,000 workers, demonstrating the economic significance of these organisations for the territory.

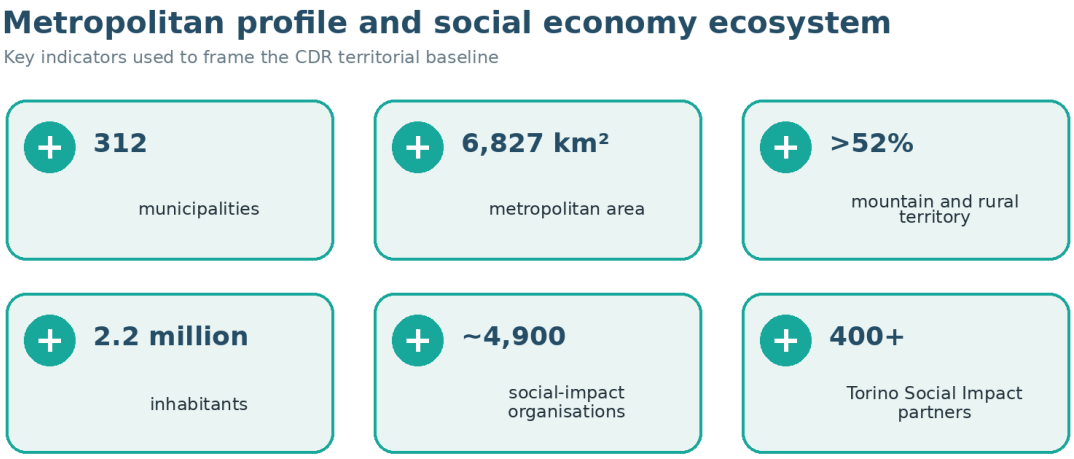


Figure 1. Graphic adaptation of territorial and ecosystem indicators presented in the Metropolitan Social Economy Plan of Turin 2030, pp. 7 and 31-36.

The innovation ecosystem includes public authorities, the Turin Chamber of Commerce, Torino Social Impact, universities, research centres, foundations, business and cooperative associations,

Digital Innovation Hubs, technology and innovation agencies, professional networks, and European project partnerships. Torino Social Impact connects more than 400 public, private, for-profit, non-profit, research, finance, and philanthropic actors. This multi-actor infrastructure provides a durable base for CDR, because it can combine policy coordination, business support, research expertise, training, impact finance, and access to territorial communities.

Digitalisation is therefore both an opportunity and a territorial cohesion challenge. Advanced digital technologies, data, and artificial intelligence can improve productivity, service quality, impact measurement, and access to markets. Their benefits depend on responsible governance, cybersecurity, accessibility, transparency, environmental efficiency, and the capacity to avoid excluding users, workers or communities with limited connectivity or digital skills.

2.2 Current awareness and uptake of CDR

CDR is not starting from zero in the Turin metropolitan area. The Social Economy Plan already links digital transition with inclusion, skills, innovation, data use, environmental sustainability, and multi-actor governance. Its Strategy 5.3.2 explicitly calls for the introduction of Corporate Digital Responsibility in both for-profit and non-profit settings so that digital technologies and data are used in socially, economically, and environmentally responsible ways and are oriented towards impact. The same section promotes data-for-impact initiatives, collaborative use of public and private data, Tech4Good platforms and capacity building.

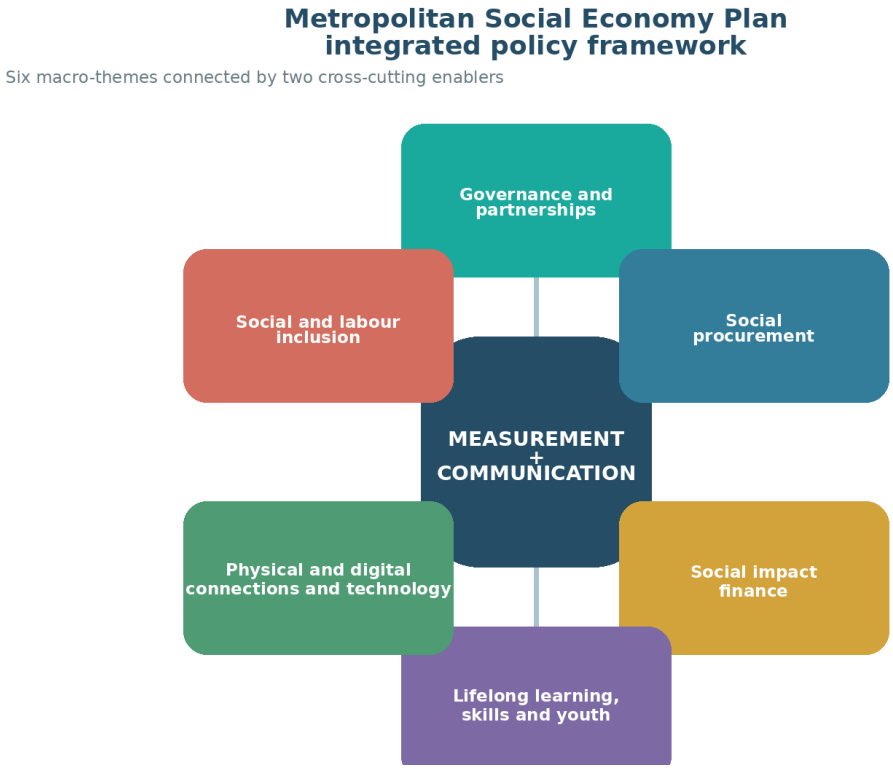


Figure 2. Graphic adaptation of the Plan's six-macro-theme illustration. Source: Metropolitan Social Economy Plan of Turin 2030, policy framework presented in the section "The Metropolitan Social Economy Plan of Turin", pp. 40-50.

Awareness and uptake nevertheless remain uneven. More mature companies, social enterprises, and innovation actors may already apply individual elements of CDR through GDPR compliance, cybersecurity measures, ESG processes, accessibility work, ethical AI experimentation, impact assessment, or green procurement. These elements are frequently managed as separate technical or compliance topics rather than through a coherent CDR framework. For micro-enterprises, small municipalities and Third Sector organisations, limited specialist capacity can make responsible digitalisation difficult to translate into daily workflows.

As previously mentioned, the territorial baseline also includes a digital divide, which is addressed in the Social Economy Plan. Indeed, the Plan identifies the need to support digital inclusion for communities and enterprises, expand access to advanced technologies for micro and small social-impact organisations, connect digitalisation with training, mentoring and peer learning, and strengthen digital services in low-density and rural areas. CDR implementation must therefore combine advanced topics such as responsible AI and data governance with foundational needs such as accessibility, cybersecurity, basic governance, digital literacy, and low-burden guidance.

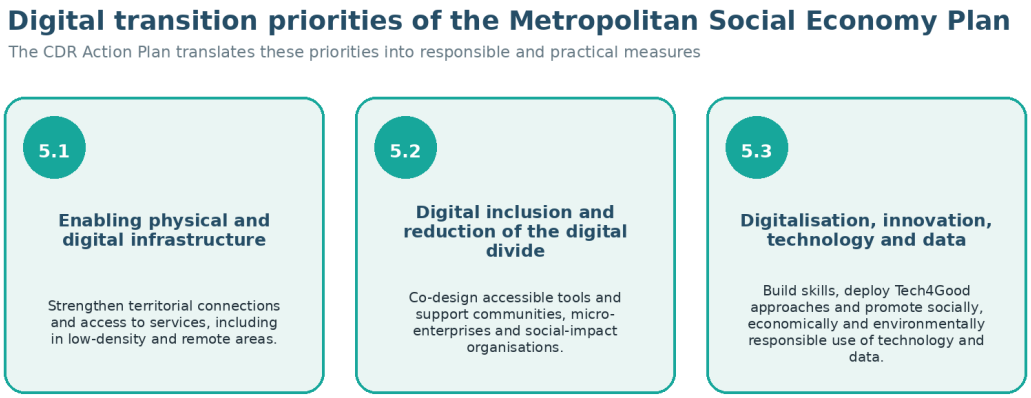


Figure 3. Graphic adaptation of Objectives 5.1-5.3 of the Metropolitan Social Economy Plan of Turin 2030, pp. 71-75.

The COEUS activities add an implementation perspective to this policy context. They confirm the value of short, practical, and maturity-based learning formats; the need to connect training with mentoring and operational tools; and the importance of integrating CDR into existing support systems instead of creating parallel structures.

2.3 Main needs identified through COEUS

The following needs connect evidence from COEUS with the institutional and territorial priorities identified in the Metropolitan Social Economy Plan. They define the operational rationale for the action portfolio.

Need identified	Target group	Evidence and territorial relevance
Low and fragmented awareness of CDR	SMEs, social economy organisations, municipal staff, and ecosystem intermediaries	COEUS training and stakeholder feedback; CDR is explicitly recognised in the Social Economy Plan but is not yet a common operational framework.
Uneven digital maturity and territorial accessibility	Micro and small organisations; municipalities and communities in rural, mountain and low-density areas	COEUS maturity-based approach; more than 52% of the metropolitan territory is mountainous or rural; the Social Economy Plan prioritises digital inclusion and territorial connections.
Limited access to practical implementation support	SMEs, social enterprises, cooperatives, and Third Sector organisations	COEUS pilots highlight demand for concrete checklists, mentoring and easy-to-apply tools.

Need identified	Target group	Evidence and territorial relevance
Need to strengthen public-sector capacity and coordination	CMTO departments, municipalities, and municipal unions	COEUS stakeholder exchanges and the Social Economy Plan emphasise multi-level governance, municipal involvement, and institutional coordination.
Fragmentation of expertise, initiatives, and communication	Business support organisations, trainers, public authorities, and innovation actors	The local ecosystem is rich but complex; both COEUS and the Social Economy Plan call for coordination, mapping, shared knowledge, and reduced duplication.
Responsible use of data, AI and Tech4Good requires experimentation	Social economy organisations, SMEs, researchers, public authorities, and communities	The Social Economy Plan promotes data for impact, Tech4Good, collaborative use of public and private data and CDR across profit and non-profit sectors.
Funding, procurement, and investment mechanisms do not yet systematically reflect CDR	Programme managers, contracting functions, funders, SMEs, and social economy actors	COEUS identifies funding criteria and low-threshold support instruments as key levers; local implementation must remain proportionate and legally sound.
Need for evidence, continuity, and policy learning beyond the project	CMTO, partners, policy makers, and transnational networks	The Social Economy Plan is conceived as an open, evolving process with monitoring and impact assessment; COEUS requires sustainability after project closure.

3. Objectives of the Local Action Plan

3.1 General objective

The general objective is to mainstream Corporate Digital Responsibility into the metropolitan digital innovation, SME and social economy support ecosystem, ensuring that the COEUS Strategy is translated into practical, sustainable, and locally embedded measures. The Plan will strengthen the capacity of CMTO and COEUS stakeholders to manage the social, economic, technological, and environmental impacts of digital transformation while promoting inclusion, competitiveness, resilience, and measurable public value.

Implementation will follow an "integrate rather than duplicate" approach. CDR will be connected to existing mechanisms that address strategic planning, economic development, social economy, training, innovation, communication, European cooperation, and monitoring activities. Measures will be proportionate to organisational size and maturity and will take into consideration local characteristics.

3.2 Specific objectives

- Increase awareness and practical understanding of CDR among SMEs, social economy organisations, public authorities, and ecosystem actors.
- Support the progressive consideration of CDR in metropolitan coordination and cooperation with ecosystem actors, using existing governance and partnership arrangements.
- Promote the gradual inclusion of CDR in the planning and programming tools of CMTO and other relevant local bodies.
- Encourage the uptake of CDR in the for-profit and not-for-profit sectors, so that digital technologies and data are used responsibly and with a focus on impact.
- Support the transfer and continued availability of COEUS knowledge, materials, and expertise across the metropolitan area.
- Promote awareness of funding opportunities and support collaborative project development for responsible digitalisation, within CMTO's competences and applicable law.
- Promote responsible data use, trustworthy AI, cybersecurity, accessibility, digital inclusion, and environmentally sustainable digital practices.

- Ensure continuous communication, visibility, and reuse of COEUS tools, cases and lessons through existing metropolitan channels and networks.
- Support a lightweight monitoring approach covering outputs, territorial reach, outcomes, and ESG contribution, without creating disproportionate reporting burdens.
- Sustain national and transnational cooperation and support the coordinated application of COEUS methodologies and tools across the partner regions.

4. Action Areas and Measures

This chapter is the operational core of the Local Action Plan. The 11 actions are organised under the nine common COEUS action areas. Each fiche indicates what CMTO intends to promote or support, the target groups, the responsible and supporting actors, an indicative time horizon and resources, the COEUS tools available, expected outputs and outcomes, monitoring indicators and follow-up arrangements. The portfolio is designed as a coordinated package: awareness activities connect to dissemination and support; governance connects to monitoring; and local measures connect to national and transnational cooperation.

4.1 Action Portfolio

No.	Action	Primary action area
1	Metropolitan CDR awareness and engagement programme	Awareness Raising and Cultural Change
2	Integration of CDR into the existing SME and social economy sectors	Awareness Raising and Cultural Change
3	Rolling out the CDR approach across local policies	Governance
4	Mapping and promoting existing CDR tools	Innovation and SME Support
5	Open pool of CDR experts and trainers	Innovation and SME Support
6	Creation of a territorial hub for the dissemination of knowledge and tools on Corporate Digital Responsibility	Training Ecosystem
7	CDR funding opportunities dissemination and collaborative project development	Funding and Investments
8	Coordinated metropolitan CDR communication and knowledge hub	Communication
9	COEUS transnational peer learning, policy exchange, and tool transfer	National and Transnational Cooperation
10	CDR action plan monitoring and annual review	ESG Sustainability and Monitoring
11	Joint dissemination and application of tools and initiatives for Corporate Digital Responsibility in Central Europe	Transnational Policy Integration

Awareness Raising and Cultural Change

This action area builds a shared understanding of CDR, links responsible digitalisation to everyday organisational choices and encourages the uptake of CDR in both the for-profit and not-for-profit sectors.

Action 1. Metropolitan CDR awareness and engagement programme

Action	Metropolitan CDR awareness and engagement programme
Action area(s)	Awareness Raising and Cultural Change (primary); Communication; Training Ecosystem; Innovation and SME Support.
Description	Promote awareness and understanding of Corporate Digital Responsibility among businesses, cooperatives, business support agencies, Third Sector organisations and public bodies across the metropolitan area, with particular attention to the needs of smaller organisations and peripheral territories.
Target group	SMEs and micro-enterprises; social enterprises; cooperatives; Third Sector organisations; managers and employees; business support agencies; municipalities and other public bodies; local innovation actors.
Responsible actor	Metropolitan City of Turin (CMTO)
Supporting actors	Chamber of Commerce of Turin; Torino Social Impact; business, cooperative and Third Sector associations; universities and research organisations; Digital Innovation Hubs and innovation agencies; COEUS trainers and pilot SMEs, subject to their agreement.
Timeline	Short term, with continuation over time according to available capacity.
Resources needed	CMTO coordination and communication capacity; trainers and facilitators; venues and online platforms; accessible learning and communication materials; partner dissemination channels.
COEUS tools used	COEUS Strategy; CDR Handbook; COEUS training materials; pilot feedback; SME self-assessment.
Expected output	Awareness and engagement activities; reusable presentation material, checklists, and short practical briefs; opportunities for peer exchange.
Expected result / outcome	Greater recognition of CDR across the metropolitan ecosystem and increased willingness among organisations to adopt feasible, proportionate improvements in their digital practices.
Monitoring indicators	Number and profile of organisations reached; territorial coverage; number of activities and participants; participation of social economy actors; feedback received.
Sustainability / follow-up	Embed recurring CDR activities in existing CMTO events, calendars, and social economy initiatives. Refresh examples periodically and refer interested organisations to dissemination, expertise, and funding actions.

Action 2. Integration of CDR into the existing SME and social economy sectors

Action	Integration of CDR into the existing SME and social economy sectors
Action area(s)	Awareness Raising and Cultural Change (primary); Innovation and SME Support; Training Ecosystem; ESG Sustainability and Monitoring.
Description	Encourage the integration of the concept of CDR within both the for-profit and not-for-profit sectors, with a view to ensuring that digital technologies and data are used in a socially, economically, and environmentally responsible manner, with a focus on impact.
Target group	SMEs and micro-enterprises; social enterprises; cooperatives; Third Sector organisations; business support agencies; innovation intermediaries and advisors.
Responsible actor	CMTO, in cooperation with the competent business support and social economy organisations.
Supporting actors	Chamber of Commerce of Turin; Torino Social Impact; Digital Innovation Hubs and EDIHs; innovation agencies; business and cooperative associations; universities; specialist advisors.
Timeline	Medium term, progressively and in cooperation with the actors involved.
Resources needed	Coordination capacity; awareness and orientation materials; cooperation with business support and social economy organisations; access to local expertise; monitoring and feedback mechanism.
COEUS tools used	COEUS Handbook; SME assessment tools; training material; maturity pathway; pilot lessons and stakeholder feedback.
Expected output	Shared framing of CDR for the for-profit and not-for-profit sectors; awareness and orientation materials; common referral information; initial application with interested organisations.
Expected result / outcome	SMEs and social economy organisations increasingly consider the social, economic, technological, and environmental implications of their digital choices, through familiar channels and without additional administrative burden.
Monitoring indicators	Number and type of organisations reached; participation of social economy actors; territorial coverage; organisations reporting at least one improvement in their digital practices; feedback from intermediaries.
Sustainability / follow-up	Embed the CDR framing in the ordinary information and orientation activities of partner organisations, and connect it to the mapping, dissemination, and funding actions of this Plan.

Governance

This action area promotes the gradual inclusion of CDR in local planning and programming tools, without creating parallel decision-making structures.

Action 3. Rolling out the CDR approach across local policies

Action	Rolling out the CDR approach across local policies
Action area(s)	Governance (primary); Transnational Policy Integration; ESG Sustainability and Monitoring; Funding and Investments.
Description	Promote the integration of the CDR concept into future local planning and programming tools, at the level of the Metropolitan City of Turin and other relevant bodies. The aim is to encourage the gradual inclusion of CDR in sectoral plans and policies (e.g. economic development, innovation, digitalisation), in line with the role of public authorities in strengthening institutional capacities and supporting a responsible and sustainable digital transformation.
Target group	CMTO policy, planning, programme-management, digital transformation, economic development, environmental and social functions; municipalities and other relevant public bodies.
Responsible actor	CMTO
Supporting actors	CMTO legal, procurement, data-protection, digital, environmental, and financial functions; municipalities and external experts consulted where useful.
Timeline	Short to medium term, progressively and in line with the planning cycles of the bodies concerned.
Resources needed	Interdepartmental staff time; legal and technical review; drafting capacity; internal coordination; monitoring support.
COEUS tools used	COEUS Strategy and Handbook; CDR principles; ESG monitoring approach; COEUS policy recommendations and assessment tools.
Expected output	CDR considerations for use in planning and programming; short guidance for the functions concerned; indicative roles and workflow; lessons from initial application.
Expected result / outcome	More consistent consideration of responsible digitalisation in metropolitan planning and programming, without creating a parallel governance system or disproportionate administrative burden.
Monitoring indicators	Number and type of planning or programming tools taking CDR into account; functions and bodies involved; recommendations generated and incorporated; legal or operational issues identified and addressed.
Sustainability / follow-up	Integrate the approach into existing planning and project-design workflows and review it periodically to reflect changes in EU and national law, standards, and organisational arrangements.

Innovation and SME Support

This action area improves knowledge of, and access to, the CDR resources and expertise already available in the territory.

Action 4. Mapping and promoting existing CDR tools

Action	Mapping and promoting existing CDR tools
Action area(s)	Innovation and SME Support (primary); Communication; Training Ecosystem; National and Transnational Cooperation.
Description	Identify, collect and disseminate tools relevant to the CDR field at a local level, to build a broader and more integrated view of existing CDR-related resources (digital platforms, services, initiatives, information materials, existing networks), making them accessible and understandable. This process aims to highlight existing best practices and facilitate the reuse of existing solutions.
Target group	SMEs; social economy organisations; municipalities; trainers; advisors; innovation actors; policy makers; project developers.
Responsible actor	CMTO, with technical support from relevant innovation and social economy partners.
Supporting actors	COEUS partners; Chamber of Commerce of Turin; Torino Social Impact; universities; Digital Innovation Hubs; business and Third Sector networks; tool owners.
Timeline	Short to medium term, with periodic updates.
Resources needed	Desk research; stakeholder outreach; taxonomy and data template; editorial and web support; validation and update process.
COEUS tools used	COEUS Strategy; Handbook; toolkit and training resources; pilot outputs; stakeholder map; transnational knowledge base.
Expected output	Collection of CDR tools, services, and good practices; gap analysis; accessible resource overview; periodic update note.
Expected result / outcome	Improved visibility and reuse of trustworthy CDR resources, reduced duplication and clearer referral routes for organisations seeking support.
Monitoring indicators	Number of mapped resources and providers; coverage across CDR topics; verified updates; consultations or downloads; referrals generated; gaps identified and addressed.
Sustainability / follow-up	Host the resource overview within the metropolitan CDR knowledge hub and invite verified updates from resource owners through a transparent periodic review.

Action 5. Open pool of CDR experts and trainers

Action	Open pool of CDR experts and trainers
Action area(s)	Innovation and SME Support (primary); Training Ecosystem; Communication; Governance.
Description	Promote the creation of an open pool of experts and organisations with expertise in Corporate Digital Responsibility, to be made available to local authorities and stakeholders within the ecosystem for training, support, and the dissemination of CDR practices.
Target group	Public authorities; SMEs; social economy organisations; business support agencies; trainers.
Responsible actor	CMTO
Supporting actors	Universities and research organisations; professional and business associations; innovation hubs; COEUS trainers; relevant public bodies.
Timeline	Medium term, subject to interest and available resources.
Resources needed	Transparent participation and update process; publication arrangements; capacity for validation of completeness and updates; data-protection documentation.
COEUS tools used	COEUS trainer pool; stakeholder map; Handbook and training themes; resource mapping; local and transnational partner contacts.
Expected output	Open pool of available experts and organisations; participation notice and conditions; profile template; update and removal procedure; referral guidance.
Expected result / outcome	Easier identification of relevant expertise for training, support, and dissemination, while preserving transparency, equal treatment and a clear separation from accreditation or procurement procedures.
Monitoring indicators	Number and thematic distribution of profiles; organisations represented; update rate; requests or referrals reported; data-quality issues resolved.
Sustainability / follow-up	Maintain the list through periodic confirmation and connect it to the dissemination and communication actions of this Plan.

Training Ecosystem

This action area supports the transfer of COEUS knowledge and tools and their continued availability across the metropolitan area.

Action 6. Creation of a territorial hub for the dissemination of knowledge and tools on Corporate Digital Responsibility

Action	Creation of a territorial hub for the dissemination of knowledge and tools on Corporate Digital Responsibility
Action area(s)	Training Ecosystem (primary); Communication; Awareness Raising and Cultural Change; Innovation and SME Support.
Description	Promote the dissemination of the materials developed as part of the COEUS project, including the handbook, case study videos, and operational tools, to facilitate the transfer of knowledge and the adoption of CDR practices across the metropolitan area.
Target group	SMEs; social economy organisations; business support agencies; local authorities; trainers and advisors; universities and innovation actors.
Responsible actor	CMTO, in cooperation with the COEUS partnership and the competent training and business support organisations.
Supporting actors	Universities; Chamber of Commerce of Turin; business and social economy networks; innovation hubs; COEUS trainers and partners.
Timeline	Medium term, subject to available resources and partner availability.
Resources needed	Coordination capacity; hosting and access arrangements for the materials; adaptation and accessibility support; partner channels.
COEUS tools used	COEUS Handbook; case study videos; operational tools and training materials; self-assessment tools; pilot feedback.
Expected output	Accessible collection of COEUS materials; dissemination arrangements with partner organisations; adaptation of selected materials for local use; updating arrangements.
Expected result / outcome	COEUS knowledge and tools remain available and usable in the metropolitan area after the project, reaching organisations through channels they already use.
Monitoring indicators	Materials made available and consulted or downloaded; organisations and territories reached; partner organisations disseminating the materials; adaptations produced; user feedback.
Sustainability / follow-up	Host the materials within existing CMTO and partner channels, assign responsibility for updates and review the collection periodically to archive outdated content.

Funding and Investments

This action area connects CDR with the dissemination of funding opportunities and collaborative project development, within CMTO's competences and applicable law.

Action 7. CDR funding opportunities dissemination and collaborative project development

Action	CDR funding opportunities dissemination and collaborative project development
Action area(s)	Funding and Investments (primary); Innovation and SME Support; National and Transnational Cooperation; Transnational Policy Integration.
Description	Support the dissemination of European, national, and regional funding opportunities related to responsible digitalisation and the development of collaborative projects integrating CDR.
Target group	CMTO departments; municipalities; SMEs and social economy actors; universities and research organisations; business support organisations; potential project partners.
Responsible actor	CMTO
Supporting actors	Chamber of Commerce of Turin; Torino Social Impact; regional and national authorities; universities; innovation agencies; financial institutions; COEUS and other European partners.
Timeline	Continuous, as opportunities arise.
Resources needed	Funding monitoring tools; project-development staff; partner database; concept-note templates; technical and financial expertise; co-financing analysis where relevant.
COEUS tools used	COEUS Strategy and Action Plan; funding and investment pillar; transnational network; project results, cases, and monitoring evidence.
Expected output	Information on funding opportunities; indicative CDR project pipeline; partnership brokerage opportunities; concept notes and applications developed where suitable.
Expected result / outcome	Improved capacity of the metropolitan ecosystem to mobilise external resources and continue or scale responsible digitalisation initiatives beyond the COEUS project.
Monitoring indicators	Opportunities screened and shared; partner expressions of interest; concepts developed; applications submitted; funding secured; cross-sector and transnational partnerships formed.
Sustainability / follow-up	Integrate CDR topics into CMTO's regular monitoring of European funding opportunities and project pipeline management. Use evidence from the monitoring action to strengthen future proposals.

Communication

This action area ensures continuous, accessible, and coordinated communication and makes COEUS knowledge and tools easy to find and reuse.

Action 8. Coordinated metropolitan CDR communication and knowledge hub

Action	Coordinated metropolitan CDR communication and knowledge hub
Action area(s)	Communication (primary); Awareness Raising and Cultural Change; Training Ecosystem; Innovation and SME Support.
Description	Promote and disseminate CDR-related knowledge, initiatives, opportunities, and project results, increasing their visibility among metropolitan stakeholders.
Target group	SMEs; social economy actors; municipalities; public authorities; trainers; business support and innovation organisations; policy makers; citizens interested in responsible digitalisation.
Responsible actor	CMTO
Supporting actors	COEUS partners; Chamber of Commerce of Turin; Torino Social Impact; business, cooperative and Third Sector associations; universities; innovation hubs; local media and pilot organisations.
Timeline	Short term, with continuous updates thereafter.
Resources needed	Editorial coordination; web pages; graphic and video support.
COEUS tools used	COEUS Strategy; Handbook; training resources; pilot cases; stakeholder feedback; mapped tools and services; monitoring and funding outputs.
Expected output	Metropolitan CDR knowledge area; shared communication calendar; reusable content kit; event and funding updates; case-story series; accessible downloadable resources.
Expected result / outcome	Higher visibility, understanding and use of CDR resources, with better coordination of metropolitan initiatives and stronger participation in the dissemination and support actions of this Plan.
Monitoring indicators	Hub visits and unique users; downloads; event registrations generated; newsletter and social-media engagement; content accessibility checks; partner contributions; referrals to services.
Sustainability / follow-up	Assign editorial ownership within existing communication processes, reuse partner channels and review the Hub annually to archive outdated content and prioritise high-value resources.

National and Transnational Cooperation

This action area maintains peer learning, policy intelligence, and transfer of tools across territories and existing European networks.

Action 9. COEUS transnational peer learning, policy exchange, and tool transfer

Action	COEUS transnational peer learning, policy intelligence, and tool transfer
Action area(s)	National and Transnational Cooperation (primary); Training Ecosystem; Innovation and SME Support; Transnational Policy Integration.
Description	Contribute to national and transnational cooperation on CDR by promoting peer learning, policy exchange and the transfer of relevant knowledge, approaches, and tools.
Target group	COEUS partners; public authorities; business support and innovation organisations; trainers; universities; policy stakeholders; selected SMEs and social economy actors.
Responsible actor	CMTO, in coordination with the COEUS partnership.
Supporting actors	COEUS partners and associated organisations; European metropolitan and innovation networks; universities; business support organisations; thematic experts.
Timeline	Continuous, with flexible intensity.
Resources needed	International coordination staff; online collaboration tools; travel where justified and funded; policy monitoring; translation/adaptation; pilot support.
COEUS tools used	COEUS Strategy, Handbook, training programme, knowledge base, assessment tools, case studies, common indicators, and transfer methodology.
Expected output	Peer-learning activities; thematic exchange notes; policy-intelligence updates; transfer assessments; locally adapted COEUS tools or methodologies where relevant; joint project concepts where appropriate.
Expected result / outcome	Continued transnational learning, reduced duplication, and stronger capacity to adapt proven CDR practices to the Turin metropolitan context and share local experience across Central Europe.
Monitoring indicators	Exchanges and participants; policy updates produced; practices assessed; tools adapted or evaluated; joint proposals developed; partners reusing CMTO practices.
Sustainability / follow-up	Connect cooperation to existing European networks and future funded projects, maintain flexible participation levels and document responsibilities for updating shared resources.

ESG Sustainability and Monitoring

This action area supports proportionate monitoring and periodic review of the implementation of the Plan.

Action 10. CDR action plan monitoring and annual review

Action	CDR action plan monitoring and annual review
Action area(s)	ESG Sustainability and Monitoring (primary); Governance; Communication; Transnational Policy Integration.
Description	Monitor and review the Local Action Plan, in coordination with the other COEUS partners, contributing to the assessment of its progress and to the continuous development of metropolitan CDR policies.
Target group	CMTO action owners; partner organisations; municipalities; participating SMEs and social economy actors; policy makers; stakeholders and funders.
Responsible actor	CMTO
Supporting actors	Action owners; CMTO statistical, digital and communication functions; local authorities; COEUS partners and evaluation experts.
Timeline	Short to medium term, with annual review.
Resources needed	Monitoring coordination; simple data templates; access to existing administrative data; qualitative feedback; evaluation expertise; data-protection safeguards.
COEUS tools used	COEUS ESG and monitoring approach; Digital Maturity Questionnaire or equivalent tools; action-fiche indicators; participant feedback and policy-monitoring evidence.
Expected output	Indicator set; baseline; simple monitoring overview; periodic progress note; summary assessment at the end of the initial horizon.
Expected result / outcome	Evidence-based management of the Action Plan, clearer accountability, and the ability to redirect resources towards measures producing meaningful territorial value.
Monitoring indicators	Data completeness and timeliness; actions on track; participation and territorial coverage; output and outcome indicator trends; corrective actions agreed and implemented; stakeholder use of the annual report.
Sustainability / follow-up	Assign data ownership to action leads, align indicators with existing CMTO monitoring cycles and periodically simplify or refine measures based on usefulness and reporting burden.

Transnational Policy Integration

This action area supports the coordinated application and dissemination of COEUS methodologies and tools across the partner regions, through non-binding contributions to wider policy frameworks.

Action 11. Joint dissemination and application of tools and initiatives for Corporate Digital Responsibility in Central Europe

Action	Joint dissemination and application of tools and initiatives for Corporate Digital Responsibility in Central Europe
Action area(s)	Transnational Policy Integration (primary); National and Transnational Cooperation; Governance; Communication.
Description	Promote the coordinated adoption of methodologies, tools and pilot initiatives developed as part of the COEUS project, to facilitate a more consistent and simultaneous application of the principles of Corporate Digital Responsibility across the partner regions.
Target group	COEUS partners and partner regions; regional and national authorities; European institutions, programmes, and networks; metropolitan and regional networks; business and social economy support systems.
Responsible actor	CMTO
Supporting actors	COEUS partners; municipalities; Chamber of Commerce of Turin; Torino Social Impact; universities; business and Third Sector representatives.
Timeline	Medium to long term, in coordination with the COEUS partnership.
Resources needed	Coordination and analysis capacity; monitoring evidence; stakeholder consultation; drafting, adaptation and dissemination; participation in cooperation and policy forums.
COEUS tools used	COEUS Strategy and policy integration pillar; methodologies, tools, and pilot results; Local Action Plan evidence; common terminology and indicators; transnational exchange notes.
Expected output	Coordinated dissemination arrangements with partner regions; jointly used methodologies and tools; shared messages and terminology; non-binding suggestions and position notes; update log showing uptake.
Expected result / outcome	More consistent application of CDR principles across the partner regions and greater recognition of CDR as a component of digital transformation.
Monitoring indicators	Methodologies and tools jointly adopted or adapted; partner regions involved; joint dissemination occasions; contributions to policy processes; references or elements taken up in strategies, calls, or guidance.
Sustainability / follow-up	Maintain coordination through the COEUS partnership and existing European networks and connect the results to future programme and project design.

Annex A. Local Stakeholder Group

The following organisations were involved in the COEUS Local Stakeholder Group of the Metropolitan City of Turin.

Organisation
CNA Torino - Confederazione Nazionale dell'Artigianato e della Piccola e Media Impresa
Compagnia delle Opere (CdO)
Confcooperative Piemonte Nord - NODO
CSI Piemonte
DIH Piemonte
Fondazione Links
Fondazione Piemonte Innova
Camera di Commercio Torino
Sloweb
TOP-IX
Torino Social Impact
Unione Industriali Torino
Università degli Studi di Torino

Annex B. Reference Framework

- COEUS Strategy, version 9 July 2026
- Metropolitan Social Economy Plan of Turin 2030
- Official CMTO webpage: Metropolitan Social Economy Plan
- Law No. 56 of 7 April 2014, Article 1, paragraph 44, as applicable
- Statute of the Metropolitan City of Turin
- Metropolitan Strategic Plan and implementation/monitoring framework
- CMTO - Productive activities and innovation
- CMTO - COEUS project page

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ACTION PLAN

Styria, Austria

Styrian Business Promotion Agency (SFG)



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1. Executive Summary

This Local Action Plan outlines how the Styrian Business Promotion Agency (SFG) intends to build on the outcomes of the COEUS project and promote Corporate Digital Responsibility (CDR) further within Styria's innovation ecosystem. As a regional business promotion agency, SFG intends to encourage responsible digitalisation by leveraging its existing innovation support services, communication activities, and stakeholder networks.

The Action Plan addresses a practical challenge that was identified throughout the COEUS project. Although many SMEs are actively pursuing digital transformation, issues such as cybersecurity, the responsible use of artificial intelligence, data governance, digital inclusion and digital trust are frequently considered in isolation rather than as part of a comprehensive CDR strategy. At the same time, many SMEs have limited time and resources to explore these topics in a structured way.

Rather than establishing new, separate structures, the Action Plan explores how CDR principles could be gradually integrated into existing regional activities and SME support services. The proposed measures aim to raise the profile of responsible digitalisation, make it more accessible and relevant to businesses, and promote practical tools, knowledge exchange and cooperation among regional stakeholders.

The operational focus is on integrating CDR into existing SME support activities, promoting awareness and learning opportunities, encouraging the use of COEUS tools where appropriate, and strengthening communication and cooperation with stakeholders. Additional actions are intended to support the long-term visibility and sustainability of COEUS results, while remaining flexible and proportionate to future needs, available resources, and organisational priorities.

The Action Plan is intended to be a practical, scalable framework rather than a fixed implementation programme. Individual actions can be developed further over time, building on experience gained through COEUS, stakeholder feedback, and future cooperation opportunities. SFG's aim is to contribute to the responsible and sustainable digital transformation of the regional SME ecosystem, while also supporting the continued use of COEUS knowledge and outputs beyond the project's lifetime.

2. Territorial Context and CDR Baseline

2.1 Regional innovation and SME ecosystem

Styria is one of Austria's leading innovation regions. It is characterised by a strong industrial base, a diverse small-to-medium enterprise (SME) landscape, and close cooperation between businesses, research institutions, and public organisations. The regional innovation ecosystem is supported by well-established networks, cluster organisations, universities and business support services, all of which contribute to innovation, competitiveness and sustainable economic development.

As the regional business promotion agency, SFG supports companies at various stages of innovation and business development. Its activities include funding programmes, innovation support, networking initiatives, and collaboration with regional stakeholders. These existing structures provide a suitable foundation for gradually integrating Corporate Digital Responsibility (CDR) into regional innovation and digitalisation activities, eliminating the need for separate support structures.

Digital transformation is an important priority for many Styrian SMEs. However, companies differ considerably in terms of their level of digital maturity, available resources and internal expertise. Small businesses in particular often struggle to address issues such as cybersecurity, responsible artificial intelligence, data governance and digital sustainability alongside their day-to-day operations.

2.2 Current awareness and uptake of CDR

Many companies in Styria are already implementing elements of responsible digitalisation through activities related to cybersecurity, data protection, digital innovation, environmental, social and governance (ESG) factors, and the responsible use of emerging technologies. However, these activities are often addressed individually and are not commonly recognised as part of a broader corporate digital responsibility framework.

Based on experience gained during the COEUS project, awareness of Corporate Digital Responsibility is still developing. While companies generally recognise the importance of trustworthy and responsible digital transformation, there is an opportunity to improve understanding of how the various aspects of responsible digitalisation can be considered together within a practical, business-oriented approach.

For many SMEs, Corporate Digital Responsibility is likely to be most relevant when linked to existing business processes, innovation activities, and practical support, rather than being presented as an additional compliance requirement.

2.3 Evidence and needs identified through COEUS

The COEUS project provided valuable experience through stakeholder cooperation, pilot activities, training measures, and practical testing of CDR tools. These activities have highlighted that SMEs benefit most from practical guidance and accessible tools that can easily be connected to their existing business activities.

The Austrian pilot activities also provided practical experience in working directly with SMEs and matching them with trainers according to their specific needs and circumstances. Ten SMEs from different sectors and company sizes participated in the Austrian pilot phase and were supported by eight matched trainers. The trainers were selected based on their relevant competences, expertise and availability, and showed strong commitment and active cooperation throughout the pilot activities. Their complementary competences and practical experience contributed to connecting the COEUS training content with the individual needs and challenges of the participating SMEs. The pilot experience therefore demonstrated the value of combining practical CDR knowledge with direct support and exchange between SMEs and experienced trainers.

The participating SMEs represented a diverse range of sectors and company sizes, including micro, small and medium-sized enterprises. This diversity provided useful insights into the different ways in which responsible digitalisation can be relevant to businesses and confirmed the importance of flexible and practical approaches rather than a one-size-fits-all solution.

Based on the experience gained through the pilot activities, stakeholder cooperation and practical testing of COEUS tools, several needs and opportunities were identified for the further development of CDR within the regional innovation ecosystem:

- increasing awareness of corporate digital responsibility (CDR) through practical communication and existing SME support activities;
- supporting SMEs in understanding how CDR relates to everyday business decisions, taking into account different company sizes, sectors and levels of digital maturity;
- encouraging the use of practical COEUS tools, including the CDR self-assessment Tool and guidance materials, where appropriate;
- providing practical learning and training opportunities that connect CDR concepts with the specific needs and challenges of SMEs;

- making use of relevant expertise and trainer competences to support SMEs in applying responsible digitalisation principles in practice;
- strengthening knowledge exchange between businesses, research organisations, trainers, and innovation support actors;
- promoting cooperation among regional stakeholders to support responsible digital transformation;
- contributing to the long-term visibility and sustainability of COEUS results within the regional innovation ecosystem.

The experience from the Austrian pilot therefore suggests that CDR is most effectively supported when practical tools, relevant expertise, training and direct exchange with SMEs are combined. Rather than identifying a single priority topic, the Action Plan recognises several complementary areas that may contribute to the further development of responsible digitalisation within the regional innovation ecosystem.

Need identified	Target group	Evidence basis	Action Plan response
Growing interest in responsible digitalisation	SMEs	COEUS pilot activities, stakeholder discussions and training	Awareness raising and communication
Need for practical guidance	SMEs	COEUS tools and stakeholder feedback	Integration into existing SME support services
Need for knowledge exchange	SMEs and innovation ecosystem actors	Training activities and stakeholder cooperation	Practical learning opportunities and networking
Long-term use of COEUS results	Regional innovation ecosystem	COEUS project implementation	Communication, cooperation and sustainability measures

3. Objectives of the Local Action Plan

3.1 General objective

The overall objective of this Local Action Plan is to gradually integrate Corporate Digital Responsibility (CDR) into Styria's regional innovation ecosystem by leveraging existing innovation support services, stakeholder collaboration, and the practical outcomes of the COEUS project. The Action Plan aims to encourage responsible digital transformation among SMEs by promoting practical approaches and facilitating knowledge exchange, as well as by making relevant COEUS tools and resources accessible through existing regional activities where appropriate.

3.2 Specific objectives

- Increase awareness of Corporate Digital Responsibility among SMEs and regional innovation ecosystem actors.
- Encourage the integration of CDR principles into existing innovation support activities and business support services where appropriate.
- Promote the practical use of COEUS tools and resources to help SMEs better understand responsible digital transformation.
- Support knowledge exchange and cooperation between businesses, research organisations, business support organisations and other regional stakeholders.
- Contribute to the visibility and long-term use of COEUS project results within the regional innovation ecosystem.
- Encourage continuous learning and dialogue on responsible digitalisation by building on existing regional initiatives and cooperation opportunities.
- Promote a flexible and sustainable approach that can be further developed in line with future regional priorities, stakeholder needs and available resources.

4. Action Areas and Measures

4.1 Action Portfolio

No.	Action	Primary action area
1	CDR Awareness Sessions for SMEs	Awareness Raising and Cultural Change
2	CDR Integration into SFG SME Support Services	Innovation and SME Support
3	Promotion of the COEUS CDR Self-Assessment Tool	Innovation and SME Support
4	Regional Stakeholder Cooperation on CDR	Innovation and SME Support
5	Contribution to Regional Innovation and Digitalisation	Innovation and SME Support
6	Practical CDR Workshops for SMEs	Training Ecosystem
7	Knowledge Exchange within the Innovation Ecosystem	Training Ecosystem
8	Communication and Dissemination of COEUS Results	Communication
9	Collection and Promotion of Regional Good Practices	Communication
10	Monitoring and Long-term Sustainability	ESG Sustainability and Monitoring

Awareness Raising and Cultural Change

Action 1. CDR Awareness Sessions for SMEs

Status	Priority action. Planned as a practical awareness-raising measure building on existing SFG communication and networking activities. Implementation remains subject to organisational priorities, available resources and stakeholder interest.
Action area(s)	Awareness Raising and Cultural Change (primary); Communication; Innovation and SME Support.
Description	SFG aims to raise awareness of corporate digital responsibility (CDR) by incorporating short awareness sessions into existing events, networking activities, and communication initiatives where appropriate. These sessions introduce SMEs to responsible digital transformation through practical examples rather than theoretical explanations. Topics may include the responsible use of artificial intelligence, cybersecurity, data governance, digital accessibility, and other relevant aspects of responsible digitalisation. The sessions may also present COEUS tools and guidance materials to help participants recognise the relationship between CDR and everyday business decisions and existing digitalisation activities. Where appropriate, participants will be informed of further learning opportunities and regional support services available to them.
Target group	SMEs, start-ups, entrepreneurs and regional innovation ecosystem actors in Styria.
Responsible actor	Styrian Business Promotion Agency (SFG).
Supporting actors	Business support organisations, cluster organisations, research institutions, universities, Digital Innovation Hubs, regional experts and other relevant stakeholders, where appropriate.
Timeline	Short to medium term, with the possibility of integrating awareness sessions into existing SFG activities on a recurring basis.
Resources needed	Existing SFG communication channels, event formats, COEUS materials, staff capacity and stakeholder cooperation. No separate financial commitment is created by this Action Plan.
COEUS tools used	COEUS Strategy, COEUS Handbook, training materials, communication resources, pilot experience and stakeholder feedback.

Expected outputs	Awareness sessions delivered through existing events and communication activities; dissemination of COEUS materials; increased visibility of CDR among participating SMEs.
Expected result / outcome	SMEs gain a better understanding of Corporate Digital Responsibility and recognise how responsible digital practices can contribute to innovation, trust and sustainable business development.
Monitoring indicators	Number of awareness sessions organised; number of participating SMEs and stakeholders; dissemination activities carried out; participant feedback.
Sustainability / follow-up	Where appropriate, awareness-raising activities may continue as part of existing SFG communication, networking and innovation support activities, contributing to the continued visibility of COEUS results beyond the project lifetime.

Innovation and SME Support

Action 2. CDR Integration into SFG SME Support Services

Status	Priority action. Planned for internal discussion and gradual integration into existing SFG support services. Implementation remains subject to organisational priorities, available resources and operational capacity.
Action area(s)	Innovation and SME Support (primary); ESG Sustainability and Monitoring; Training Ecosystem.
Description	SFG aims to integrate Corporate Digital Responsibility (CDR) principles into its existing innovation and business support services for SMEs. Rather than establishing a distinct advisory service, CDR principles will be incorporated into existing consultations, innovation support activities, and networking initiatives where appropriate. SMEs will be encouraged to consider topics such as the responsible use of artificial intelligence, cybersecurity, data governance, digital accessibility, and other aspects of responsible digital transformation. Where relevant, the COEUS CDR Self-Assessment Tool and other project materials will support companies in identifying their strengths, priorities, and potential next steps. Companies requiring specialised expertise may be directed to appropriate regional support organisations or experts within the innovation ecosystem.
Target group	SMEs and start-ups in Styria, particularly companies undergoing digital transformation and innovation activities.
Responsible actor	Styrian Business Promotion Agency (SFG).
Supporting actors	Regional business support organisations, cluster organisations, research institutions, universities, Digital Innovation Hubs, relevant experts and other innovation ecosystem stakeholders, where appropriate.
Timeline	Design and internal discussion in 2026; gradual integration into existing SFG support activities in the short to medium term, with possible continuation beyond the COEUS project.
Resources needed	Existing SFG advisory and innovation support capacity; COEUS tools and materials; communication channels; cooperation with regional stakeholders. No separate financial commitment is created by this Action Plan.
COEUS tools used	COEUS Strategy, CDR Self-Assessment, COEUS Handbook, training materials, pilot experience and stakeholder feedback.

Expected outputs	Integration of CDR aspects into existing SME support activities; use of COEUS tools where appropriate; practical guidance for participating SMEs.
Expected result / outcome	SMEs gain greater awareness of Corporate Digital Responsibility and identify practical opportunities to integrate responsible digital practices into their innovation and business development activities.
Monitoring indicators	Number of SMEs supported; number of consultations including CDR aspects; use of COEUS tools; feedback from participating SMEs.
Sustainability / follow-up	Where appropriate and subject to organisational priorities, CDR principles may continue to be considered within existing SFG innovation support services, contributing to the long-term use of COEUS results beyond the project lifetime.

Action 3. Promotion of the COEUS CDR Self-Assessment Tool

Status	Complementary action. Planned to encourage the use of the COEUS CDR Self-Assessment as a practical tool for SMEs. Implementation remains subject to organisational priorities, available resources and stakeholder interest.
Action area(s)	Innovation and SME Support (primary); ESG Sustainability and Monitoring; Training Ecosystem.
Description	SFG aims to promote the COEUS CDR Self-Assessment Tool as a practical resource to help SMEs reflect on their approach to responsible digital transformation. It can be introduced during advisory activities, workshops, networking events or communication initiatives where appropriate. Using the self-assessment allows companies to identify their strengths and areas for development, as well as to set practical priorities related to topics such as responsible artificial intelligence, cybersecurity, data governance and digital responsibility. Where appropriate, the self-assessment can also provide a basis for further guidance, learning opportunities, or referrals to relevant regional support services.
Target group	SMEs, start-ups and companies participating in SFG innovation support, advisory or networking activities.
Responsible actor	Styrian Business Promotion Agency (SFG).
Supporting actors	Regional business support organisations, cluster organisations, research institutions, universities, Digital Innovation Hubs, COEUS partners and other relevant stakeholders, where appropriate.
Timeline	Short to medium term, with the possibility of continued use beyond the COEUS project.
Resources needed	COEUS CDR Self-Assessment, guidance materials, existing SFG advisory and communication channels, staff capacity and stakeholder cooperation. No separate financial commitment is created by this Action Plan.
COEUS tools used	COEUS CDR Self-Assessment, COEUS Strategy, COEUS Handbook, training materials, pilot experience and stakeholder feedback.
Expected outputs	COEUS CDR Self-Assessment promoted through SFG activities; SMEs introduced to the tool; practical guidance provided where appropriate.
Expected result / outcome	SMEs gain a clearer understanding of their current level of Corporate Digital Responsibility and identify practical priorities for responsible digital transformation.
Monitoring indicators	Number of SMEs introduced to the self-assessment; number of self-assessments completed where information is available; feedback from participating SMEs; use of the tool during SFG activities.
Sustainability / follow-up	Where appropriate, the COEUS CDR Self-Assessment may continue to be promoted as part of existing SFG innovation support and communication activities, contributing to the long-term use of COEUS tools beyond the project lifetime.

Action 4. Regional Stakeholder Cooperation on CDR

Status	Complementary action. Planned to strengthen cooperation among regional stakeholders supporting responsible digital transformation. Implementation remains subject to organisational priorities, available resources and stakeholder interest.
Action area(s)	Innovation and SME Support (primary); Communication; Awareness Raising and Cultural Change.
Description	SFG aims to encourage regional stakeholders to cooperate in order to support the further development of Corporate Digital Responsibility (CDR) within the Styrian innovation ecosystem. SFG will build on existing partnerships and networks to explore opportunities for knowledge exchange and collaboration with business support organisations, cluster organisations, research institutions, universities, Digital Innovation Hubs, and other relevant stakeholders where appropriate. These cooperation activities may include exchanging experiences, disseminating COEUS resources, identifying common priorities, and promoting complementary initiatives related to responsible digital transformation. By strengthening regional cooperation, SFG aims to contribute to a more connected innovation ecosystem that can help SMEs address emerging digital challenges.
Target group	Regional business support organisations, cluster organisations, research institutions, universities, Digital Innovation Hubs, SMEs and other relevant innovation ecosystem stakeholders in Styria.
Responsible actor	Styrian Business Promotion Agency (SFG).
Supporting actors	Regional innovation ecosystem partners, public authorities, business associations, research organisations, universities, COEUS partners and other relevant stakeholders, where appropriate.
Timeline	Medium to long term, building on existing regional cooperation activities and networks.
Resources needed	Existing stakeholder networks, staff capacity, communication channels and COEUS project materials. No separate financial commitment is created by this Action Plan.
COEUS tools used	COEUS Strategy, COEUS Handbook, communication materials, stakeholder engagement activities, pilot experience and project outputs.
Expected outputs	Cooperation activities supported through existing networks; stakeholder exchanges facilitated; increased dissemination of COEUS resources across the regional innovation ecosystem.
Expected result / outcome	Stronger regional cooperation contributes to increased awareness of Corporate Digital Responsibility and supports a coordinated approach to responsible digital transformation within the Styrian innovation ecosystem.
Monitoring indicators	Number of stakeholder cooperation activities; participating organisations; collaborative initiatives supported; stakeholder feedback.
Sustainability / follow-up	Where appropriate, stakeholder cooperation may continue through existing regional networks and partnerships, supporting the long-term integration of Corporate Digital Responsibility into regional innovation activities beyond the COEUS project lifetime.

Action 5. Contribution to Regional Innovation and Digitalisation

Status	Complementary action. Planned to contribute to regional discussions on responsible digital transformation by building on existing cooperation structures and policy dialogue. Implementation remains subject to organisational priorities, available resources and stakeholder interest.
Action area(s)	Innovation and SME Support (primary); Communication; ESG Sustainability and Monitoring.
Description	SFG aims to contribute to regional dialogue on innovation and digitalisation by sharing experiences and lessons learned from the COEUS project, where appropriate. By building on existing regional strategies, networks and stakeholder cooperation, SFG can identify opportunities to raise awareness of Corporate Digital Responsibility (CDR) as part of responsible digital transformation. This could involve presenting the results of the COEUS project at relevant meetings, thematic events or stakeholder discussions, and encouraging the exchange of perspectives among public authorities, business support organisations, research institutions and SMEs. Rather than creating new governance structures, SFG seeks to support the continued consideration of responsible digitalisation within the regional innovation ecosystem by contributing to existing dialogue.
Target group	Regional public authorities, business support organisations, cluster organisations, research institutions, universities, Digital Innovation Hubs, SMEs and other innovation ecosystem stakeholders in Styria.
Responsible actor	Styrian Business Promotion Agency (SFG).
Supporting actors	Public authorities, regional innovation ecosystem partners, business associations, research organisations, universities, COEUS partners and other relevant stakeholders, where appropriate.
Timeline	Medium to long term, aligned with existing regional dialogue and cooperation activities.
Resources needed	Existing SFG networks, staff capacity, communication channels and COEUS project materials. No separate financial commitment is created by this Action Plan.
COEUS tools used	COEUS Strategy, COEUS Handbook, communication materials, pilot experience, stakeholder feedback and project outputs.

Expected outputs	COEUS experiences and CDR topics presented during regional dialogue activities; stakeholder engagement supported through existing networks; increased visibility of responsible digital transformation within regional discussions.
Expected result / outcome	Regional stakeholders gain greater awareness of Corporate Digital Responsibility and its relevance for innovation and digitalisation, supporting informed discussion and continued cooperation within the Styrian innovation ecosystem.
Monitoring indicators	Number of regional dialogue activities supported; stakeholder participation; dissemination of COEUS results; stakeholder feedback.
Sustainability / follow-up	Where appropriate, experiences gained through COEUS may continue to inform regional discussions on innovation and digitalisation, contributing to the long-term visibility of Corporate Digital Responsibility within existing cooperation structures.

Training Ecosystem

Action 6. Practical CDR Workshops for SMEs

Status	Priority action. Planned as a practical capacity-building measure to support SMEs in understanding and applying Corporate Digital Responsibility. Implementation remains subject to organisational priorities, available resources and stakeholder interest.
Action area(s)	Training Ecosystem (primary); Awareness Raising and Cultural Change; Innovation and SME Support.
Description	SFG aims to support practical workshops that help SMEs integrate Corporate Digital Responsibility (CDR) into their everyday business practices. Drawing on the results of the COEUS project and existing regional expertise, the workshops will address practical issues such as the responsible use of artificial intelligence, cybersecurity, data governance, digital accessibility, and responsible digital innovation. Rather than providing highly technical training, the workshops aim to encourage discussion and present practical examples, introducing tools that SMEs can apply within their own organisations. Where appropriate, participants will also be introduced to the COEUS CDR Self-Assessment and other project resources, which will help them to identify practical improvement opportunities and support future learning.
Target group	SMEs, start-ups, entrepreneurs and company representatives involved in digital transformation and innovation activities in Styria.
Responsible actor	Styrian Business Promotion Agency (SFG).
Supporting actors	Regional business support organisations, cluster organisations, research institutions, universities, Digital Innovation Hubs, trainers, experts and other relevant stakeholders, where appropriate.
Timeline	Short to medium term, with the possibility of repeating workshops based on stakeholder interest and available resources.
Resources needed	Existing SFG staff capacity, workshop facilities or online platforms, COEUS materials, regional expertise and stakeholder cooperation. No separate financial commitment is created by this Action Plan.
COEUS tools used	COEUS Strategy, COEUS Handbook, CDR Self-Assessment, training materials, pilot experience and stakeholder feedback.

Expected outputs	Practical CDR workshops delivered; workshop materials and guidance shared; participating SMEs introduced to COEUS tools and practical approaches to responsible digitalisation.
Expected result / outcome	SMEs strengthen their understanding of Corporate Digital Responsibility and identify practical measures that may support responsible digital transformation within their organisations.
Monitoring indicators	Number of workshops organised; number of participating SMEs and stakeholders; participant feedback; use of COEUS tools during workshop activities.
Sustainability / follow-up	Where appropriate, practical CDR workshops may continue to be offered through existing SFG activities and regional cooperation, contributing to the continued uptake of COEUS results beyond the project lifetime.

Action 7. Knowledge Exchange within the Innovation Ecosystem

Status	Complementary action. Planned to support the exchange of knowledge and practical experience related to Corporate Digital Responsibility (CDR) within the regional innovation ecosystem. Implementation remains subject to organisational priorities, available resources and stakeholder interest.
Action area(s)	Training Ecosystem (primary); Innovation and SME Support; Communication.
Description	SFG aims to encourage the exchange of knowledge, practical experience and lessons learned relating to corporate digital responsibility, making use of existing regional networks, events and stakeholder cooperation where appropriate. Knowledge exchange activities may include presentations, thematic discussions and peer learning opportunities, as well as the sharing of experiences from SMEs, research organisations and other actors in the innovation ecosystem. Particular emphasis may be placed on practical approaches to responsible digital transformation, including responsible artificial intelligence, cybersecurity, data governance, digital accessibility, and sustainable digital innovation. By facilitating this knowledge exchange, SFG aims to strengthen regional learning, encourage collaboration, and support the ongoing dissemination of COEUS results throughout the Styrian innovation ecosystem.
Target group	SMEs, start-ups, business support organisations, cluster organisations, research institutions, universities, Digital Innovation Hubs and other innovation ecosystem stakeholders in Styria.
Responsible actor	Styrian Business Promotion Agency (SFG).
Supporting actors	Regional innovation ecosystem partners, public authorities, business associations, research organisations, universities, COEUS partners and other relevant stakeholders, where appropriate.
Timeline	Medium to long term, building on existing knowledge-sharing activities and regional cooperation structures.
Resources needed	Existing SFG networks, staff capacity, communication channels, events and COEUS materials. No separate financial commitment is created by this Action Plan.

COEUS tools used	COEUS Strategy, COEUS Handbook, communication materials, training resources, pilot experience and stakeholder feedback.
Expected outputs	Knowledge exchange activities supported; practical experiences shared among regional stakeholders; increased dissemination of COEUS knowledge and resources.
Expected result / outcome	Regional stakeholders strengthen their understanding of Corporate Digital Responsibility and benefit from shared experiences that may support responsible digital transformation across the innovation ecosystem.
Monitoring indicators	Number of knowledge exchange activities; participating organisations and SMEs; stakeholder feedback; dissemination of knowledge resources.
Sustainability / follow-up	Where appropriate, knowledge exchange activities may continue through existing SFG networks, events and cooperation structures, contributing to the long-term integration of Corporate Digital Responsibility within the regional innovation ecosystem beyond the COEUS project lifetime.

Communication

Action 8. Communication and Dissemination of COEUS Results

Status	Complementary action. Planned to support the visibility and long-term uptake of COEUS results through existing SFG communication and dissemination activities. Implementation remains subject to organisational priorities, available resources and stakeholder interest.
Action area(s)	Communication (primary); Awareness Raising and Cultural Change; Innovation and SME Support.
Description	SFG aims to disseminate the results, tools and practical experiences generated through the COEUS project, making use of its existing communication channels and stakeholder networks. Communication activities may include newsletters, websites, social media, regional events, and other appropriate dissemination formats. Particular emphasis will be placed on sharing practical examples and information on responsible digital transformation that is relevant for SMEs, as well as making available COEUS resources. SFG seeks to contribute to the continued visibility of Corporate Digital Responsibility and encourage the long-term use of COEUS results within the regional innovation ecosystem by building on existing communication activities.
Target group	SMEs, start-ups, business support organisations, regional stakeholders and other innovation ecosystem actors in Styria.
Responsible actor	Styrian Business Promotion Agency (SFG).
Supporting actors	Regional business support organisations, cluster organisations, research institutions, universities, Digital Innovation Hubs, COEUS partners and other relevant stakeholders, where appropriate.
Timeline	Short to long term, with communication activities continuing where appropriate beyond the COEUS project.
Resources needed	Existing SFG communication channels, staff capacity, COEUS communication materials and stakeholder networks. No separate financial commitment is created by this Action Plan.
COEUS tools used	COEUS Strategy, COEUS Handbook, communication materials, training resources, pilot experience and stakeholder feedback.

Expected outputs	Communication and dissemination activities delivered; COEUS materials shared through existing channels; increased visibility of Corporate Digital Responsibility and project results.
Expected result / outcome	SMEs and regional stakeholders gain easier access to COEUS resources and practical information on responsible digital transformation, supporting the continued use of project results beyond the project lifetime.
Monitoring indicators	Number of communication activities; dissemination materials published; stakeholder reach through communication channels; feedback from dissemination activities.
Sustainability / follow-up	Where appropriate, COEUS results and CDR-related information may continue to be integrated into existing SFG communication activities, contributing to the long-term visibility and sustainability of the project outcomes.

Action 9. Collection and Promotion of Regional Good Practices

Status	Complementary action. Planned to encourage knowledge sharing and increase the visibility of practical Corporate Digital Responsibility (CDR) examples within the regional innovation ecosystem. Implementation remains subject to organisational priorities, available resources and stakeholder interest.
Action area(s)	Communication (primary); Awareness Raising and Cultural Change; Innovation and SME Support.
Description	The SFG aims to identify, collect and promote examples of good practice demonstrating how SMEs and regional organisations apply corporate digital responsibility in their digital transformation activities. These examples may be gathered through existing SFG programmes, stakeholder cooperation, project activities or regional innovation networks, where appropriate. These good practices may highlight practical approaches to topics such as responsible artificial intelligence, cybersecurity, data governance, digital accessibility, and sustainable digital innovation. By sharing these experiences and stories of success, SFG aims to encourage peer learning, demonstrate the relevance of CDR for SMEs, and support the wider dissemination of COEUS results across the regional innovation ecosystem.
Target group	SMEs, start-ups, business support organisations, regional stakeholders and other innovation ecosystem actors in Styria.
Responsible actor	Styrian Business Promotion Agency (SFG).
Supporting actors	Regional business support organisations, cluster organisations, research institutions, universities, Digital Innovation Hubs, COEUS partners and other relevant stakeholders, where appropriate.
Timeline	Medium to long term, with good practice examples collected and shared on an ongoing basis where appropriate.
Resources needed	Existing SFG communication channels, stakeholder networks, staff capacity and COEUS dissemination materials. No separate financial commitment is created by this Action Plan.

COEUS tools used	COEUS Strategy, COEUS Handbook, communication materials, pilot experience, stakeholder feedback and project outputs.
Expected outputs	Collection of regional good practice examples; dissemination of case studies through existing communication channels; increased visibility of practical CDR implementation.
Expected result / outcome	SMEs and regional stakeholders gain practical inspiration and examples that may support the adoption of responsible digital practices within their own organisations.
Monitoring indicators	Number of good practice examples identified and shared; communication activities supporting dissemination; stakeholder engagement and feedback.
Sustainability / follow-up	Where appropriate, the collection and dissemination of regional good practices may continue as part of existing SFG communication and knowledge-sharing activities, contributing to the long-term visibility of responsible digital innovation and the continued use of COEUS results.

ESG Sustainability and Monitoring

Action 10. Monitoring and Long-term Sustainability

Status	Supporting action. Planned to encourage the long-term use of COEUS results and support the continued integration of Corporate Digital Responsibility (CDR) into existing SFG activities where appropriate. Implementation remains subject to organisational priorities and available resources.
Action area(s)	ESG Sustainability and Monitoring (primary); Innovation and SME Support; Communication.
Description	The SFG's objectives are to monitor the implementation of the Local Action Plan and to encourage the long-term use of the knowledge, tools and practical experience developed through the COEUS project. Where appropriate, progress will be reviewed using simple monitoring indicators, with stakeholder feedback gathered through existing activities. These findings could help to identify opportunities for raising awareness, exchanging knowledge and supporting SMEs. SFG seeks to promote the continued visibility and relevance of Corporate Digital Responsibility by building on existing regional innovation activities.
Target group	Styrian Business Promotion Agency (SFG), SMEs, business support organisations and regional innovation ecosystem stakeholders.
Responsible actor	Styrian Business Promotion Agency (SFG).
Supporting actors	Regional business support organisations, cluster organisations, research institutions, universities, Digital Innovation Hubs, COEUS partners and other relevant stakeholders, where appropriate.
Timeline	Medium to long term, with monitoring activities carried out periodically where appropriate.
Resources needed	Existing SFG staff capacity, stakeholder feedback, monitoring indicators and COEUS project materials. No separate financial commitment is created by this Action Plan.
COEUS tools used	COEUS Strategy, COEUS Handbook, monitoring indicators, stakeholder feedback, pilot experience and project outputs.
Expected outputs	Periodic review of Action Plan implementation; collection of stakeholder feedback; continued promotion of COEUS tools and resources where appropriate.
Expected result / outcome	The Local Action Plan remains a practical reference for integrating Corporate Digital Responsibility into existing SFG activities, supporting the long-term visibility and use of COEUS results within the regional innovation ecosystem.
Monitoring indicators	Progress against planned actions; stakeholder feedback; dissemination of COEUS resources; continued integration of CDR into relevant SFG activities where appropriate.
Sustainability / follow-up	Where appropriate, experiences gained through the implementation of the Local Action Plan may inform future innovation support activities and contribute to the continued promotion of responsible digital transformation in Styria beyond the COEUS project lifetime.

4.2 Implementation, Governance and Monitoring

4.2.1 Roles

Actor	Proposed role
Styrian Business Promotion Agency (SFG)	Responsible partner and principal territorial carrier of COEUS knowledge and tools. Coordinates implementation of the Local Action Plan, stakeholder engagement, communication activities and monitoring
Regional business support organisations	Contribute to the dissemination of COEUS results, support awareness-raising activities and cooperate in SME engagement where appropriate.
Research institutions and universities	Provide thematic expertise, contribute to knowledge exchange and support the dissemination of responsible digital transformation practices where appropriate.
Cluster organisations and Digital Innovation Hubs	Support outreach to SMEs, facilitate networking and contribute to practical knowledge-sharing activities within the regional innovation ecosystem.
SMEs and start-ups	Participate voluntarily in awareness activities, workshops and other Action Plan measures, while providing practical feedback that may support the further development of CDR-related activities.

4.2.2 Phasing

Implementation of the Local Action Plan is intended to follow a gradual and proportionate approach, building on existing SFG activities and available resources.

Phase 1 – Preparation and coordination

- Confirm implementation priorities and available organisational capacity.
- Maintain access to COEUS tools and materials.
- Identify suitable opportunities to integrate CDR into existing SFG activities.

Phase 2 – Priority implementation

- Implement Actions 1–3 as the operational core of the Local Action Plan.
- Promote awareness, practical learning and the use of COEUS tools.
- Collect stakeholder feedback where appropriate.

Phase 3 – Complementary measures

- Progressively implement Actions 4–9, depending on stakeholder interest, available resources and cooperation opportunities.
- Continue communication, knowledge exchange and regional stakeholder cooperation.

Phase 4 – Review and sustainability

- Implement Action 10 through periodic review of Action Plan implementation.
- Review implementation progress using proportionate monitoring indicators.
- Identify lessons learned and opportunities for the continued use of COEUS results.
- Update implementation priorities where appropriate.

4.2.3 Common monitoring principles

Implementation of the Local Action Plan aims to follow simple and proportionate monitoring principles that can be integrated into existing SFG activities:

- use practical indicators that can be collected through existing SFG processes where appropriate;
- distinguish between outputs (e.g. workshops, awareness sessions and communication activities) and broader outcomes (e.g. increased awareness and stakeholder engagement);
- collect stakeholder feedback to support continuous improvement of activities;
- avoid unnecessary administrative burden and the collection of information that is not required;
- review implementation periodically and adapt future activities according to organisational priorities, stakeholder needs and available resources.

5. Annexes

Annex 1. Institutional stakeholder map

Institution / group	Role	Contribution
SFG	Responsible partner	Coordination, implementation, communication and monitoring
SMEs and start-ups	Primary target group	Participation in awareness activities, workshops and feedback
Business support organisations	Regional partners	SME outreach, cooperation and dissemination
Research institutions and universities	Knowledge partners	Expertise, knowledge transfer and stakeholder cooperation
Cluster organisations and Digital Innovation Hubs	Innovation ecosystem partners	Networking, dissemination and practical support
COEUS project partners	International partners	Exchange of experiences, COEUS resources and good practices

Annex 2. COEUS tools to be adopted locally

- COEUS Strategy for Corporate Digital Responsibility.
- COEUS Handbook.
- COEUS CDR Self-Assessment Tool.
- COEUS training materials.
- COEUS communication materials.
- Pilot implementation experience and stakeholder feedback.
- Common Action Plan monitoring framework.

Annex 3. Initial local capacity baseline

Baseline item	Status / value	Evidence note
Existing SFG innovation support services	Operational	Existing SFG activities
Existing SME communication and networking activities	Operational	Existing SFG activities
COEUS tools available	YES	COEUS project outputs
Stakeholder cooperation established	YES	Existing regional innovation ecosystem
Dedicated CDR support activities	Proposed through this Action Plan	Subject to implementation priorities

Annex 4. Public evidence sources

- Styrian Business Promotion Agency (SFG) – Innovation support services.
- Regional Innovation Strategy (RIS3) Styria.
- Relevant COEUS project documentation and outputs.
- Publicly available regional innovation and digitalisation strategies where appropriate.

Annex 5. Approval and update points

The following points may be reviewed during implementation:

- Confirm implementation priorities and organisational responsibilities.
- Review available resources for the proposed actions.
- Monitor stakeholder interest and participation.
- Assess opportunities to continue relevant activities beyond the COEUS project lifetime.
- Update the Local Action Plan periodically where appropriate to reflect implementation experience and future priorities.

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ACTION PLAN

Ústí nad Labem Region, Czech Republic

Innovation Centre of the Ústí Region (ICUK)



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Document status and evidence note

Responsible partner	Innovation Centre of the Ústí Region (ICUK)
Key regional partners	Jan Evangelista Purkyně University in Ústí nad Labem (UJEP); Ústí Region
Document status	Draft for partner discussion and stakeholder consultation
Version	21 July 2026

Evidence principle. This Action Plan distinguishes confirmed territorial facts and COEUS pilot evidence from proposed follow-up measures. Activities not yet formally approved are explicitly subject to ICUK capacity, available funding and partner confirmation.

The plan is based on: (i) the COEUS Strategy and tools; (ii) the ICUK pilot involving 10 SMEs and 10 trained trainers; (iii) ICUK's established Business Ambulance and wider SME support services; (iv) confirmed cooperation with UJEP and the Ústí Region; and (v) official regional and institutional sources listed in Annex 4.

A wider SME questionnaire was implemented during COEUS, but the exact number of respondents was not confirmed at the time of drafting. It is therefore not used as a quantified baseline or monitoring indicator in this version.

Prepared in the framework of COEUS – Corporate Digital Responsibility in Central Europe.

1. Executive Summary

This Local Action Plan sets out how the COEUS approach to Corporate Digital Responsibility (CDR) can be embedded in the innovation and SME support ecosystem of the Ústí nad Labem Region. The responsible partner is ICUK, the regional innovation centre and the principal territorial carrier of the COEUS knowledge and tools. UJEP is positioned as the leading knowledge and academic partner, while the Ústí Region provides the strategic and public-policy connection as a confirmed associated partner.

The plan responds to a practical regional challenge: many SMEs are digitalising, but responsible use of data, cybersecurity, artificial intelligence, digital inclusion, employee wellbeing and the environmental impacts of digital technologies are often addressed separately and with limited internal specialist capacity. CDR therefore needs to be translated into accessible diagnostics, expert advice, training and realistic improvement steps rather than presented as an additional abstract compliance concept.

The operational core consists of three priority measures: a CDR pathway within ICUK's existing Business Ambulance, continued access to the COEUS CDR self-assessment, and practical CDR workshops for SMEs. Seven complementary measures strengthen awareness, trainer capacity, communication, policy dialogue, funding navigation and monitoring. The COEUS pilot provides an initial local foundation: 10 SMEs participated and 10 trainers were trained.

The Action Plan is designed as a scalable framework. Priority actions can be launched through existing ICUK services and COEUS outputs. Complementary actions will be implemented progressively, subject to capacity, funding and confirmation by the relevant supporting actors.

2. Territorial Context and CDR Baseline

2.1 Regional innovation and SME ecosystem

The Ústí nad Labem Region is undergoing a long-term economic transformation from a strongly industrial and energy-intensive economic base towards a more diversified, innovative and sustainable economy. Regional innovation policy is guided by the Regional Innovation Strategy / RIS3 framework and implemented through cooperation among the Ústí Region, ICUK, UJEP, companies and other innovation actors.

ICUK provides a structured portfolio of services for entrepreneurs, start-ups and established companies. Its existing Business Ambulance offers accessible consultations and referrals for companies that need immediate orientation or specialist support. This established service provides a realistic institutional entry point for CDR: a new CDR pathway can be added without creating a completely separate regional support structure.

UJEP contributes academic expertise, research capacity, education and links to regional companies and public institutions. For this Action Plan, UJEP is the primary knowledge partner for expert input, trainer development, evidence building and the connection between research, education and business practice. The Ústí Region contributes strategic alignment and the possibility of linking CDR with regional innovation and transformation priorities.

2.2 Current awareness and uptake of CDR

Regional companies already address individual elements of CDR, particularly data protection, cybersecurity, digitalisation, artificial intelligence and ESG-related requirements. However, these topics are not yet routinely presented or managed as one coherent CDR framework. Awareness of the term 'Corporate Digital Responsibility' remains less developed than awareness of its individual components.

The regional baseline can therefore be characterised as emerging and fragmented: SMEs may implement responsible digital practices without naming them as CDR, while smaller companies often lack time, specialised staff and a simple method for assessing priorities. The main opportunity is to integrate CDR into services and relationships that companies already trust, especially ICUK's advisory and training activities.

2.3 Evidence and needs identified through COEUS

The local COEUS pilot involved 10 SMEs and 10 trained trainers. It demonstrated the feasibility of connecting SME practice with a local pool of trainers and experts. Because detailed thematic frequency data from the pilot were not confirmed for this draft, the plan does not claim that one topic was statistically the most frequent.

The following needs are treated as operational priority themes because they correspond to the COEUS framework, the pilot design and the types of responsible digital decisions SMEs currently face:

- simple orientation and diagnosis instead of a complex new compliance process;
- responsible and transparent use of AI, including human oversight and practical governance rules;
- cybersecurity, data protection and responsible data governance;
- digital accessibility, inclusion and fair treatment of users and employees;
- employee digital wellbeing and responsible use of workplace technologies;
- environmentally responsible use of digital technologies and links to ESG;
- access to trusted experts, practical checklists and feasible next steps;
- continued local trainer capacity and stronger transfer of knowledge between UJEP, ICUK and SMEs.

Need identified	Target group	Evidence basis	Action Plan response
Fragmented understanding of CDR	SMEs and business support staff	COEUS pilot and stakeholder exchange	Accessible awareness and practical framing
Limited in-house specialist capacity	Micro-enterprises and SMEs	Pilot design and ICUK advisory practice	Diagnosis, referral and expert support
Need for a practical starting point	SMEs beginning or accelerating digitalisation	COEUS tools and pilot implementation	Self-assessment and priority-setting
Need to retain local training capacity	Trainers, ICUK, UJEP and ecosystem actors	10 trainers trained through the pilot	Trainer network and recurring workshops
Need for continuity after the project	Regional innovation ecosystem	COEUS sustainability requirement	Integration into existing ICUK services and annual monitoring

3. Objectives of the Local Action Plan

3.1 General objective

To embed Corporate Digital Responsibility into the Ústí nad Labem Region's innovation and SME support ecosystem by translating the COEUS framework into practical, sustainable and locally anchored services led by ICUK in close knowledge partnership with UJEP and strategic cooperation with the Ústí Region.

3.2 Specific objectives

- Increase practical CDR awareness among regional SMEs and innovation ecosystem actors.
- Integrate a CDR pathway into ICUK's existing Business Ambulance and advisory infrastructure.
- Enable SMEs to identify strengths, gaps and realistic priorities through the COEUS CDR self-assessment.
- Maintain and mobilise the local pool of 10 trained trainers and connect it with UJEP expertise.
- Provide recurring, practice-oriented CDR workshops and peer-learning formats.
- Support dialogue on the integration of CDR into regional innovation, transformation and SME competitiveness priorities.
- Create a proportionate monitoring framework and review implementation annually.

4. Action Areas and Measures

The following ten actions cover eight interconnected COEUS action areas. CDR Ambulance for SMEs, Regional CDR Self-Assessment and Follow-up, and Practical CDR Workshops for SMEs form the priority implementation core. The remaining actions are proposed complementary or monitoring measures and remain subject to ICUK capacity, available funding and confirmation by supporting actors.

4.1 Action Portfolio

No.	Action	Primary action area
1	CDR Breakfasts and Peer Learning	Awareness Raising and Cultural Change
2	CDR Policy and Strategic Dialogue	Governance
3	CDR Ambulance for SMEs	Innovation and SME Support
4	Practical CDR Workshops for SMEs	Training Ecosystem
5	UJEP–ICUK CDR Knowledge and Trainer Network	Training Ecosystem
6	Funding and Expert Navigation for Responsible Digitalisation	Funding and Investments
7	Regional CDR Practice Cases	Communication
8	Practical CDR Communication Package	Communication
9	Regional CDR Self-Assessment and Follow-up	ESG Sustainability and Monitoring
10	Annual CDR Implementation Review	ESG Sustainability and Monitoring

Action 1. CDR Breakfasts and Peer Learning

Status	Proposed complementary action, subject to event capacity and stakeholder interest.
Action area(s)	Awareness Raising and Cultural Change (primary); Communication.
Description	A recurring informal format will provide an accessible entry point to one CDR topic at a time. Each CDR Breakfast may combine a short expert input, a local or practical example and moderated discussion. Potential topics include responsible AI and the AI Act, cybersecurity, GDPR and data governance, accessibility, digital wellbeing, ESG and digitalisation. Participants will be directed to the self-assessment, workshops or CDR Ambulance where relevant.
Target group	SMEs, start-ups, trainers, public-sector and academic actors in the regional innovation ecosystem.
Responsible actor	ICUK.
Supporting actors	UJEP; the Ústí Region; trainers and invited experts, subject to confirmation for each event.
Timeline	Medium term; proposed up to three or four events per year where resources permit.
Resources needed	Event coordination; venue or online platform; communication; moderator and expert time.
COEUS tools used	COEUS communication messages, Handbook, practical cases and training materials.
Expected outputs	CDR Breakfast events; concise takeaway materials; referrals to further support.
Expected result / outcome	CDR becomes understandable and visible within existing regional business and innovation conversations.
Monitoring indicators	Events held; organisations and SMEs reached; referrals to other actions; participant feedback.
Sustainability / follow-up	Topics and frequency will follow demonstrated demand rather than a fixed event obligation.

Action 2. CDR Policy and Strategic Dialogue

Status	Proposed complementary action, subject to the mandates and planning cycles of participating institutions.
Action area(s)	Governance (primary); Transnational Policy Integration.
Description	ICUK will use its established cooperation with UJEP and the Ústí Region to bring CDR into relevant discussions on innovation, digital transformation, SME competitiveness and regional economic transformation. The aim is not to create a separate regional CDR strategy, but to provide concise evidence, examples and recommendations when relevant strategies, action plans or support measures are reviewed.
Target group	Regional policy makers, innovation and economic-development actors, UJEP and ICUK programme managers.
Responsible actor	ICUK.
Supporting actors	UJEP as leading knowledge partner; the Ústí Region as associated partner; other institutions only where invited and relevant.
Timeline	Medium to long term, aligned with actual policy and programme opportunities.
Resources needed	Staff time for evidence synthesis, meetings and short policy inputs.
COEUS tools used	COEUS Strategy, policy recommendations, pilot evidence and regional implementation learning.
Expected outputs	Briefing inputs, consultation contributions or recommendations submitted when a relevant opportunity exists.
Expected result / outcome	CDR is recognised as a horizontal quality dimension of responsible digitalisation and SME support.
Monitoring indicators	Relevant meetings or consultations; policy inputs prepared; references to CDR principles in regional documents or measures where attributable.
Sustainability / follow-up	Dialogue will use existing governance structures and will not create a parallel body.

Action 3. CDR Ambulance for SMEs

Status	Priority action. Planned for internal discussion and design; formal implementation is subject to ICUK approval and operational capacity.
Action area(s)	Innovation and SME Support (primary); ESG Sustainability and Monitoring; Training Ecosystem.
Description	ICUK will develop a dedicated CDR pathway within its existing Business Ambulance. An SME will be able to bring a concrete digital challenge to an initial consultation. A short diagnostic conversation, supported where appropriate by the COEUS CDR self-assessment, will identify the relevant dimension of CDR and the most realistic next step. ICUK may provide direct orientation or refer the company to an appropriate expert or trained trainer. Topics may include responsible data use and GDPR, cybersecurity, responsible and transparent AI, digital accessibility, employee digital wellbeing, environmental impacts of digital technologies and internal CDR rules. The pathway will use the trusted Business Ambulance entry point rather than create a separate parallel service.
Target group	Micro-enterprises and SMEs in the Ústí nad Labem Region, especially companies undergoing digital transformation without dedicated in-house specialists.
Responsible actor	ICUK.
Supporting actors	UJEP as the leading knowledge partner; the local pool of trained trainers; relevant regional experts; the Ústí Region where strategic linkage is useful.
Timeline	Design and internal discussion in 2026; pilot implementation in the short to medium term; possible continuation after COEUS.
Resources needed	ICUK coordination and advisory capacity; a simple intake and referral process; access to trainers and experts; COEUS diagnostic materials; communication support. No separate financial commitment is created by this plan.
COEUS tools used	COEUS Strategy, CDR Maturity Model / self-assessment, COEUS Handbook, training materials, pilot experience and local stakeholder feedback.
Expected outputs	CDR Ambulance pathway design; intake questions; indicative assessment; expert or trainer referral; concise recommendation note for supported SMEs.
Expected result / outcome	SMEs gain easier access to trusted CDR expertise and identify proportionate measures to improve responsible digitalisation.
Monitoring indicators	Pathway internally discussed and designed; number of requests; number of SMEs supported; thematic areas addressed; number of referrals; recommendation notes; satisfaction feedback. Initial target to be confirmed after internal approval.
Sustainability / follow-up	If the pilot is useful and resources are available, the pathway can remain embedded in the existing Business Ambulance and be linked with other ICUK SME services.

Action 4. Practical CDR Workshops for SMEs

Status	Priority action. Planned recurring training format building on the COEUS pilot and trainer pool.
Action area(s)	Training Ecosystem (primary); Awareness Raising and Cultural Change.
Description	ICUK, working with UJEP and the trained trainer pool, will provide practice-oriented workshops based on real SME decisions rather than abstract definitions. Sessions may focus on responsible AI and human oversight, cybersecurity and data governance, digital accessibility and inclusion, employee digital wellbeing, transparent digital communication, or environmental impacts of digital technologies. Each workshop will combine a concise introduction, a case or scenario, a checklist and one or two improvement steps selected by participants.
Target group	SME owners, managers and staff responsible for digitalisation, IT, HR, communication, data, innovation or ESG.
Responsible actor	ICUK.
Supporting actors	UJEP as leading knowledge partner; trained trainers; specialised experts according to topic.
Timeline	Short to medium term; frequency adjusted to demand and capacity.
Resources needed	Trainer time; venues or online platform; case materials; checklists; participant registration and feedback process.
COEUS tools used	COEUS Strategy, CDR Maturity Model / self-assessment, COEUS Handbook, training materials, pilot experience and local stakeholder feedback.
Expected outputs	Workshop cycle; participant lists; reusable materials and checklists; participant action commitments; summary of emerging questions.
Expected result / outcome	Participants can recognise CDR in everyday business decisions and implement at least one proportionate improvement.
Monitoring indicators	Number of workshops; SMEs and participants reached; trainer involvement; satisfaction; self-reported intended actions; optional follow-up on implementation.
Sustainability / follow-up	Materials can be reused in ICUK programmes and updated with UJEP and expert input.

Action 5. UJEP-ICUK CDR Knowledge and Trainer Network

Status	Proposed complementary action, subject to partner capacity and confirmation of the operating format.
Action area(s)	Training Ecosystem (primary); Governance; National and Transnational Cooperation.
Description	ICUK and UJEP will explore a light coordination format that keeps the 10 trained trainers connected, refreshes knowledge and links business cases with academic and expert input. The network may meet periodically online or in person, share materials, identify specialist gaps and prepare trainers for new regulatory and technological developments. It is not intended to create a new formal institution.
Target group	The 10 trained trainers, ICUK staff, relevant UJEP experts and invited specialists.
Responsible actor	ICUK, with UJEP as leading knowledge partner.
Supporting actors	Trained trainers; the Ústí Region where strategic linkage is relevant; COEUS partners for peer exchange.
Timeline	Medium term; proposed one or two coordination or knowledge-update sessions per year, subject to capacity.
Resources needed	Coordination time; meeting platform or venue; expert contributions; shared material repository.
COEUS tools used	COEUS trainer materials, Handbook, Strategy, pilot lessons and transnational peer exchange.
Expected outputs	Maintained contact list; knowledge-update sessions; updated or shared materials; overview of trainer expertise.
Expected result / outcome	Local training capacity does not disappear after project completion and SMEs can be referred to relevant expertise.
Monitoring indicators	Number of active trainers; coordination sessions; updated materials; trainers contributing to workshops or consultations.
Sustainability / follow-up	The format will be reviewed annually and continued only where there is sufficient demand and partner capacity.

Action 6. Funding and Expert Navigation for Responsible Digitalisation

Status	Proposed complementary action, subject to available calls, instruments and advisory capacity.
Action area(s)	Funding and Investments (primary); Innovation and SME Support.
Description	ICUK will help SMEs identify whether planned CDR improvements can be connected to suitable existing support instruments, expert services or innovation programmes. The action may cover cybersecurity, responsible AI governance, accessibility, data management, staff training, or environmentally responsible digital infrastructure. It does not promise funding and does not create a new grant scheme.
Target group	SMEs with a defined responsible digitalisation need or improvement plan.
Responsible actor	ICUK.
Supporting actors	UJEP for knowledge-intensive needs; the Ústí Region and relevant programme or funding bodies where applicable.
Timeline	Medium term and opportunity-driven.
Resources needed	Advisory staff time; up-to-date overview of relevant instruments; referral contacts.
COEUS tools used	COEUS assessment and recommendation outputs used to clarify the company's need.
Expected outputs	Funding or expert navigation consultations; referrals; concise signposting information.
Expected result / outcome	SMEs are better able to translate a CDR priority into a realistic project, service request or funding search.
Monitoring indicators	Companies advised; referrals made; relevant instruments identified; follow-up outcome where voluntarily reported.
Sustainability / follow-up	The action will be integrated with existing ICUK advisory and funding-navigation services where appropriate.

Action 7. Regional CDR Practice Cases

Status	Proposed complementary action, dependent on company consent and communication capacity.
Action area(s)	Communication (primary); Awareness Raising and Cultural Change; Innovation and SME Support.
Description	ICUK will seek voluntary examples of regional companies or organisations applying responsible digital practices, even if they do not use the term CDR. Short case fiches will describe the initial challenge, the chosen practice, the responsible dimension, benefits and lessons learned. Examples may cover AI oversight, data governance, cybersecurity, accessibility, employee wellbeing, transparent digital communication or reduced environmental impact.
Target group	SMEs, trainers, policy actors and the wider regional innovation ecosystem.
Responsible actor	ICUK.
Supporting actors	UJEP; participating companies; communication specialists. Publication requires explicit company approval.
Timeline	Medium term; cases collected progressively.
Resources needed	Interview and writing time; consent process; simple case template; communication channels.
COEUS tools used	COEUS Handbook, pilot learning and common case-fiche approach.
Expected outputs	A small collection of approved regional practice cases and reusable workshop examples.
Expected result / outcome	SMEs see CDR as realistic and learn from peers in a comparable regional context.
Monitoring indicators	Cases identified; cases approved and published; use of cases in workshops or communication; audience reach where measurable.
Sustainability / follow-up	The collection may be updated when suitable cases emerge; no company data will be published without consent.

Action 8. Practical CDR Communication Package

Status	Proposed complementary action, subject to communication capacity.
Action area(s)	Communication (primary); Awareness Raising and Cultural Change.
Description	ICUK will adapt COEUS messages and tools into concise Czech-language communication for SMEs. Rather than promote CDR as a new label alone, content will explain concrete decisions: using AI with human oversight, protecting customer and employee data, managing cyber risks, ensuring accessibility, supporting digital wellbeing and considering environmental impacts. Communication will link directly to available support actions.
Target group	Regional SMEs, entrepreneurs, business advisers and innovation ecosystem actors.
Responsible actor	ICUK.
Supporting actors	UJEP for expert review; trainers and relevant specialists for topic validation.
Timeline	Short to medium term; content released progressively.
Resources needed	Editorial and design time; website, newsletter and social-media channels; expert validation.
COEUS tools used	COEUS Strategy, Handbook, training materials and approved cases.
Expected outputs	Czech-language web or newsletter content, short checklists, visual posts or practical topic notes.
Expected result / outcome	Regional SMEs understand what CDR means in practice and know where to seek support.
Monitoring indicators	Materials produced; reach or engagement where available; clicks or referrals to self-assessment, workshops or CDR Ambulance.
Sustainability / follow-up	High-use materials may remain available on ICUK channels and be updated when rules or technologies change.

Action 9. Regional CDR Self-Assessment and Follow-up

Status	Priority action. Planned continuation and localisation of a tested COEUS tool.
Action area(s)	ESG Sustainability and Monitoring (primary); Innovation and SME Support.
Description	ICUK will make the COEUS CDR self-assessment accessible to regional SMEs as a practical starting point. Companies will review current practices across relevant CDR dimensions and identify a limited number of priorities. The tool will be accompanied by plain-language guidance and, where capacity allows, a short interpretation session or referral to the CDR Ambulance. Results will remain confidential to the participating company unless it explicitly agrees to aggregated or anonymised use.
Target group	SMEs, start-ups and companies using ICUK advisory, incubation, innovation or networking services.
Responsible actor	ICUK.
Supporting actors	UJEP; trained trainers; COEUS partners for methodological exchange where relevant.
Timeline	Short term, with recurring availability and optional repeat assessment in the medium term.
Resources needed	Adapted self-assessment interface or form; short user guidance; staff capacity for interpretation; data-protection-compliant handling of results.
COEUS tools used	COEUS CDR Maturity Model and self-assessment; Handbook; training materials.
Expected outputs	Accessible self-assessment; short guidance; optional feedback session; anonymised aggregate learning note where consent and data volume permit.
Expected result / outcome	SMEs understand their current CDR maturity and choose feasible improvement priorities rather than treating CDR as an undifferentiated compliance burden.
Monitoring indicators	Number of completed assessments; number of follow-up consultations or referrals; repeat assessments; user-rated usefulness; distribution of topics only in anonymised aggregate form.
Sustainability / follow-up	The tool may become a standard optional entry or review element within relevant ICUK services.

Action 10. Annual CDR Implementation Review

Status	Proposed monitoring action; scope proportionate to the number of implemented measures.
Action area(s)	ESG Sustainability and Monitoring (primary); Governance.
Description	ICUK will conduct a concise annual review of the actions actually implemented. The review will distinguish outputs (events, assessments, consultations and materials) from outcomes (usefulness, intended or reported changes, repeated engagement and service integration). It will also document barriers, resource needs and decisions on continuation. Monitoring will avoid collecting unnecessary company-level sensitive data.
Target group	ICUK management and programme teams; UJEP and the Ústí Region for relevant shared learning; COEUS follow-up audiences.
Responsible actor	ICUK.
Supporting actors	UJEP for methodological feedback; implementing trainers and partners for activity data.
Timeline	Annually after the first implementation period.
Resources needed	Light monitoring template; activity data; short partner and participant feedback; staff review time.
COEUS tools used	COEUS monitoring logic, action indicators and anonymised implementation evidence.
Expected outputs	Annual implementation note; updated indicator overview; decision on continuation, adjustment or discontinuation of actions.
Expected result / outcome	The Action Plan remains realistic, evidence-based and adaptable instead of becoming a static list of intentions.
Monitoring indicators	Share of planned actions initiated; outputs delivered; participation; feedback; follow-up decisions; actions integrated into regular services.
Sustainability / follow-up	The Action Plan may be updated after review, with commitments recalibrated to capacity, demand and available funding.

4.2 Implementation, Governance and Monitoring

4.2.1 Roles

Actor	Proposed role
ICUK	Responsible partner and principal territorial carrier of COEUS knowledge; coordinates implementation, SME access, communication and monitoring.
UJEP	Leading knowledge and academic partner; supports expertise, trainer development, evidence and knowledge transfer.
Ústí Region	Confirmed associated partner; supports strategic linkage with regional innovation and transformation priorities within its mandate.
Trained trainers and experts	Provide thematic expertise and delivery capacity when engaged and available.
SMEs	Use, test and provide feedback on services and tools; company participation remains voluntary.

4.2.2 Phasing

- Phase 1 – internal confirmation and preparation: discuss the CDR Ambulance pathway, confirm staff capacity, maintain access to COEUS tools and define the first workshop topics.
- Phase 2 – priority implementation: launch or pilot the CDR Ambulance for SMEs, Regional CDR Self-Assessment and Follow-up, and Practical CDR Workshops for SMEs, and collect proportionate feedback.
- Phase 3 – complementary measures: activate the complementary actions only where demand, funding and partner capacity justify them.
- Phase 4 – review: complete the Annual CDR Implementation Review and update the plan accordingly.

4.2.3 Common monitoring principles

- Use simple indicators that can be collected through existing ICUK processes.
- Separate outputs from outcomes and avoid overstating attribution.
- Collect company-level information only where necessary and with appropriate consent and data protection.
- Do not use the unconfirmed wider questionnaire sample as a quantified baseline.
- Review targets after the first implementation cycle and adjust them to demonstrated demand and capacity.

5. Annexes

Annex 1. Institutional stakeholder map

Institution / group	Role	Contribution
ICUK	Lead / responsible partner	Service integration, SME access, coordination, communication, monitoring
UJEP	Leading knowledge partner	Expertise, trainers, research and knowledge transfer
Ústí Region	Associated partner	Strategic alignment and public-policy connection
Regional SMEs and start-ups	Primary target group and co-design users	Pilot participation, needs, testing and feedback
Trained trainers	Delivery and multiplier capacity	Workshops, consultations, knowledge sharing
Relevant thematic experts	Specialist support	AI, cybersecurity, data protection, ESG, accessibility and digital wellbeing

Annex 2. COEUS tools to be adopted locally

- COEUS Strategy for CDR upskilling and reskilling in Central Europe.
- COEUS CDR Maturity Model and self-assessment.
- COEUS Handbook and practical guidance.
- COEUS training materials and trainer resources.
- Pilot implementation experience and local feedback.
- Common action fiche and monitoring structure.

Annex 3. Initial local capacity baseline

Baseline item	Status / value	Evidence note
SMEs participating in the local COEUS pilot	10	Confirmed partner information, July 2026
Trainers trained through the local pilot	10	Confirmed partner information, July 2026
Wider SME questionnaire respondents	Not confirmed	Excluded from quantified baseline until verified
Existing ICUK Business Ambulance	Operational	Confirmed by ICUK service information and annual reporting
Dedicated CDR Ambulance	Not yet formally approved	To be discussed internally; proposed in this Action Plan
Cooperation with UJEP and the Ústí Region	Confirmed	UJEP as leading knowledge partner; Ústí Region as associated partner

Annex 4. Public evidence sources

ICUK – Business Ambulance. Confirms the existing ICUK consultation service used as the institutional base for the proposed CDR pathway. https://icuk.cz/pro-firmy/konzultace-podnikani/

ICUK – Services for companies. Confirms ICUK's wider company-support portfolio. https://icuk.cz/pro-firmy/

ICUK Annual Report 2025. Documents the Business Ambulance and ICUK's structured support for entrepreneurs and SMEs. https://icuk.cz/media/2026/05/Vyrocni-zprava-Inovacniho-centra-Usteckeho-kraje-2025_finalni.pdf

Ústí Region – Regional Innovation Strategy / Action Plan. Provides the regional innovation and economic-transformation policy context. https://archiv.kr-ustecky.cz/assets/File.ashx?id_dokumenty=1757378&id_org=450018

Ústí Region – institutional role of ICUK. Describes ICUK's role in supporting cooperation, innovation and implementation of the regional innovation strategy. https://www.kr-ustecky.cz/file/2276222

UJEP – example of ICUK/UJEP regional innovation cooperation. Illustrates active cooperation among UJEP, ICUK, the Ústí Region and business/innovation actors. https://www.ujep.cz/cs/59082/ustecky-kraj-ocenil-nejvetsi-inovatory-roku-2025

Annex 5. Approval and update points

- Confirm internally whether ICUK will approve and pilot the proposed CDR Ambulance pathway.
- Confirm operational owner, staff capacity and any initial target for the three priority actions.
- Verify the number of respondents to the wider SME questionnaire before using it in future versions.
- Confirm the preferred operating format with UJEP for trainer and knowledge cooperation.
- Review the Action Plan after the first implementation period and update commitments and indicators.

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ACTION PLAN

Lubelskie Voivodeship, Poland

Marshal Office of the Lubelskie Voivodeship



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1. Executive Summary

This Action Plan outlines the directions for implementing good practices and recommendations developed within the Interreg Central Europe (COEUS) project, as well as the further development of Corporate Digital Responsibility (CDR) in the Lubelskie Voivodeship, focusing on the potential of the regional administration, organizational units of the Lubelskie Voivodeship, and labor market institutions, with the involvement of universities, research and development institutions, business support institutions, and entrepreneurs.

The Lubelskie Voivodeship, as a partner in the COEUS project, is a local government unit with legal personality, established to organize public life within its territory. The primary goal of the regional government is to promote the development of the voivodeship by carrying out tasks and duties which are set out in law. The Lubelskie Voivodeship Government implements many public tasks through regional organizational units, which could support the implementation of the basic CDR assumptions and indicate directions for the development of activities aimed at strengthening the secure digitalization of the Lubelskie Voivodeship.

The fundamental acts for regional development programming are the Lubelskie Voivodeship Development Strategy 2030 and the most important act from the perspective of CDR development, the Regional Innovation Strategy of the Lubelskie Voivodeship 2030 *(Pol.: Regionalna Strategia Innowacyji Województwa Lubelskiego do 2030)*. The goal of the RIS WL is to increase the scale and scope of innovative solutions introduced into the voivodeship's economy by leveraging the regional research and development infrastructure, which will ultimately contribute to improving the quality of life for the region's residents. This goal is achieved through stimulating the implementation of innovative solutions, developing knowledge diffusion mechanisms through multi-sectoral collaboration, fostering technological entrepreneurship, and conducting promotional and informational activities to popularize research, development, and innovation with the involvement of regional stakeholders. The main tool used to develop the RIS is the Entrepreneurial Discovery Process -EDP (*Pol.: Proces Przedsiębiorczego Odkrywania - PPO*), which, in accordance with the principle of partnership and cooperation, engages entities within a quadruple helix framework: representatives of local governments, representatives of the scientific community, representatives of socio-economic communities (including entrepreneurs, business support institutions, and non-governmental organizations), and civil society, to collaborate on the development of innovation. This approach is the starting point for cooperation between the aforementioned entities, which focus on one of five Smart Specializations of the Lubelskie Voivodeship, forming Thematic Groups within the Smart Specializations of the Lubelskie

Voivodeship. In the context of the CDR, each of the five smart specializations includes specific topics related to digitization, such as: "innovative VR technologies for applications in production processes and construction", "Medical IT tools for collecting and analyzing medical data for diagnostic, therapeutic, and rehabilitation purposes", and "Innovative electronic and photonic systems, sensors and detectors for environment protection". Smart Specialization no IV

“Digital Society” requires particular attention, as the CDR theme can be embedded in each of its specific topics. In summary, RIS WL 2030 offers the unique value of collaboration with numerous entities utilizing digital solutions in both research and business. This provides a platform for disseminating new and modern approaches, one of which is Corporate Digital Responsibility. Due to the wide spectrum of digital solutions in everyday life, the COEUS project's activities and the CDR concept offer a promising path for implementation across multiple sectors of the voivodeship's economy. They confirm the value of short, practical, and well developed learning formats, as well as the importance of integrating CDR with existing support systems or implementing it instead of creating new parallel structures.

The plan serves as a framework, and its recommendations are primarily based on the COEUS project and conclusions drawn from ongoing activities undertaken by the Lubelskie Voivodeship government, with particular emphasis on the Regional Innovation Strategy of the Lubelskie Voivodeship. It identifies opportunities for further development and cooperation in the area of CDR, without automatically creating new organizational or financial obligations for the designated institutions. It is a document supporting innovation and effective digital responsibility, striving for the ethical and sustainable use of digital technologies, data processing, and information.

The Lubelskie Voivodeship Action Plan primarily aims to combine existing activities and competencies, rather than creating a new institutional system dedicated solely to CDR. Particular potential in this regard lies in the activities of entities involved in the labor market and the digitization of administration, cybersecurity, and the development of digital competencies, collaboration with universities, as well as existing mechanisms for cooperation between the Lubelskie Voivodeship and entrepreneurs and business environment institutions based on a "bottom-up approach"—a bottom-up approach focused on the needs of individual stakeholders in the region.

In the medium term, the Action Plan should contribute to increasing awareness of CDR, more effectively linking competency development with labor market needs, strengthening responsible digitization of administration, and increasing the availability of knowledge and practical support for businesses. In the long term, these activities can support the sustainable integration of digital

responsibility into regional cooperation between administration, business, science, society, and labor market institutions.

Key elements of the plan are the activities aimed at developing CDR in the Lubelskie Voivodeship. These activities align with the COEUS project strategy by implementing the principle of digital corporate responsibility through concrete examples of digital transformation, rather than through discrete, abstract structures. Collectively, these activities reflect the COEUS approach of integrating digital corporate responsibility principles into governance, technological responsibility, training, education, communication, regional and cross-regional cooperation, and long-term monitoring.

2. Territorial context and starting point for CDR

2.1 Regional economic, institutional and educational ecosystem

The Lubelskie Voivodeship covers an area of 25,122 km², which constitutes 8% of Poland's total area. The voivodeship ranks third in Poland, after the Masovian and Greater-Poland (Wielkopolskie) Voivodeships. It comprises four subregions: Bialski, Chełmsko-Zamojski, Lubelski, and Puławski, 20 rural counties, 4 cities with county rights, 58 towns, 213 communes and 4,116 rural settlements. The Lubelskie Voivodeship is home to over 2.1 million people, representing 5.5% of Poland's total population.

The Lubelskie Voivodeship is one of Poland's leading regions in agricultural production and food processing, with 71% of the voivodeship's area devoted to agricultural land. The Lubelskie Voivodeship is Poland's largest food producer, leading in the cultivation of cereals, hops, fruit crops, and soft fruits. In addition to the agri-food sector, the region also boasts operations in the chemical, machinery, and mining sectors. The Lubelskie region plays a significant role in the national energy sector. The timber and furniture industries are also strong sectors in the region. The IT and BPO/SSC sectors are also experiencing rapid growth.

The financial condition of enterprises in the Lubelskie Voivodeship and their willingness to invest in R&D activities are significantly lower than in more economically developed regions. This is partly due to the relatively unfavorable size structure of businesses in the region, where large enterprises employing more than 250 people account for only a small share of the overall business population. Despite its relatively weak position at the national level, a clearly positive development in the region was the substantial increase in business expenditure on R&D in 2019. As a result of the growing pool of resources allocated to research and development, the share of net revenues from the sale of high- and medium-high-technology products in total net sales revenues has increased. The implementation of practices and solutions arising from CDR would strengthen the competitive advantage of SMEs, enhance their innovativeness, and improve their ability to effectively apply for funding under various calls of the European Funds for Lubelskie 2021-2027 programme.

Digitalization activities in the region are concentrated primarily in Lublin, which is one of Poland's leading IT hubs. The main areas of specialization among IT companies include business solutions, IT outsourcing, bespoke software systems, mobile applications, web applications and consulting, IoT solutions, healthcare IT, and web design, marketing, and e-commerce services. Lublin is home to one of the most developed IT ecosystems in Poland, known as the Lublin IT Highland (Lubelska

Wyżyna IT). This initiative, implemented by the City of Lublin, aims to create favorable conditions for the growth of the IT sector by fostering cooperation between academia and business, including connecting graduates of computer science programmes with IT and ICT companies.

The institutional and educational ecosystem of the Lubelskie Voivodeship consists of an interconnected network of entities from the public, academic, research, business, and social sectors. The key organizations engaged in research and development (R&D) activities in the Lubelskie Voivodeship include the following institutions:

1. LUBLIN:
    - Maria Curie-Skłodowska University in Lublin
    - Medical University of Lublin
    - University of Life Sciences in Lublin
    - Lublin University of Technology
    - The John Paul II Catholic University of Lublin
    - Polish Academy of Sciences, Lublin Branch
    - Bohdan Dobrzański Institute of Agrophysics of the Polish Academy of Sciences
    - Witold Chodźko Institute of Rural Health in Lublin
2. PUŁAWY:
    - Institute of Soil Science and Plant Cultivation – State Research Institute (IUNG-PIB)
    - National Veterinary Research Institute – State Research Institute (NVRI)
    - Biological Threats Identification and Countermeasure Centre, Military Institute of Hygiene and Epidemiology
    - Apiculture Division, Research Institute of Horticulture in Skierniewice (now part of National Institute of Horticultural Research)
    - Łukasiewicz Research Network – New Chemical Syntheses Institute
    - Echo-Son S.A. Experimental Plant (the principal shareholder of Echo-Son S.A. is the Institute of Fundamental Technological Research of the Polish Academy of Sciences)
    - Research and Development Centre of Grupa Azoty Zakłady Azotowe “Puławy”
3. ŚWIDNIK
    - Research and Development Centre, Leonardo PZL-Świdnik S.A.

Approximately 150 business support institutions and organizations operate in the region, including clusters, chambers of commerce, local development agencies, local action groups, and craft guilds. From the perspective of fostering innovation, however, a particularly important role is

played by so-called innovation centers, such as technology parks, technology incubators, and innovation centers.

Universities in the region host research laboratories, academic career offices, and knowledge and technology transfer centers, including: the Knowledge Transfer Center of the Medical University of Lublin, the Innovation and Technology Transfer Center of Lublin University of Technology, the Technology Transfer Center of the University of Life Sciences in Lublin, the UMCS Knowledge and Technology Transfer Center, the ECOTECH-COMPLEX at UMCS, and the Knowledge Transfer Center of the John Paul II Catholic University of Lublin (KUL).

Particularly significant institutions within the regional innovation ecosystem include the Puławy Science and Technology Park and the Lublin Science and Technology Park (LPNT).

Although the area of digitalization is being developed in the region through research and scientific activities, and the IT sector is one of the key segments of the regional economy, many entities still represent traditional industries. Secure digitalization could serve as a catalyst enabling their transition towards innovative sectors. The process itself requires the involvement of numerous stakeholders, effective communication, and, above all, a leader who would manage the direction of CDR development and identify the key areas for action based on the potential of existing organizations.

The Lubelskie Voivodeship has a well-developed ecosystem of entities engaged in activities related to digitalization, cybersecurity, education, skills development, support for entrepreneurship and innovation, and cooperation between public administration, academia, business, and society. Many elements corresponding to the objectives of CDR are already present in the activities of these institutions; however, they most often operate as separate domains, such as cybersecurity, data protection, digitalization of public administration, digital education, skills development, and support for business transformation. One of the key assumptions of the framework action plan would be to integrate these areas so that they become an integral part of recurring activities embedded in the organizational culture of each entity.

The ecosystem of organizations dedicated to CDR includes organizational units of the Lubelskie Voivodeship (such as the Lublin Agency for Enterprise Support), which implement initiatives related to economic development, entrepreneurship, digitalization, the labor market, education, economic promotion, and international cooperation. Within this ecosystem, relationships are fostered with entrepreneurs, business support institutions, universities, and other entities shaping the regional economy. These connections create extensive opportunities for disseminating knowledge about CDR and identifying the real needs of entrepreneurs. Information and practical examples related to CDR could be shared during recurring thematic meetings, workshops,

conferences, and training sessions organized by the aforementioned organizational units, as well as by local government bodies (for example, the City of Lublin Office), universities, clusters, and industry organizations dedicated to digital security issues.

2.2 Current level of CDR implementation

The development of Corporate Digital Responsibility (CDR) in the Lubelskie Voivodeship does not start from scratch. Within the activities of the regional administration, organizational units of the Voivodeship, universities, labour market institutions, and businesses, there are already initiatives that correspond to individual dimensions of digital responsibility, particularly in the areas of:

- cybersecurity;
- data and information protection;
- digitalization of public administration;
- electronic document management;
- development of digital skills and competencies;
- safe use of digital tools;
- competency shifts resulting from technological transformation;
- adoption of new technologies in businesses;
- education and preparation of the future workforce;
- support for innovation and business transformation.

However, these activities most often operate as separate areas. Cybersecurity is generally viewed primarily from a technical perspective, digital skills development is addressed mainly within the context of education and the labour market, while business digitalization is treated as an element of innovation and competitiveness.

CDR provides an opportunity to take a broader view of these processes and integrate them into a comprehensive framework for the responsible use of technology and digital transformation initiatives. This does not mean that all organizations must adopt a single, uniform approach. Rather, digital responsibility should be tailored to the nature of each organization, its specific needs, available resources, and level of digital maturity.

2.3 Four dimensions of responsible digitalization

The plan incorporates four interrelated dimensions of Corporate Digital Responsibility (CDR): technological, social, economic, and environmental. This approach makes it possible to view

digitalization not merely as the implementation of tools and systems, but as a process that affects organizations, employees, service users, the economy, society and the environment.

Dimension	Regional Significance	Examples of Activities
Technical	Security, data, infrastructure, AI	LCIT, EZD RP, cybersecurity
Social	Skills, accessibility, awareness	UMCS, Voivodeship Labour Office (WUP) / Provincial Crisis Management Center (WZK), training programs
Economic	Competitiveness and SME development	Marshal Office of the Lubelskie Voivodeship (UMWL), Business Support Institutions (BSIs), entrepreneurs
Environmental	Efficient use of digital resources	IT energy efficiency, hardware lifecycle management, reduction of resource consumption

The environmental dimension does not require the creation of a separate program, but can be taken into account within existing infrastructure and digitalization activities, including through rational management of IT equipment, extending its life cycle, responsible management of end-of-life devices, and taking into account the energy efficiency of the solutions used.

2.4 Main needs and challenges

The regional ecosystem has significant potential; however, competencies and activities remain fragmented across various institutions. Therefore, the key challenge is not so much the lack of initiatives themselves, but rather their limited coordination and the varying levels of awareness of CDR.

Need	Target Group	Significance for the Region
Fragmented awareness of CDR	Public administration, SMEs, universities, business support institutions (BSIs)	CDR elements operate separately and are not perceived as a single, coherent concept.
Different levels of digital awareness	SMEs, public administration, local government units (LGUs)	Organizations possess varying levels of resources and competencies.
Growing importance of cybersecurity	Public administration, LGUs, SMEs	Digitalization increases dependence on secure systems.
AI development	Public administration, businesses, students	New tools require knowledge, governance principles, risk awareness, and the implementation of appropriate security systems.

Need	Target Group	Significance for the Region
Need for practical skills	Employees, entrepreneurs, students, trainers	Training should address everyday applications and respond to real market needs and challenges. Materials developed during training programs for trainers and SMEs could serve as a basis for both individual and group learning.
Alignment of education with the labour market	Students, employees, employers	Digital skills should reflect labour market changes and strengthen individuals' position in the job market.
SME access to knowledge	Micro and small enterprises	Limited resources make it difficult to access specialized expertise. Selecting effective communication channels is a key part of the process. Collaboration established between SMEs and CDR trainers can continue beyond the COEUS project, contributing to increased innovation and higher competency levels among SMEs.
Fragmentation of institutional activities	Entire ecosystem	Information exchange is necessary, along with leveraging existing relationships and expanding them to include organizations connected to CDR topics. Effective process management is crucial.
Environmental responsibility of digitalization	Public administration and businesses	Growing use of technology also entails increased energy consumption and equipment usage.
Sustainability of activities	All groups	Results should remain usable beyond a single project and provide value over a longer time horizon.

3. Objectives of the Action Plan

3.1 General purpose

The objective of the Plan is to create conditions for the further development of Corporate Digital Responsibility in the Lubelskie Voivodeship by gradually embedding a responsible approach to digital technologies into the existing cooperation mechanisms of public administration, business, academia, labour market institutions, and society.

The Plan is based on the principle of "integrate, not duplicate". Rather than establishing new parallel structures, it envisages leveraging existing cooperation networks, programmes, institutions, and services.

3.2 Specific objectives

5. Raising awareness of the responsible and ethical use of digital technologies;
6. Developing practical digital skills and competencies;
7. Strengthening cybersecurity and responsible information management, including the protection of personal data;
8. Preparing public administration, employees, and future workforce talent to use new technologies, including AI;
9. Increasing SMEs' access to knowledge, for example through training tailored to SMEs' needs and practical tools;
10. Enhancing cooperation between the public administration, academia, business sector, labour market, and society;
11. Leveraging existing business support institutions, industry organizations, and clusters as channels for reaching entrepreneurs;
12. Taking into account the social, economic, technological, and environmental dimensions of digitalization;
13. Exchanging best practices with regional, national, and international partners;
14. Ensuring the sustainability of the knowledge, materials, and experience developed through the COEUS project to date, and further advancing them within the framework of ongoing project activities.

4. Portfolio of activities

No.	Action	Primary action Area
1	CDR as a new thematic area within the Smart Specialisation of the Lubelskie Voivodeship (currently the Digital Society specialisation), related to the field of digitalisation.	Governance
2	Establishment and gradual development of a network for the exchange of knowledge, experience and good practices in Corporate Digital Responsibility.	National and Transnational Cooperation
3	Promotion of CDR within activities carried out in the Lubelskie Voivodeship.	Communication
4	Integration of Corporate Digital Responsibility topics into existing courses at UMCS, particularly those related to the management and operation of contemporary organisations.	Cultural Change and Awareness
5	Organisation of an open meeting or discussion on Corporate Digital Responsibility within the academic community.	Cultural Change and Awareness; National and transnational cooperation
6	Central deployment of EZD RP in voivodeship self-government organisational units in the SaaS model on the cloud infrastructure of the Lubelskie Voivodeship.	Governance
7	Development of the Lubelskie Cybersecurity Centre as a regional mechanism supporting monitoring, incident response, and capacity building for local government units.	Governance
8	Development and use of the LCIT training platform for the systematic enhancement of practical digital skills, including cybersecurity, safe use of digital tools, and responsible adoption of new technologies.	Training Ecosystem
9	Promoting CDR among SMEs through recurring networking events organised by Lubelskie Science and Technology Park (LPNT)	Training Ecosystem

Action 1. CDR as a new thematic area within the smart specialisation of the Lubelskie Voivodeship related to the digital themes

Action 1	CDR as a new thematic area within the smart specialization of the Lubelskie Voivodeship (now the specialization is named: Digital Society) related to the digital themes.
Action area(s)	Governance
Description	The regional innovation strategy of the Lubelskie Voivodeship will be updated. Next year, the mid-term evaluation is planned and CDR could be added as a new thematic area within the digital smart specialisation of the Lubelskie Voivodeship.
Target group	SMEs, public authorities, universities and research institutions, business support organisations, innovation actors.
Responsible actor	Local COEUS partner
Supporting actors	Regional stakeholders, associated partner
Timeline	short-term (1 year)- mid-term evaluation, medium-term (3 years) and long-term (5+ years)-formal adoption and implementation of the new regional innovation strategy
Resources needed	Employees from the Marshal Office of the Lubelskie Voivodeship, COEUS materials, official website and social media, regional stakeholders (for example thematic groups dedicated to the concrete smart specialisations)
COEUS tools used	COEUS Strategy, COEUS handbook, assessment tools, training materials, pilot results and stakeholder feedback and examples collected from SMEs
Expected output	A regional innovation strategy updated with the CDR as a new thematic area within smart specialization dedicated to the digital theme.
Expected result / outcome	Greater CDR awareness among regional stakeholders, especially SMEs, CDR as an innovation concept for SMEs, direction of development for Lubelskie Voivodeship
Monitoring indicators	Number of SMEs reached and workshops/meetings organised, CDR promoted on social media and website, policies influenced
Sustainability / follow-up	Continuous evaluation and analysis of expected results/outcomes

Action 2. Establishment and gradual development of a network for the exchange of knowledge, experience and good practices in Corporate Digital Responsibility

Action 2	Establishment and gradual development of a network for the exchange of knowledge, experience and good practices in Corporate Digital Responsibility.
Action area(s)	National and Transnational Cooperation
Description	The COEUS project has generated knowledge, tools, pilot experience and stakeholder contacts that can continue to create value after the project period. A structured cooperation network would help regional, national and international organisations exchange practical experience, compare approaches, identify common challenges and develop joint initiatives related to responsible digital transformation. The network should initially be light, flexible and based on existing stakeholder relations rather than on creating a new formal institution. The aim is to create a sustainable cooperation mechanism that connects public authorities, research and education institutions, business support organisations, SMEs and innovation actors interested in CDR and enables regular exchange of knowledge and good practices.
Target group	Public authorities at regional, local, national and European level; Universities, research institutions; Business support organisations, chambers, clusters, technology parks and development agencies; SMEs; COEUS project partners, associated partners and stakeholders from participating regions.
Responsible actor	Local COEUS partner
Supporting actors	Regional stakeholders, associated partner, COEUS partners, thematic groups linked to regional smart specialisations, universities, clusters, business support organisations.
Timeline	Medium-term implementation over 2 years, with the intention to continue cooperation beyond the formal implementation period.
Resources needed	Employees from the Marshal Office of the Lubelskie Voivodeship, COEUS materials, official website and social media, regional stakeholders (for example thematic groups dedicated to the concrete smart specialisations)
COEUS tools used	COEUS Strategy, handbook, assessment tools, training materials, pilot results, stakeholder feedback, SME examples and experience of project partners.

Expected outputs	A stakeholder map and contact base for CDR cooperation; a network concept and simple participation framework; a shared collection of tools, presentations, case studies and good practices; cross-regional or international knowledge exchange involving COEUS partners and other organisations; joint recommendations, workshop concepts or project ideas developed by network participants.
Expected result / outcome	Regional and international stakeholders gain broader and more practical knowledge of CDR, build trusted working relationships and have an established mechanism for continued exchange, joint learning and development of future initiatives. • Improved access to external expertise and tested approaches. • Stronger cooperation between public administration, academia, business support organisations and companies. • Better alignment of responsible digitalisation with regional innovation priorities. • Greater visibility of the Lubelskie Voivodeship as a region engaged in responsible and human-centred digital transformation. • New opportunities for participation in international projects and partnerships.
Monitoring indicators	Number of organised meetings, number of institutions engaged
Sustainability / follow-up	Rising number of stakeholders engaged.

Action 3. Promotion of CDR within activities carried out in the Lubelskie Voivodeship

Action 3	Promotion of CDR within activities carried out in the Lubelskie Voivodeship
Action area(s)	Communication
Background and rationale	Digitalisation is increasingly important for the competitiveness and resilience of SMEs, but many companies still approach it mainly from a technological perspective. Corporate Digital Responsibility complements this approach by addressing responsible data use, transparency, digital inclusion, cybersecurity, employee wellbeing, environmental impact and ethical use of digital tools. The action will translate the COEUS project's findings into accessible regional communication and practical examples relevant to Lubelskie stakeholders. The aim is to increase awareness and practical understanding of CDR among regional stakeholders and to position CDR as a useful framework for responsible innovation and digital transformation in Lubelskie Voivodeship.
Target group	SMEs; Business support organisations, NGOs, chambers of commerce, clusters, technology parks and innovation centres; Public authorities; Universities, Scientific and research institutions, vocational education actors; Innovation actors.
Responsible actor	Local COEUS partner

Supporting actors	Regional stakeholders, associated partner, business support organisations, universities, clusters, sectoral organisations, invited experts and SMEs willing to share examples.
Timeline	Short-term implementation over 1 year.
Resources needed	Staff time for coordination, content preparation, approval, publication and monitoring; COEUS communication materials, strategy, handbook, assessment tools, training materials and pilot results; Official websites, newsletters and social media channels of the Marshal Office and partner organisations; Graphic templates, presentation materials, roll-up or portable project display for meetings and events; Access to regional events, workshops, networking meetings and consultations.
COEUS tools used	COEUS Strategy, COEUS handbook, self-assessment and assessment tools, training materials, pilot results, stakeholder feedback and examples collected from SMEs.
Expected outputs	Greater CDR awareness among regional stakeholders, especially SMEs, CDR as an innovation concept for SMEs, direction of development for Lubelskie Voivodeship.
Expected result / outcome	Regional stakeholders, especially SMEs and business support organisations have a clearer understanding of what CDR means in practice, recognise its relevance to responsible digital transformation and know where to find further guidance and support.
Monitoring indicators	Materials produced, engagement where available, clicks on referral links, number of meetings, workshops attended.
Sustainability / follow-up	Continued publication of CDR-related content when linked to digitalisation, innovation, cybersecurity, sustainability or SME support. To encourage stakeholder institutions to reuse and disseminate materials through their own channels. CDR as a topic presented during the thematic meetings dedicated to the digital areas.

Action 4. Integration of Corporate Digital Responsibility topics into existing courses at UMCS, particularly those related to the management and operation of contemporary organisations

Action 4	Integration of Corporate Digital Responsibility topics into existing courses at UMCS, particularly those related to the management and operation of contemporary organisations.
Action area(s)	Cultural Change and Awareness (primary); Training Ecosystem; Governance; Communication
Description	The topic of Corporate Digital Responsibility will be covered during an open meeting for students and visitors from outside the university, open to those interested in participating
Target group	Students, university employees, visitors, guests
Responsible actor	Local COEUS partner
Supporting actors	Collaboration between local COEUS partner and the Marshal Office
Timeline	Short-term (one year); medium-term (2 years) and long-term (+3)
Resources needed	Employees from Maria Curie-Skłodowska University, teaching materials, COEUS materials, presentations, keynote speaker from local COEUS partner or Marshal Office, official website and social media
COEUS tools used	pilot results and stakeholder feedback and Examples collected from SMEs
Expected output	New knowledge among participants and competences for the market, promotion of the CDR in the region
Expected result / outcome	Greater CDR awareness and knowledge of the topic
Monitoring indicators	Number of people participating in the open meeting
Sustainability / follow-up	Continuous evaluation and analysis of expected results/outcomes

Action 5. Discussing CDR as a topic in the course with university students

Action 5	Discussing CDR as a topic in the course with university students.
Action area(s)	Cultural Change and Awareness (primary); Communication; Training Ecosystem; National and transnational cooperation
Description	The topic Corporate Digital Responsibility will be covered during a practical workshop with students during the Governance course.
Target group	students
Responsible actor	Local COEUS partner
Supporting actors	Not needed
Timeline	short-term (one year)- mid-term evaluation, medium-term (two years) and long-term (+3)
Resources needed	Employees from Maria Curie-Skłodowska University, teaching materials, COEUS materials
COEUS tools used	COEUS handbook, training materials, examples collected from SMEs
Expected output	New knowledge among students and competences for the market, opening new areas for job finding for students
Expected result / outcome	Greater CDR awareness and knowledge of the topic, especially among students
Monitoring indicators	Number of students participating in the Governance course per year
Sustainability / follow-up	Continuous evaluation and analysis of expected results/outcomes

Action 6. Central deployment of EZD RP in voivodeship self-government organisational units in the SaaS model on the cloud infrastructure of the Lubelskie Voivodeship

Action 6	Central deployment of EZD RP in voivodeship self-government organisational units in the SaaS model on the cloud infrastructure of the Lubelskie Voivodeship.
Action area(s)	Governance (primary); ESG Sustainability and Monitoring.
Description	The action concerns the central deployment and maintenance of EZD RP as a shared digital document management service for voivodeship organisational units. The system is provided in the SaaS model on the cloud of the Lead Unit, and the implementing unit uses it through a web application available via an internet browser. The deployment agreement defines the conditions, responsibilities of the parties, and technical, organisational and normative requirements necessary for production launch. The action strengthens governance, accountability, data protection and continuity of digital public services. The Lubelskie Cybersecurity Centre develops a regional capability for cybersecurity monitoring, incident response and competence-building. The Lublin Centre for Innovation and Technology training platform supports practical digital skills, cybersecurity awareness, responsible use of IT tools such as Microsoft 365 and future AI-related training.
Target group	Voivodeship self-government organisational units, management of units, registry offices, local administrators, EZD RP coordinators, subject-matter staff.
Responsible actor	Lublin Centre for Innovation and Technology as the Lead Unit.
Supporting actors	NASK, implementing units, local administrators, deployment coordinators, Data Protection Officers, archivists, technical teams, legal support and training teams.
Timeline	Deployment according to schedules agreed with individual implementing units after signing the deployment agreement. The agreement provides that the parties jointly agree the implementation schedule within 30 working days from signing the agreement.
Resources needed	Regional cloud infrastructure, technical team, EZD RP team, Helpdesk, training materials, legal and data protection support, templates for archival and registry documentation, coordination with NASK and implementing units.
COEUS tools used	COEUS Strategy, CDR principles, governance approach, training materials and monitoring logic.

Expected output	Deployed EZD RP instances, deployment documentation, configuration models for units, templates and recommendations, training materials, Helpdesk model, deployment agreements and maintenance agreements.
Expected result / outcome	Units use a unified, centrally maintained and secure document management system, strengthening standardisation, accountability, data protection and transparency of administrative processes.
Monitoring indicators	Number of units covered by deployment; number of production launches; number of trained users; number of Helpdesk tickets; number of units after the adaptation period; number of status meetings.
Sustainability / follow-up	After the adaptation period, ongoing support is regulated by a separate agreement concerning maintenance and support of EZD RP. The maintenance agreement covers, among others, SaaS maintenance, Helpdesk, updates, backups, availability monitoring and substantive support.

Action 7. Development of the Lubelskie Cybersecurity Centre as a regional capability supporting cybersecurity monitoring, incident response and competence-building for local government units

Action 7	Development of the Lubelskie Cybersecurity Centre (LCC) as a regional capability supporting cybersecurity monitoring, incident response and competence-building for local government units.
Action area(s)	Governance (primary); Training Ecosystem; ESG Sustainability and Monitoring.
Description	The action concerns the development of a regional cybersecurity model for local government units. The idea of LCC is to support local government units that operate in diverse IT environments and face different levels of cybersecurity maturity. The centre would provide a common organisational and technical framework for monitoring, incident response, cybersecurity awareness and access to specialist knowledge. The project assumptions describe LCC as a shared platform for SOC monitoring, incident response and competence-building for local government units, with the Marshal Office of the Lubelskie Voivodeship as the leader and Lublin Centre for Innovation and Technology as the implementing body.
Target group	Local government units in the Lubelskie Voivodeship, especially those that need support in strengthening cybersecurity processes, tools, skills and organisational readiness.
Responsible actor	Marshal Office of the Lubelskie Voivodeship as the regional public authority; Lublin Centre for Innovation and Technology as an operational and technical implementer of the LCC concept.
Supporting actors	Local government units as a Partner, IT teams in local government units, Lubelskie Cybersecurity Centre's SOC, cybersecurity specialists, persons responsible for information security management, incident handling and user training.

Timeline	The action should be developed progressively: preparation of the cooperation model, identification of partner needs, organisational and technical readiness, implementation of cybersecurity services, operationalisation, training and long-term maintenance. The LCC assumptions describe a phased approach including preparation, infrastructure and service deployment, operationalisation, stabilisation, training and follow-up.
Resources needed	Organisational coordination, cybersecurity specialists, cooperation with local government units, technical tools for monitoring and incident handling, procedures, inventory data, training materials, communication channels and a model for maintaining services after implementation.
COEUS tools used	COEUS Strategy, governance principles, technological CDR principles, training approach, monitoring logic and good-practice exchange.
Expected output	Regional cybersecurity cooperation model, cybersecurity service catalogue, procedures for monitoring and incident response, IT inventory approach, training materials, cyber hygiene programme and operational model for supporting local government units.
Expected result / outcome	Local government units gain access to a more coordinated cybersecurity support model, which helps reduce fragmentation, improves awareness and strengthens the ability to detect, respond to and manage cybersecurity risks.
Monitoring indicators	Number of local government units participating in the initiative; number of units covered by cybersecurity support; number of implemented service components; number of handled or analysed incidents; number of trained users; number of completed awareness activities.
Sustainability / follow-up	LCC should be treated as a long-term regional cybersecurity capability, not only as a one-off project. Follow-up should include maintaining cooperation with local government units, updating procedures and tools, continuing training activities and reviewing the effectiveness of the support model.

Action 8. Development and use of the Lublin Centre for Innovation and Technology training platform for the systematic enhancement of practical digital skills, including cybersecurity, safe use of digital tools, and responsible adoption of new technologies

Action 8	Development and use of the Lublin Centre for Innovation and Technology training platform for the systematic enhancement of practical digital skills, including cybersecurity, safe use of digital tools, and responsible adoption of new technologies.
Action area(s)	Training Ecosystem (primary); Cultural Change and Awareness; Communication; Governance.
Description	The action concerns the development of a practical training offer delivered through the Lublin Centre for Innovation and Technology training platform. It already has organisational tasks related to managing a training platform, creating training courses, assigning access to courses, producing video and audio materials, preparing e-learning content and managing a repository of training materials. The training offer should focus on everyday digital work rather than abstract CDR theory. It may include cybersecurity and cyber hygiene, safe use of IT tools, Microsoft 365 in office work, digital document workflows, data protection basics and, in the future, responsible use of AI tools.
Target group	Employees of the Lublin Centre for Innovation and Technology, voivodeship organisational units, local government units and other public-sector users who need practical digital skills for everyday work.
Responsible actor	The Lublin Centre for Innovation and Technology
Supporting actors	The Lublin Centre for Innovation and Technology training platform team, SOC, IOD, IT support teams, Microsoft 365 administrators, subject-matter experts, and future AI implementation teams.
Timeline	Short and medium term. Courses can be developed progressively, starting from cybersecurity and practical IT tools, and later expanded to AI-related topics as internal rules, tools and use cases mature.
Resources needed	The Lublin Centre for Innovation and Technology training platform, e-learning tools, video and multimedia production capacity, trainers, subject-matter experts, course templates, user instructions, knowledge base, communication channels and feedback forms. The Lublin Centre for Innovation and Technology organisational tasks explicitly include creating training courses on the platform, producing video and audio materials, creating video materials for e-learning and managing a repository of video materials.
COEUS tools used	COEUS Strategy, CDR Handbook, training materials, practical examples, communication materials and monitoring logic.

Expected output	A set of practical courses available through the Lublin Centre for Innovation and Technology training platform, including cybersecurity/cyber hygiene, safe and effective use of Microsoft 365, basic data protection in digital work, responsible use of IT tools, and later training modules on AI tools.
Expected result / outcome	Public-sector employees improve practical digital competences and use digital tools more safely, effectively and responsibly. CDR is translated into everyday behaviours: secure work with data, careful use of collaboration tools, awareness of risks and responsible adoption of new technologies.
Monitoring indicators	Number of courses prepared; number of users enrolled; number of completed courses; number of units using the platform; user feedback; number of updated materials; number of new topic modules added.
Sustainability / follow-up	The training platform can become a permanent mechanism of the Lublin Centre for Innovation and Technology for building digital competences. Materials should be updated as tools, cybersecurity risks, Microsoft 365 practices and AI use cases evolve. Future AI modules can be added once the Lublin Centre for Innovation and Technology defines practical and safe scenarios for using AI tools in administration.

Action 9. Promoting CDR among SMEs through recurring networking events organised by Lubelskie Science and Technology Park (LPNT)

Action 9	Promoting Corporate Digital Responsibility among SMEs through recurring networking events organised by Lubelskie Science and Technology Park (LPNT).
Action area(s)	Training Ecosystem (primary); Cultural Change and Awareness; Communication;
Description	The action will integrate Corporate Digital Responsibility (CDR) into recurring business networking events organised by Lubelskie Science and Technology Park (LPNT). It aims to introduce SMEs to responsible uses of technology and demonstrate their relevance to customer trust, employee relations and business development. Selected events will include short, 15–20-minute expert contributions or good-practice presentations. Topics will cover responsible use of data and artificial intelligence, digital security, accessibility of digital services, trustworthy online communication and the impact of technology on employees and the environment.
Target group	Micro, small and medium-sized enterprises in the Lubelskie Voivodeship, particularly business owners, managers and employees responsible for digitalisation, customer service, communication and human resources.
Responsible actor	Lubelskie Science and Technology Park (LPNT) - event organisation, participant recruitment, CDR promotion, distribution of materials and monitoring.
Supporting actors	CDR experts, regional business support organisations, business associations and companies presenting good practices. Their contributions will be agreed before implementation.
Timeline	Short-term implementation over 1 year.
Resources needed	LPNT staff responsible for events and communication; content support from the COEUS partner and experts; existing event premises and equipment; social media and business communication channels.
COEUS tools used	COEUS Strategy, CDR principles, training materials.
Expected output	A series of networking events featuring CDR; practice examples and self-assessment questions; promotional and educational posts;
Expected result / outcome	Greater SME awareness of responsible uses of digital technologies; improved identification of company practices requiring attention; increased willingness to take practical CDR steps and exchange experience with other businesses.
Monitoring indicators	Materials produced, engagement where available, clicks on referral links, number of meetings, workshops attended.
Sustainability / follow-up	Continued publication of CDR-related content when linked to digitalisation, innovation, cybersecurity, sustainability or SME support. CDR as a topic presented during the thematic meetings dedicated to the digital areas.

5. Summary

The action plan for the development of Corporate Digital Responsibility (CDR) in the Lubelskie Voivodeship serves as a reference point for current and future activities aiming to develop and implement the principles resulting from the CDR approach, as an ethical, secure, responsible, and sustainable use of digital technologies. Its main dimensions are:

- The social dimension, which refers to the organization's relations with people and society, in particular the protection of data privacy and issues related to digital diversity and inclusivity,
- The technological dimension, which focuses on the integrity, security, and compliance with ethical principles of key digital infrastructure.
- The environmental dimension, which refers to the physical environmental footprint of digital services, characterized by high energy consumption and resource depletion.
- The economic dimension, which represents a shift from short-term profit maximization towards long-term creation of 'shared value'.

The document consists of the following chapters: executive summary, territorial context and starting point for CDR, goals of the action plan, portfolio of actions, and summary. The basis for creating this document is the COEUS project, including a manual dedicated to CDR for small and medium-sized enterprises, training materials for trainers and SMEs dedicated to CDR including surveys, training modules, a curriculum in the field of corporate digital responsibility, materials prepared by trainers, and recommendations resulting from meetings held with trainers, SMEs, and regional stakeholders. The strategic document for preparing the action plan is the COEUS project strategy concerning upskilling/reskilling in the area of CDR in Central Europe, which indicates specific thematic areas: CDR basics, cultural change and awareness building, management, innovation and SME support, training ecosystem, funds and investments, communication, cooperation at the national and transnational level, sustainable development based on environment, society, and governance, as well as transnational integration of policies. In reference to the above thematic areas, 8 actions supporting the development of CDR have been selected, along with brief descriptions, target groups, resources, goals, indicators, and timeframes. An additional source of information for creating the document was the conclusions drawn from current activities carried out as part of the tasks of the Lubelskie Voivodeship local government, with particular emphasis on the Regional Innovation Strategy of the Lubelskie Voivodeship up to 2030, and meetings with regional stakeholders, voivodeship local government organizational units, and COEUS project partners.

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Letters of Intent



LETTER OF INTENT FOR FUTURE COOPERATION

CE0200863 – COEUS

Corporate Digital Responsibility Skills in Central European Smart Specialisation

RCR84_1.2: Organisations cooperating across borders after project completion

Letter of Intent for the uptake and capitalisation of the COEUS project

This Letter of Intent is made by the COEUS project partnership (the Signatories) and formalises their commitment to continue transnational cooperation on Corporate Digital Responsibility (CDR) skills after the completion of the project.

The Signatories are all seven project partners (PP) and five associated partners (AP) of project CE0200863 COEUS – Corporate Digital Responsibility Skills in Central European Smart Specialisation, co-funded by the European Regional Development Fund (ERDF) under the Interreg Central Europe 2021–2027 Programme, Priority 1 "Cooperating for a smarter Central Europe", Specific Objective SO1.2 "Strengthening skills for smart specialisation, industrial transition and entrepreneurship in Central Europe".

The project aimed to co-design, pilot-test, and implement a CDR upskilling and reskilling programme for traditional and innovative SMEs across Central Europe, resulting in the following key outputs:

Solutions

- O1.2 – COEUS SME Upskilling/Reskilling Programme: a solution for SMEs' digital skills in Central Europe
- O2.1 – COEUS SME Upskilling/Reskilling Programme: a jointly piloted action for boosting CDR digital skills in Central European SMEs

Strategies

- O3.1 – COEUS Strategy for CDR in Central Europe
- O3.2 – COEUS Action Plans for CDR in Central Europe (5 territorial Action Plans)

TOPICS FOR FUTURE COOPERATION

All Signatories commit to the continued adoption, use, and capitalisation of the COEUS outputs listed above, as well as to promoting the uptake of solutions, tools, strategies, and action plans developed during the project. In particular, they commit to pursuing cooperation on the following topics:

- **Corporate Digital Responsibility skills for SMEs** - Continuation of efforts to raise awareness and develop practical CDR skills among SMEs in traditional and innovative sectors, with a focus on smart specialisation priorities for digitalisation.
- **Application and dissemination of the COEUS upskilling/reskilling programme** - Continued use, promotion, and, where appropriate, adaptation of the jointly developed CDR skill-enhancing toolkit in partner territories, including integration into existing business support services such as training schemes, mentoring programmes, and innovation vouchers.
- **Stakeholder engagement for CDR** - Sustained engagement of the local, regional, and national stakeholder networks established during the project, building on the COEUS stakeholder engagement methodology.
- **Policy integration and strategy implementation** - Follow-up on the implementation of the COEUS Strategy and local Action Plans endorsed by partner organisations before project end, including monitoring of commitments made and identification of further funding opportunities (e.g. ERDF, ESF+, national programmes) for scaling up CDR support measures.
- **CDR trainer community** - Maintenance and extension of the transnational pool of CDR trainers established, including continued networking, knowledge exchange, and potential joint recruitment of trainers for post-project activities.

COOPERATION CONCEPTS

To ensure that the topics listed above are actively pursued for a period of three years after project completion, the Signatories agree to the following cooperation framework:

- **Regular meetings** - The Signatories commit to holding a minimum of one virtual meeting per year (3 in total) to review progress on Action Plan implementation, share CDR-related developments from their respective territories, and identify opportunities for joint activities. Applicable to partners and associated partners.
- **Document and knowledge sharing** - All COEUS outputs and deliverables, including the SME upskilling/reskilling programme, the CDR strategy, the capacity-enhancing kit, and the catalogue of Action Plans, will remain publicly accessible via the COEUS project website and the DIHS institutional website and will be maintained by the Signatories through their own digital platforms and communication channels. Applicable to partners only.
- **Joint future activities** - The Signatories express their intention to explore and, where feasible, jointly develop or participate in future projects and initiatives that build on and extend the results of COEUS. This includes potential applications to future calls under Interreg Central Europe, Interreg Europe, Horizon Europe, the Digital Europe Programme, or other relevant funding instruments at the national and regional level. Priority will be given to initiatives that further mainstream CDR skills into SME support systems and smart specialisation strategies in partner territories. Applicable to partners and associated partners.
- **Monitoring of Action Plan implementation -** Each signatory organisation will provide an annual update to the group on progress in implementing the commitments set out in its local COEUS Action Plan. To facilitate this exchange, a simple shared reporting template will be developed by the Lead Partner, in cooperation with the WP3 Leader responsible for the activities related to “Transnational Uptake and Policy Integration for CDR Skills in Central Europe”, within three months of the project's completion. Applicable to partners only.

Legal Status and Implementation

This Letter of Intent reflects the commitment of the Signatory organisations to continue their cooperation on Corporate Digital Responsibility beyond the lifetime of the COEUS project. It is a declaration of intent and does not constitute a legally binding agreement or a financial commitment on the part of any signatory.

Digital Innovation Hub Slovenia

The undersigned, acting as authorised Director of Digital Innovation Hub Slovenia partner of the project CE0200863 COEUS, hereby confirms the organisation's commitment to the continuation of transnational cooperation on Corporate Digital Responsibility skills in Central Europe, as set out in this Letter of Intent.

Digital Innovation Hub Slovenia

Katja Mohar Bastar, Director

Signature 

Date: 7.10.2026

Stamp

LETTER OF INTENT FOR THE UPTAKE OF PROJECT RESULTS

CE0200863 – COEUS

Corporate Digital Responsibility Skills in Central European Smart Specialisation

RCR104_1.2: Solutions taken up or up-scaled by organisations borders after project completion

RCR79_1.2: Joint strategies and action plans taken up by organisations

Letter of Intent for the Future Uptake of COEUS Project Results (RCR79, RCR104)

This Letter of Intent (LoI) is issued on behalf of the partnership of the project COEUS – Corporate Digital Responsibility Skills in Central European Smart Specialisation, co-funded by the European Regional Development Fund (ERDF) under the Interreg Central Europe 2021–2027 Programme, Priority 1 "Cooperating for a smarter Central Europe", Specific Objective SO1.2 "Strengthening skills for smart specialisation, industrial transition and entrepreneurship in Central Europe".

The purpose of this Letter of Intent is to formalise the shared commitment of the COEUS project partners to take up and implement the key outputs developed within the project, namely the COEUS Solution, the COEUS Strategy, and the COEUS Local Action Plans, and to support their continuation, further deployment, and long-term sustainability beyond the project duration.

Not all partners are involved in the uptake of every output: as detailed below, the COEUS Solution and the COEUS Local Action Plans concern specific partners according to their respective roles and territorial context. Each partner is therefore requested to indicate, through its signature to this Letter of Intent, which of the following outputs concern its own organisation, in accordance with the selection set out in the signature section below.

The COEUS partnership has jointly developed the following key project outputs:

Solution

- O1.2 – COEUS SME Upskilling/Reskilling Programme: a solution for SMEs' digital skills in Central Europe, developed, tested, and validated through the project activities.

Strategy and Action Plans

- O3.1 – COEUS Strategy for Corporate Digital Responsibility in Central Europe.

- O3.2 – COEUS Local Action Plans for Corporate Digital Responsibility in Central Europe.

Through the commitments set out below, the project partners and associated partners contribute to the achievement of the following Interreg Central Europe Programme Result Indicators:

- Result 2 – RCR104_1.2: Solutions taken up or up-scaled by organisations.
- Result 3 – RCR79_1.2: Joint strategies and action plans taken up by organisations.

Result 2 – Uptake of the COEUS Solution (RCR104_1.2)

The COEUS project partners concerned by this Result, as indicated below and confirmed through signature, commit to taking up and applying the COEUS SME Upskilling/Reskilling Programme (O1.2) within their organisations and territories.

The uptake of the solution will be ensured through the integration of the COEUS Capacity Enhancing Kit, training materials and related resources into existing organisational services, support schemes and communication channels, avoiding the creation of parallel structures and ensuring continuity beyond the project duration.

Partners will maintain and further apply the solution through their existing staff, infrastructures and institutional services, including digital platforms, advisory services, innovation support activities and stakeholder networks.

The intended uptake pathways are the following:

- **X Digital Innovation Hub Slovenia (DIHS):** Uptake of CDR will be supported by integrating CDR principles, tools and expertise into DIHS's existing digital transformation and SME support activities, building on existing organisational resources, expert capacities and support mechanisms developed through COEUS.
- ☐ **Metropolitan City of Turin (CMTO):** Uptake through the integration of Corporate Digital Responsibility principles into metropolitan enterprises support

activities, in connection with the metropolitan Plan for Social Economy, and diffusion of COEUS training resources through the institutional communication channels.

- ☐ **Styrian Business Promotion Agency (SFG):** Uptake through the incorporation of CDR-related knowledge, tools and methodologies into existing innovation and SME support consultations, networking activities and support programmes provided by SFG.
- ☐ **Innovation Centre of Usti Region (ICUK):** Uptake through the extension of the existing Business Ambulance advisory service with a dedicated CDR pathway, including diagnosis, referral mechanisms and recommendation notes for SMEs.
- ☐ **Lubelskie Voivodeship:** Uptake through the integration of COEUS training resources and Corporate Digital Responsibility principles into regional innovation support activities, particularly in connection with the ongoing mid-term evaluation and update of the regional innovation strategy and digital smart specialisation priorities.
- ☐ **Other COEUS partners:** partners not directly involved in the uptake of the Solution within their own organisation contribute to the achievement of this Result through their participation in the joint development, testing and validation of the COEUS Solution, as well as through dissemination and awareness-raising activities within their own networks and territories.

The uptake of the solution will be documented through the Local Action Plans developed within the project and through the monitoring activities established by each partner organisation.

Result 3 – Uptake of the COEUS Strategy and Local Action Plans (RCR79_1.2)

The COEUS partners confirm that the COEUS Strategy (O3.1) and the COEUS Local Action Plans (O3.2) are the direct results of joint work carried out within the COEUS project. While the COEUS Strategy is a single, shared document jointly developed and approved by all partner organisations, each of the COEUS Local Action Plans has been tailored to a specific territorial context and will be adopted locally by its respective partner organisation.

The partners commit to endorsing, taking up and implementing the Strategy and the Local Action Plans within their respective organisations and territories beyond the project duration. Uptake will be ensured through their integration into existing institutional frameworks, organisational planning processes and service delivery mechanisms.

While the commitment to the Strategy is made jointly by all partners, the commitment to the Local Action Plans is individual: each partner organisation implementing an own Local Action Plan takes up and implements it, as indicated below and confirmed through signature, while partners without an own Local Action Plan support its objectives and contribute to the achievement of this Result as further detailed below. The partners implementing an own Local Action Plan envision the following implementation pathways:

- **X Digital Innovation Hub Slovenia (DIHS):** (DIHS) envisions the gradual integration of Corporate Digital Responsibility (CDR) into the existing Slovenian digital innovation and SME support ecosystem. This will include embedding CDR into existing training, advisory and digitalisation support activities, strengthening CDR expertise and knowledge transfer, and providing SMEs with practical tools and guidance. DIHS will also promote awareness-raising, stakeholder dialogue and the continued use of COEUS knowledge, tools and good practices beyond the project lifetime.
- ☐ **Metropolitan City of Turin (CMTO):** Metropolitan City of Turin (CMTO) envisions the integration of Corporate Digital Responsibility (CDR) into local

policies and planning, supported by awareness-raising, training and capacity-building for businesses, public bodies and other stakeholders. The approach also includes mapping and sharing CDR tools and expertise, promoting funding opportunities and collaborative projects, strengthening communication and knowledge exchange, and monitoring the uptake of CDR practices across the metropolitan area.

- ☐ **Styrian Business Promotion Agency (SFG):** CDR principles and actions will be incorporated into existing SFG innovation support services and communication activities, relying on existing organisational resources, staff capacities and established SME support mechanisms, without requiring additional external funding.

- ☐ **Innovation Centre of Usti Region (ICUK):** The CDR pathway developed within the Business Ambulance service will be embedded into ICUK's existing advisory infrastructure and connected with regional experts, ICUK services and future national or European support programmes.

- ☐ **Lubelskie Voivodeship:** Corporate Digital Responsibility will be introduced as a new thematic area within the regional digital smart specialisation framework through the ongoing review and update process of the regional innovation strategy. The implementation roadmap foresees short-, medium- and long-term actions (1-5+ years), with continuous evaluation of results as a follow-up mechanism.

- ☐ **Other COEUS partners:** partners without an own Local Action Plan contribute to the achievement of this Result through their participation in the joint development of the COEUS Strategy and Local Action Plans, and through the dissemination and promotion of their uptake within their own networks and territories.

Confirmation of the Joint Development of the Strategy, Action Plans and Solution

The COEUS Strategy, Local Action Plans and Solution are the outcome of a joint and collaborative process carried out by the COEUS transnational partnership throughout the project implementation period. The project was structured around three interconnected phases:

1. Joint analysis and development phase, including the identification of Corporate Digital Responsibility needs and the preparation of the common COEUS Handbook, methodology and training materials;
2. Joint testing and validation phase, including pilot training activities for trainers and SME employees across all partner regions, generating common evidence, feedback and lessons learned;
3. Joint strategy development phase, resulting in the creation of the transnational COEUS Strategy and territorial Action Plans, translating the common strategic framework into locally adapted implementation measures.

All partners acted as co-developers of the COEUS framework. The Local Action Plans were developed according to a common methodology and template, ensuring coherence across territories while reflecting the specific needs, opportunities and institutional contexts of each region.

Therefore, the COEUS Strategy, Local Action Plans and Solution represent shared partnership-generated outputs, developed collectively through transnational cooperation, rather than the result of any single organisation.

Sustainability and Long-Term Application Beyond Project End

Beyond the project implementation period, partners commit to maintaining and applying the COEUS results through their existing organisational resources, staff capacities, infrastructures and communication channels. No additional external funding is required for the continuation of these activities, as the uptake is based on the integration of COEUS outputs into already existing services and institutional processes.

Long-term sustainability will be supported through:

- integration of COEUS outputs into organisational strategies and service portfolios;
- continuous monitoring of implementation indicators identified in the Local Action Plans;
- regular review within existing institutional planning cycles;
- continued cooperation with regional stakeholders, experts, SMEs and innovation ecosystems.

Legal Status

This Letter of Intent reflects the commitment of the COEUS project partners to take up and implement the project outputs and does not constitute a legally binding agreement or create any financial obligation for the signatory organisation(s)

Digital Innovation Hub Slovenia - DIHS

The undersigned, acting as the authorised Director of DIHS, partner of the CE0200863 COEUS project, hereby confirms the organisation's commitment to the future uptake of the COEUS project results described above. In particular, by ticking the relevant option(s) below, the undersigned confirms that the organisation:

x takes up the COEUS Solution (O1.2 – COEUS SME Upskilling/Reskilling Programme), in accordance with the uptake pathway selected under Result 2 above;

x takes up and implements its own COEUS Local Action Plan, entitled COEUS Action Plan Slovenia in accordance with the implementation pathway selected under Result 3 above;

☐ does not directly take up the COEUS Solution nor an own COEUS Local Action Plan (as selected under "Other COEUS partners" under Result 2 and/or Result 3

above), but has actively contributed and continues to contribute to the achievement of the above-mentioned Result(s), namely through

In all cases, the undersigned confirms the organisation's endorsement of the COEUS Strategy (O3.1) and its commitment to support the continuation, further deployment and long-term sustainability of the above-mentioned outputs beyond the project's duration.

Digital Innovation Hub Slovenia

Katja Mohar Bastar, Director

Signature

Stamp



Date: 7.10.2026

TORINO METROPOLI
Città metropolitana di Torino

ATTO N. DCR 227 **DEL 07/10/2026**

DECRETO

OGGETTO: PROGRAMMA INTERREG CENTRAL EUROPE PROGETTO COEUS – CORPORATE DIGITAL RESPONSIBILITY SKILLS IN CENTRAL EUROPEAN SMART SPECIALISATION – APPROVAZIONE E ADOZIONE STRATEGIA COEUS, PIANO DI AZIONE LOCALE E LETTERE DI INTENTI PER FUTURA COOPERAZIONE

LA CONSIGLIERA DELEGATA

Dato atto che, a seguito della consultazione elettorale tenutasi nei giorni 3-4 ottobre e 17-18 ottobre 2021, Stefano Lo Russo è stato proclamato, il 27 ottobre 2021, Sindaco di Torino e conseguentemente, ai sensi dell'art. 1, comma 16, della Legge 7 aprile 2014 n. 56, Sindaco, altresì, della Città Metropolitana di Torino;

Visto il verbale di proclamazione degli eletti del 22 dicembre 2021, redatto a seguito delle elezioni del Consiglio metropolitano tenutosi in data 19 ottobre 2021 e detenuto agli atti dell'amministrazione;

Vista la deliberazione del Consiglio Metropolitano n. 1/2022 del 12 gennaio 2022 di convalida, ai sensi e per gli effetti dell'art. 41, comma 1, del D.Lgs 18.08.2000, n. 267/2000 e s.m.i., dell'elezione di tutti i Consiglieri Metropolitani, a seguito della consultazione elettorale del 19 dicembre 2021;

Vista la legge 7 aprile 2014 n. 56 recante "Disposizioni sulle città metropolitane, sulle province, sulle unioni e fusioni dei comuni", così come modificata dalla Legge 11 agosto 2014, n. 114, di conversione del decreto legge 24 giugno 2014, n. 90;

Visto l'art. 1, comma 50, Legge 7 aprile 2014 n. 56, in forza del quale alle Città Metropolitane si applicano, per quanto compatibili, le disposizioni in materia di comuni di cui al testo unico, nonché le norme di cui all'art. 4 della Legge 5 giugno 2003, n. 131;

Visto il Decreto del Sindaco metropolitano n. 1 del 13/01/2022 con cui sono state conferite alla Consigliera Cambursano le seguenti deleghe delle funzioni amministrative: sviluppo economico, attività produttive, turismo, pianificazione strategica.

Premesso che:
la Città metropolitana di Torino è coinvolta, attraverso l'Unità Specializzata in Programmi e Progetti europei ed internazionali e l'Unità Statistica, Economia e Imprese del Dipartimento di Sviluppo economico, territoriale e sociale nella realizzazione del progetto europeo COEUS *"Corporate digital responsibility skills in central european smart specialisation"*, avente come obiettivo principale lo sviluppo transnazionale di

competenze di Corporate Digital Responsibility (CDR) per le PMI tradizionali e innovative;
la partecipazione al progetto, costituisce un'opportunità per aumentare la consapevolezza territoriale rispetto alla Corporate Digital Responsibility (CDR), definita come insieme di pratiche e comportamenti che aiutano un'organizzazione a usare i dati e le tecnologie digitali in modi socialmente, economicamente e ambientalmente responsabili. In particolare, le attività progettuali favoriscono una maggiore conoscenza e competenze legate alla CDR, sia nel tessuto imprenditoriale che nell'ecosistema locale di supporto alle imprese e all'innovazione, attraverso lo sviluppo di azioni pilota per la formazione di trainer e imprese, e la redazione di una Strategia congiunta e di Piani di Azione territoriali.
il progetto COEUS è connesso con gli obiettivi definiti nel Piano metropolitano per l'Economia Sociale 2030, approvato all'unanimità dal Consiglio metropolitano con propria Deliberazione n. 6 del 8/05/2025 ai sensi dell'art. 20 lettera f. dello Statuto metropolitano, e in particolare con l'azione di promozione in ambito profit e non-profit del tema della Corporate Digital Responsibility per un utilizzo delle tecnologie digitali e i dati in modo socialmente, economicamente e ambientalmente responsabile ed orientato all'impatto, inserita nella cornice dell'obiettivo 5.3 "RAFFORZARE LA DIGITALIZZAZIONE, L'INNOVAZIONE, L'UTILIZZO DELLA TECNOLOGIA E DEI DATI NELL'ECONOMIA SOCIALE" del Piano stesso.

Richiamato il Decreto del Sindaco Metropolitano DCRS n. 1 del 13 gennaio 2022, ad oggetto: "Legge 7 aprile 2014 n. 56 – Nomina Vicesindaco e assegnazione deleghe di funzioni amministrative ai Consiglieri Metropolitani", con il quale sono state conferite alla Consigliera Metropolitana Sonia Cambursano le seguenti deleghe: sviluppo economico, attività produttive, turismo e pianificazione strategica.

Dato atto che:
con Decreto della Consigliera delegata DCR n. 160 del 24 maggio 2024 si è preso atto dell'avvenuta ammissione al finanziamento del sopracitato progetto, è stata disposta la firma del relativo accordo di partenariato - *partnership agreement* - ed è stata infine demandata al Dirigente competente la gestione di tutte le incombenze derivanti dall'implementazione del progetto.

Rilevato che:
il partenariato del progetto COEUS è composto dalle seguenti organizzazioni:
- Digital Innovation Hub Slovenia (Slovenia) – Capofila
- Città metropolitana di Torino - partner
- Styrian Business Promotion Agency (Austria) - partner
- Innovation Centre of Usti Region (Repubblica Ceca) - partner
- Chamber of Commerce and Industry of Slovenia (Slovenia) - partner
- Lubelskie Voivodeship (Polonia) - partner
- University North (Croazia) – partner

nonché dai seguenti partner associati:
- Technology Park Ljubljana (Slovenia)
- J. E. Purkyne University in Ústí nad Labem (Repubblica Ceca)
- Association of Importers and Producers of Electrical and Electronic Equipment ZIPSEE Digital Poland (Polonia)
- People's University of Velenje (Slovenia)
- Government Information Security Office (Slovenia)

Preso atto che:
il progetto COEUS ha una durata complessiva di 30 mesi, le attività sono state avviate in data 1° maggio 2024 e si concluderanno in data 31 ottobre 2026;
il budget complessivo del progetto è di 1.455.685,10 € di cui 228.359,10 € (FESR + Fondo di rotazione

nazionale) già assegnati alla Città metropolitana di Torino.

Dato atto che:
durante l'implementazione del progetto la Città metropolitana di Torino ha contributo al conseguimento degli *output* e dei *deliverable* individuati nell'*Application form,* elaborando i seguenti prodotti tecnici:

- ***COEUS Strategy*** *for CDR in Central Europe*: Documento strategico sviluppato congiuntamente dal partenariato per il potenziamento delle competenze e conoscenze relative alla Corporate Digital Responsibility in Europa Centrale, del quale costituiscono parte integrante i seguenti 5 allegati: 1. *Corporate Digital Responsibility in Small and Medium-Sized Enterprises Handbook;* 2. *COEUS Capacity Enhancing Kit - Practical guidance for public authorities and stakeholder organisations*; 3. *COEUS Training Transcripts - Video lectures support material*; 4. *COEUS Training Presentations - Video lectures support material*; 5. *COEUS Training Presentations - Additional material for the trainers*;
- ***Local Action Plan*****:** proposta attuativa per il miglioramento delle competenze e conoscenze relative alla Corporate Digital Responsibility territorio metropolitano, con particolare riferimento al tessuto imprenditoriale;

nonché collaborando allo sviluppo della sottoelencata documentazione:

- ***COEUS Training program*****:** insieme di materiali per la formazione di trainer e imprese, costituito da un manuale e delle video pillole pubblicate online sui canali istituzionali e consultabili gratuitamente per l'accrescimento delle proprie competenze in tema di CDR. Il programma è inoltre parte integrante della Strategia COEUS (allegato 1; allegato 3; allegato 4; allegato 5).

Atteso che i sopracitati prodotti progettuali e documenti di lavoro, agli atti di questi uffici, sono stati validati dal partenariato del progetto COEUS.

Considerato che, così come previsto nel Deliverable D3.2.1 "*Strategy preliminary architecture*", validato dal partenariato del progetto COEUS e approvato dal Segretariato congiunto del Programma Interreg Central Europe, la Strategia COEUS e il relativo Piano di azione locale sarà formalmente adottato dalla Città metropolitana di Torino attraverso un Decreto della Consigliera Delegata.

Considerato inoltre che, così come previsto nel sopramenzionato Deliverable D3.2.1 "*Strategy preliminary architecture*", l'adozione di tali documenti sarà inoltre formalizzata da tutto il partenariato attraverso la firma di due lettere di intenti quale espressione della volontà di capitalizzare i risultati conseguiti dal partenariato del progetto COEUS e implementare le misure proposte.

Valutati positivamente i risultati conseguiti durante l'implementazione del sopracitato progetto e rilevata l'opportunità di non disperdere il capitale di conoscenze acquisite, si ritiene opportuno procedere:

1. All'approvazione dello schema e all'adozione della Strategia COEUS, e dei relativi 5 allegati, allegati come parte integrante al presente provvedimento;
2. All'approvazione dello schema e all'adozione del Piano di Azione locale, allegato come parte integrante al presente provvedimento;
3. all'approvazione dello schema di entrambe le *Letters of Intent*, allegate come parte integrante al presente provvedimento.

Preso atto che le disposizioni previste dai sopracitati Strategia, Piano di Azione e lettere di intento non comportano oneri a carico delle parti, eventuali oneri che dovessero sorgere in corso d'opera saranno assunti nei limiti delle pertinenti disponibilità di spesa presenti in bilancio.

Dato atto che
il Responsabile del Procedimento è l'Ingegnere Massimo Vettoretti – Dirigente del Dipartimento Sviluppo

economico, territoriale e sociale il quale ha dichiarato, con nota agli atti, l'insussistenza di conflitto di interessi ai sensi dell'art. 6 bis della legge 241/90, degli artt. 6, comma 2, e 7 del D.P.R. 62/13 e dell'art. 7 del Codice di comportamento della Città metropolitana di Torino, nei confronti dei destinatari del presente atto.

Rilevato che
con Deliberazione Consigliare n. 53/2025 del 19/12/2025 è stato approvato il Docu-mento Unico di Programmazione (DUP) 2026-2028 e relativi allegati; il presente provvedimento è assunto nell'ambito delle attività di cui al Volume IV – Appendice alla Sezione Operativa del DUP;
con Deliberazione Consiliare n. 54/2025 del 19/12/2025 è stato approvato il Bilancio di Previsione 2026-2028 e relativi allegati;
con Decreto del Sindaco Metropolitano n. 5/2026 del 13/1/2025 è stato approvato il Piano esecutivo di gestione 2025-2027.

Dato atto che il presente provvedimento non comporta riflessi diretti o indiretti sulla situazione economico-finanziaria dell'Ente e, pertanto, non è dovuto il parere di regolarità contabile;

Acquisito il parere favorevole del Responsabile del Servizio interessato in ordine alla regolarità tecnica, ai sensi dell'art. 49 del D.Lgs 267/2000 e s.m.i e dell'art. 48, comma 1 dello Statuto metropolitano;

Visti:

- il Regolamento (UE) 2021/1060 del 24 giugno 2021 recante disposizioni riguardanti, tra le altre, il Fondo europeo di sviluppo regionale (FESR);
- il Regolamento (UE) 2021/1058 del 24 giugno 2021 relativo al Fondo europeo di sviluppo regionale e al Fondo di coesione;
- il Regolamento (UE) 2021/1059 del 24 giugno 2021 recante disposizioni specifiche per l'obiettivo "Cooperazione territoriale europea" (Interreg) sostenuto dal Fondo europeo di sviluppo regionale e dagli strumenti di finanziamento esterno;
- la legge 7 agosto 1990, n. 241 recante "Nuove norme in materia di procedimento amministrativo e di diritto di accesso ai documenti amministrativi";
- l'art. 1, comma 50, della legge n. 56/2014, in forza del quale alle Città metropolitane si applicano, per quanto compatibili, le disposizioni in materia di Comuni di cui al Testo Unico nonché le norme di cui all'art. 4 Legge 5 giugno 2003 n. 131;
- l'art. 16 e 48 dello Statuto Metropolitano in tema di giusto procedimento;
- l'art. 134, comma 4, del D.Lgs. 267/2000 Testo Unico delle Leggi sull'Ordinamento degli Enti Locali (TUEL) e ritenuta l'urgenza.;

DECRETA

1. di approvare lo schema e adottare, per le motivazioni espresse in premessa, la Strategia COEUS, e dei relativi 5 allegati, allegati parte integrante e sostanziale del presente provvedimento;

2. di approvare lo schema e adottare, per le motivazioni espresse in premessa, il Piano di Azione locale, allegato parte integrante e sostanziale del presente provvedimento;

3. di approvare, per le motivazioni espresse in premessa, gli schemi delle *Letters of Intent* (LoI) allegati parte integrante e sostanziale del presente provvedimento;

4. di dare atto che alla firma delle *Letters of Intent* di cui al punto 3 del presente dispositivo provvederà la Consigliera Delegata allo Sviluppo economico, attività produttive, turismo e pianificazione strategica Sonia Cambursano o suo delegato e che qualora fosse necessario, la medesima apporterà le eventuali modifiche su elementi non sostanziali;

5. che le disposizioni previste dalla Strategia, dal Piano di Azione locale e dalle *Letters of Intent* non comportano oneri a carico delle parti, eventuali oneri che dovessero sorgere in corso d'opera saranno assunti nei limiti delle pertinenti disponibilità di spesa presenti in bilancio;

6. di dare atto che il Responsabile del Procedimento è l'ing. Massimo Vettoretti - Dirigente del Dipartimento Sviluppo Economico, Territoriale e Sociale il quale ha dichiarato, con nota agli atti l'insussistenza di conflitto di interessi ai sensi dell'art. 6 bis della legge 241/90, degli art. 6, comma 2, e 7 del D.P.R. 62/13 e dell'art. 7 del Codice di comportamento della Città metropolitana di Torino, nonché dell'art. 16 del D.Lgs. 36/2023 nei confronti dei destinatari del presente atto;

7. di dare atto che, ai sensi dell'art. 23 del D.lgs. 33/2013, a seguito dell'emanazione del presente atto amministrativo, avrà luogo la pubblicazione nell'apposita sezione "Amministrazione trasparente" del sito istituzionale dell'Ente;
8. di dare atto che il presente provvedimento è immediatamente eseguibile

Torino, 07/10/2026

Si esprime parere favorevole sulla regolarità tecnica.

IL DIRIGENTE
Massimo Vettoretti

LA CONSIGLIERA DELEGATA

Sonia Cambursano

Interreg CENTRAL EUROPE

Co-funded by the European Union

COEUS

LETTER OF INTENT FOR THE UPTAKE OF PROJECT RESULTS

CE0200863 - COEUS

Corporate Digital Responsibility Skills in Central European Smart Specialisation

RCR104_1.2: Solutions taken up or up-scaled by organisations borders after project completion

RCR79_1.2: Joint strategies and action plans taken up by organisations

Letter of Intent for the Future Uptake of COEUS Project Results (RCR79, RCR104)

This Letter of Intent (LoI) is issued on behalf of the partnership of the project COEUS - Corporate Digital Responsibility Skills in Central European Smart Specialisation, co-funded by the European Regional Development Fund (ERDF) under the Interreg Central Europe 2021-2027 Programme, Priority 1 "Cooperating for a smarter Central Europe", Specific Objective SO1.2 "Strengthening skills for smart specialisation, industrial transition and entrepreneurship in Central Europe".

The purpose of this Letter of Intent is to formalise the shared commitment of the COEUS project partners to take up and implement the key outputs developed within the project, namely the COEUS Solution, the COEUS Strategy, and the COEUS Local Action Plans, and to support their continuation, further deployment, and long-term sustainability beyond the project duration.

Not all partners are involved in the uptake of every output: as detailed below, the COEUS Solution and the COEUS Local Action Plans concern specific partners according to their respective roles and territorial context. Each partner is therefore requested to indicate, through its signature to this Letter of Intent, which of the following outputs concern its own organisation, in accordance with the selection set out in the signature section below.

The COEUS partnership has jointly developed the following key project outputs:

Solution

- O1.2 - COEUS SME Upskilling/Reskilling Programme: a solution for SMEs' digital skills in Central Europe, developed, tested, and validated through the project activities.

Strategy and Action Plans

- O3.1 - COEUS Strategy for Corporate Digital Responsibility in Central Europe.

- O3.2 - COEUS Local Action Plans for Corporate Digital Responsibility in Central Europe.

Through the commitments set out below, the project partners and associated partners contribute to the achievement of the following Interreg Central Europe Programme Result Indicators:

- Result 2 - RCR104_1.2: Solutions taken up or up-scaled by organisations.
- Result 3 - RCR79_1.2: Joint strategies and action plans taken up by organisations.

Result 2 - Uptake of the COEUS Solution (RCR104_1.2)

The COEUS project partners concerned by this Result, as indicated below and confirmed through signature, commit to taking up and applying the COEUS SME Upskilling/Reskilling Programme (O1.2) within their organisations and territories.

The uptake of the solution will be ensured through the integration of the COEUS Capacity Enhancing Kit, training materials and related resources into existing organisational services, support schemes and communication channels, avoiding the creation of parallel structures and ensuring continuity beyond the project duration.

Partners will maintain and further apply the solution through their existing staff, infrastructures and institutional services, including digital platforms, advisory services, innovation support activities and stakeholder networks.

The intended uptake pathways are the following:

- ☐ **Digital Innovation Hub Slovenia (DIHS):** Uptake of CDR will be supported by integrating CDR principles, tools and expertise into DIHS's existing digital transformation and SME support activities, building on existing organisational resources, expert capacities and support mechanisms developed through COEUS.
- ☑ **Metropolitan City of Turin (CMTO):** Uptake through the integration of Corporate Digital Responsibility principles into metropolitan enterprises support

activities, in connection with the metropolitan Plan for Social Economy, and diffusion of COEUS training resources through the institutional communication channels.

- ☐ **Styrian Business Promotion Agency (SFG):** Uptake through the incorporation of CDR-related knowledge, tools and methodologies into existing innovation and SME support consultations, networking activities and support programmes provided by SFG.
- ☐ **Innovation Centre of Usti Region (ICUK):** Uptake through the extension of the existing Business Ambulance advisory service with a dedicated CDR pathway, including diagnosis, referral mechanisms and recommendation notes for SMEs.
- ☐ **Lubelskie Voivodeship:** Uptake through the integration of COEUS training resources and Corporate Digital Responsibility principles into regional innovation support activities, particularly in connection with the ongoing mid-term evaluation and update of the regional innovation strategy and digital smart specialisation priorities.
- ☐ **Other COEUS partners:** partners not directly involved in the uptake of the Solution within their own organisation contribute to the achievement of this Result through their participation in the joint development, testing and validation of the COEUS Solution, as well as through dissemination and awareness-raising activities within their own networks and territories.

The uptake of the solution will be documented through the Local Action Plans developed within the project and through the monitoring activities established by each partner organisation.

Result 3 - Uptake of the COEUS Strategy and Local Action Plans (RCR79_1.2)

The COEUS partners confirm that the COEUS Strategy (O3.1) and the COEUS Local Action Plans (O3.2) are the direct results of joint work carried out within the COEUS project.

While the COEUS Strategy is a single, shared document jointly developed and approved by all partner organisations, each of the COEUS Local Action Plans has been tailored to a specific territorial context and will be adopted locally by its respective partner organisation.

The partners commit to endorsing, taking up and implementing the Strategy and the Local Action Plans within their respective organisations and territories beyond the project duration. Uptake will be ensured through their integration into existing institutional frameworks, organisational planning processes and service delivery mechanisms.

While the commitment to the Strategy is made jointly by all partners, the commitment to the Local Action Plans is individual: each partner organisation implementing an own Local Action Plan takes up and implements it, as indicated below and confirmed through signature, while partners without their own Local Action Plan support its objectives and contribute to the achievement of this Result as further detailed below. The partners implementing their own Local Action Plan envision the following implementation pathways:

- ☐ **Digital Innovation Hub Slovenia (DIHS):** Digital Innovation Hub Slovenia (DIHS) envisions the gradual integration of Corporate Digital Responsibility (CDR) into the existing Slovenian digital innovation and SME support ecosystem. This will include embedding CDR into existing training, advisory and digitalisation support activities, strengthening CDR expertise and knowledge transfer, and providing SMEs with practical tools and guidance. DIHS will also promote awareness-raising, stakeholder dialogue and the continued use of COEUS knowledge, tools and good practices beyond the project lifetime.
- ☑ **Metropolitan City of Turin (CMTO):** Metropolitan City of Turin (CMTO) envisions the integration of Corporate Digital Responsibility (CDR) into local policies and planning, supported by awareness-raising, training and capacity-building for businesses, public bodies and other stakeholders. The approach also includes mapping and sharing CDR tools and expertise, promoting funding

opportunities and collaborative projects, strengthening communication and knowledge exchange, and monitoring the uptake of CDR practices across the metropolitan area.

- ☐ **Styrian Business Promotion Agency (SFG):** CDR principles and actions will be incorporated into existing SFG innovation support services and communication activities, relying on existing organisational resources, staff capacities and established SME support mechanisms, without requiring additional external funding.

- ☐ **Innovation Centre of Usti Region (ICUK):** The CDR pathway developed within the Business Ambulance service will be embedded into ICUK's existing advisory infrastructure and connected with regional experts, ICUK services and future national or European support programmes.

- ☐ **Lubelskie Voivodeship:** Corporate Digital Responsibility will be introduced as a new thematic area within the regional digital smart specialisation framework through the ongoing review and update process of the regional innovation strategy. The implementation roadmap foresees short-, medium- and long-term actions (1-5+ years), with continuous evaluation of results as a follow-up mechanism.

- ☐ **Other COEUS partners:** partners without their own Local Action Plan contribute to the achievement of this Result through their participation in the joint development of the COEUS Strategy and Local Action Plans, and through the dissemination and promotion of their uptake within their own networks and territories.

Confirmation of the Joint Development of the Strategy, Action Plans and Solution

The COEUS Strategy, Local Action Plans and Solution are the outcome of a joint and collaborative process carried out by the COEUS transnational partnership throughout the project implementation period. The project was structured around three interconnected phases:

1. Joint analysis and development phase, including the identification of Corporate Digital Responsibility needs and the preparation of the common COEUS Handbook, methodology and training materials;
2. Joint testing and validation phase, including pilot training activities for trainers and SME employees across all partner regions, generating common evidence, feedback and lessons learned;
3. Joint strategy development phase, resulting in the creation of the transnational COEUS Strategy and territorial Action Plans, translating the common strategic framework into locally adapted implementation measures.

All partners acted as co-developers of the COEUS framework. The Local Action Plans were developed according to a common methodology and template, ensuring coherence across territories while reflecting the specific needs, opportunities and institutional contexts of each region.

Therefore, the COEUS Strategy, Local Action Plans and Solution represent shared partnership-generated outputs, developed collectively through transnational cooperation, rather than the result of any single organisation.

Sustainability and Long-Term Application Beyond Project End

Beyond the project implementation period, partners commit to maintaining and applying the COEUS results through their existing organisational resources, staff capacities, infrastructures and communication channels. No additional external funding is required for the continuation of these activities, as the uptake is based on the integration of COEUS outputs into already existing services and institutional processes.

Long-term sustainability will be supported through:

- integration of COEUS outputs into organisational strategies and service portfolios;
- continuous monitoring of implementation indicators identified in the Local Action Plans;

- regular review within existing institutional planning cycles;
- continued cooperation with regional stakeholders, experts, SMEs and innovation ecosystems.

Legal Status

This Letter of Intent reflects the commitment of the COEUS project partners to take up and implement the project outputs and does not constitute a legally binding agreement or create any financial obligation for the signatory organisation(s)

Metropolitan City of Turin - CMTO

The undersigned, acting as the authorised Councillor of the Metropolitan City of Turin, partner of the CE0200863 COEUS project, hereby confirms the organisation's commitment to the future uptake of the COEUS project results described above. In particular, by ticking the relevant option(s) below, the undersigned confirms that the organisation:

☑ takes up the COEUS Solution (O1.2 – COEUS SME Upskilling/Reskilling Programme), in accordance with the uptake pathway selected under Result 2 above;

☑ takes up and implements its own COEUS Local Action Plan, entitled COEUS Local Action Plan for Corporate Digital Responsibility – Metropolitan City of Turin, Italy, in accordance with the implementation pathway selected under Result 3 above;

☐ does not directly take up the COEUS Solution nor an own COEUS Local Action Plan (as selected under "Other COEUS partners" under Result 2 and/or Result 3 above), but has actively contributed and continues to contribute to the achievement of the above-mentioned Result(s).

In all cases, the undersigned confirms the organisation's endorsement of the COEUS Strategy (O3.1) and its commitment to support the continuation, further deployment and long-term sustainability of the above-mentioned outputs beyond the project's duration.

Metropolitan City of Turin - CMTO

Sonia Cambursano

Councillor for Economic Development, Productive Activities, Tourism, and Strategic Planning

Date 07/10/2026

Signature

Stamp

Interreg CENTRAL EUROPE

Co-funded by the European Union

COEUS

LETTER OF INTENT FOR THE UPTAKE OF PROJECT RESULTS

CE0200863 - COEUS

Corporate Digital Responsibility Skills in Central European Smart Specialisation

RCR104_1.2: Solutions taken up or up-scaled by organisations borders after project completion

RCR79_1.2: Joint strategies and action plans taken up by organisations

Letter of Intent for the Future Uptake of COEUS Project Results (RCR79, RCR104)

This Letter of Intent (LoI) is issued on behalf of the partnership of the project COEUS - Corporate Digital Responsibility Skills in Central European Smart Specialisation, co-funded by the European Regional Development Fund (ERDF) under the Interreg Central Europe 2021-2027 Programme, Priority 1 "Cooperating for a smarter Central Europe", Specific Objective SO1.2 "Strengthening skills for smart specialisation, industrial transition and entrepreneurship in Central Europe".

The purpose of this Letter of Intent is to formalise the shared commitment of the COEUS project partners to take up and implement the key outputs developed within the project, namely the COEUS Solution, the COEUS Strategy, and the COEUS Local Action Plans, and to support their continuation, further deployment, and long-term sustainability beyond the project duration.

Not all partners are involved in the uptake of every output: as detailed below, the COEUS Solution and the COEUS Local Action Plans concern specific partners according to their respective roles and territorial context. Each partner is therefore requested to indicate, through its signature to this Letter of Intent, which of the following outputs concern its own organisation, in accordance with the selection set out in the signature section below.

The COEUS partnership has jointly developed the following key project outputs:

Solution

- O1.2 - COEUS SME Upskilling/Reskilling Programme: a solution for SMEs' digital skills in Central Europe, developed, tested, and validated through the project activities.

Strategy and Action Plans

- O3.1 - COEUS Strategy for Corporate Digital Responsibility in Central Europe.

- O3.2 - COEUS Local Action Plans for Corporate Digital Responsibility in Central Europe.

Through the commitments set out below, the project partners and associated partners contribute to the achievement of the following Interreg Central Europe Programme Result Indicators:

- Result 2 - RCR104_1.2: Solutions taken up or up-scaled by organisations.
- Result 3 - RCR79_1.2: Joint strategies and action plans taken up by organisations.

Result 2 - Uptake of the COEUS Solution (RCR104_1.2)

The COEUS project partners concerned by this Result, as indicated below and confirmed through signature, commit to taking up and applying the COEUS SME Upskilling/Reskilling Programme (O1.2) within their organisations and territories.

The uptake of the solution will be ensured through the integration of the COEUS Capacity Enhancing Kit, training materials and related resources into existing organisational services, support schemes and communication channels, avoiding the creation of parallel structures and ensuring continuity beyond the project duration.

Partners will maintain and further apply the solution through their existing staff, infrastructures and institutional services, including digital platforms, advisory services, innovation support activities and stakeholder networks.

The intended uptake pathways are the following:

- ☐ **Digital Innovation Hub Slovenia (DIHS):** Uptake of CDR will be supported by integrating CDR principles, tools and expertise into DIHS's existing digital transformation and SME support activities, building on existing organisational resources, expert capacities and support mechanisms developed through COEUS.
- ☐ **Metropolitan City of Turin (CMTO):** Uptake through the integration of Corporate Digital Responsibility principles into metropolitan enterprises support

activities, in connection with the metropolitan Plan for Social Economy, and diffusion of COEUS training resources through the institutional communication channels.

- ☒ **Styrian Business Promotion Agency (SFG)**: Uptake through the incorporation of CDR-related knowledge, tools and methodologies into existing innovation and SME support consultations, networking activities and support programmes provided by SFG.
- ☐ **Innovation Centre of Usti Region (ICUK)**: Uptake through the extension of the existing Business Ambulance advisory service with a dedicated CDR pathway, including diagnosis, referral mechanisms and recommendation notes for SMEs.
- ☐ **Lubelskie Voivodeship**: Uptake through the integration of COEUS training resources and Corporate Digital Responsibility principles into regional innovation support activities, particularly in connection with the ongoing mid-term evaluation and update of the regional innovation strategy and digital smart specialisation priorities.
- ☐ **Other COEUS partners**: partners not directly involved in the uptake of the Solution within their own organisation contribute to the achievement of this Result through their participation in the joint development, testing and validation of the COEUS Solution, as well as through dissemination and awareness-raising activities within their own networks and territories.

The uptake of the solution will be documented through the Local Action Plans developed within the project and through the monitoring activities established by each partner organisation.

Result 3 - Uptake of the COEUS Strategy and Local Action Plans (RCR79_1.2)

The COEUS partners confirm that the COEUS Strategy (O3.1) and the COEUS Local Action Plans (O3.2) are the direct results of joint work carried out within the COEUS project.

While the COEUS Strategy is a single, shared document jointly developed and approved by all partner organisations, each of the COEUS Local Action Plans has been tailored to a specific territorial context and will be adopted locally by its respective partner organisation.

The partners commit to endorsing, taking up and implementing the Strategy and the Local Action Plans within their respective organisations and territories beyond the project duration. Uptake will be ensured through their integration into existing institutional frameworks, organisational planning processes and service delivery mechanisms.

While the commitment to the Strategy is made jointly by all partners, the commitment to the Local Action Plans is individual: each partner organisation implementing an own Local Action Plan takes up and implements it, as indicated below and confirmed through signature, while partners without their own Local Action Plan support its objectives and contribute to the achievement of this Result as further detailed below. The partners implementing their own Local Action Plan envision the following implementation pathways:

- ☐ **Digital Innovation Hub Slovenia (DIHS):** Digital Innovation Hub Slovenia (DIHS) envisions the gradual integration of Corporate Digital Responsibility (CDR) into the existing Slovenian digital innovation and SME support ecosystem. This will include embedding CDR into existing training, advisory and digitalisation support activities, strengthening CDR expertise and knowledge transfer, and providing SMEs with practical tools and guidance. DIHS will also promote awareness-raising, stakeholder dialogue and the continued use of COEUS knowledge, tools and good practices beyond the project lifetime.

- ☐ **Metropolitan City of Turin (CMTO):** Metropolitan City of Turin (CMTO) envisions the integration of Corporate Digital Responsibility (CDR) into local policies and planning, supported by awareness-raising, training and capacity-building for businesses, public bodies and other stakeholders. The approach also includes mapping and sharing CDR tools and expertise, promoting funding

opportunities and collaborative projects, strengthening communication and knowledge exchange, and monitoring the uptake of CDR practices across the metropolitan area.

- ☒ **Styrian Business Promotion Agency (SFG):** CDR principles and actions will be incorporated into existing SFG innovation support services and communication activities, relying on existing organisational resources, staff capacities and established SME support mechanisms, without requiring additional external funding.

- ☐ **Innovation Centre of Usti Region (ICUK):** The CDR pathway developed within the Business Ambulance service will be embedded into ICUK's existing advisory infrastructure and connected with regional experts, ICUK services and future national or European support programmes.

- ☐ **Lubelskie Voivodeship:** Corporate Digital Responsibility will be introduced as a new thematic area within the regional digital smart specialisation framework through the ongoing review and update process of the regional innovation strategy. The implementation roadmap foresees short-, medium- and long-term actions (1-5+ years), with continuous evaluation of results as a follow-up mechanism.

- ☐ **Other COEUS partners:** partners without their own Local Action Plan contribute to the achievement of this Result through their participation in the joint development of the COEUS Strategy and Local Action Plans, and through the dissemination and promotion of their uptake within their own networks and territories.

Confirmation of the Joint Development of the Strategy, Action Plans and Solution

The COEUS Strategy, Local Action Plans and Solution are the outcome of a joint and collaborative process carried out by the COEUS transnational partnership throughout the project implementation period. The project was structured around three interconnected phases:

1. Joint analysis and development phase, including the identification of Corporate Digital Responsibility needs and the preparation of the common COEUS Handbook, methodology and training materials;
2. Joint testing and validation phase, including pilot training activities for trainers and SME employees across all partner regions, generating common evidence, feedback and lessons learned;
3. Joint strategy development phase, resulting in the creation of the transnational COEUS Strategy and territorial Action Plans, translating the common strategic framework into locally adapted implementation measures.

All partners acted as co-developers of the COEUS framework. The Local Action Plans were developed according to a common methodology and template, ensuring coherence across territories while reflecting the specific needs, opportunities and institutional contexts of each region.

Therefore, the COEUS Strategy, Local Action Plans and Solution represent shared partnership-generated outputs, developed collectively through transnational cooperation, rather than the result of any single organisation.

Sustainability and Long-Term Application Beyond Project End

Beyond the project implementation period, partners commit to maintaining and applying the COEUS results through their existing organisational resources, staff capacities, infrastructures and communication channels. No additional external funding is required for the continuation of these activities, as the uptake is based on the integration of COEUS outputs into already existing services and institutional processes.

Long-term sustainability will be supported through:

- integration of COEUS outputs into organisational strategies and service portfolios;
- continuous monitoring of implementation indicators identified in the Local Action Plans;

- regular review within existing institutional planning cycles;
- continued cooperation with regional stakeholders, experts, SMEs and innovation ecosystems.

Legal Status

This Letter of Intent reflects the commitment of the COEUS project partners to take up and implement the project outputs and does not constitute a legally binding agreement or create any financial obligation for the signatory organisation(s)

Styrian Business Promotion Agency - SFG

The undersigned, acting as the authorised director of SFG, partner of the CE0200863 COEUS project, hereby confirms the organisation's commitment to the future uptake of the COEUS project results described above. In particular, by ticking the relevant option(s) below, the undersigned confirms that the organisation:

☒ takes up the COEUS Solution (O1.2 – COEUS SME Upskilling/Reskilling Programme), in accordance with the uptake pathway selected under Result 2 above;

☒ takes up and implements its own COEUS Local Action Plan, entitled COEUS Local Action Plan for Corporate Digital Responsibility – SFG, Austria, in accordance with the implementation pathway selected under Result 3 above;

☐ does not directly take up the COEUS Solution nor an own COEUS Local Action Plan (as selected under "Other COEUS partners" under Result 2 and/or Result 3 above), but has actively contributed and continues to contribute to the achievement of the above-mentioned Result(s).

In all cases, the undersigned confirms the organisation's endorsement of the COEUS Strategy (O3.1) and its commitment to support the continuation, further deployment and long-term sustainability of the above-mentioned outputs beyond the project's duration.

Styrian Business Promotion Agency - SFG

Christoph Ludwig, Managing Director

Date 12.10.2026

Signature

Stamp

SFG
NEUES DENKEN. NEUES FÖRDERN.
Steirische Wirtschafts-
förderungsges.m.b.H.
A-8020 Graz, Nikolaiplatz 2

LETTER OF INTENT FOR THE UPTAKE OF PROJECT RESULTS

CE0200863 – COEUS

Corporate Digital Responsibility Skills in Central European Smart Specialisation

RCR104_1.2: Solutions taken up or up-scaled by organisations borders after project completion

RCR79_1.2: Joint strategies and action plans taken up by organisations

Letter of Intent for the Future Uptake of COEUS Project Results (RCR79, RCR104)

This Letter of Intent (LoI) is issued on behalf of the partnership of the project COEUS – Corporate Digital Responsibility Skills in Central European Smart Specialisation, co-funded by the European Regional Development Fund (ERDF) under the Interreg Central Europe 2021–2027 Programme, Priority 1 "Cooperating for a smarter Central Europe", Specific Objective SO1.2 "Strengthening skills for smart specialisation, industrial transition and entrepreneurship in Central Europe".

The purpose of this Letter of Intent is to formalise the shared commitment of the COEUS project partners to take up and implement the key outputs developed within the project, namely the COEUS Solution, the COEUS Strategy, and the COEUS Local Action Plans, and to support their continuation, further deployment, and long-term sustainability beyond the project duration.

Not all partners are involved in the uptake of every output: as detailed below, the COEUS Solution and the COEUS Local Action Plans concern specific partners according to their respective roles and territorial context. Each partner is therefore requested to indicate, through its signature to this Letter of Intent, which of the following outputs concern its own organisation, in accordance with the selection set out in the signature section below.

The COEUS partnership has jointly developed the following key project outputs:

Solution

- O1.2 – COEUS SME Upskilling/Reskilling Programme: a solution for SMEs' digital skills in Central Europe, developed, tested, and validated through the project activities.

Strategy and Action Plans

- O3.1 – COEUS Strategy for Corporate Digital Responsibility in Central Europe.

- O3.2 – COEUS Local Action Plans for Corporate Digital Responsibility in Central Europe.

Through the commitments set out below, the project partners and associated partners contribute to the achievement of the following Interreg Central Europe Programme Result Indicators:

- Result 2 – RCR104_1.2: Solutions taken up or up-scaled by organisations.
- Result 3 – RCR79_1.2: Joint strategies and action plans taken up by organisations.

Result 2 – Uptake of the COEUS Solution (RCR104_1.2)

The COEUS project partners concerned by this Result, as indicated below and confirmed through signature, commit to taking up and applying the COEUS SME Upskilling/Reskilling Programme (O1.2) within their organisations and territories.

The uptake of the solution will be ensured through the integration of the COEUS Capacity Enhancing Kit, training materials and related resources into existing organisational services, support schemes and communication channels, avoiding the creation of parallel structures and ensuring continuity beyond the project duration.

Partners will maintain and further apply the solution through their existing staff, infrastructures and institutional services, including digital platforms, advisory services, innovation support activities and stakeholder networks.

The intended uptake pathways are the following:

- ☐ **Digital Innovation Hub Slovenia (DIHS):** Uptake of CDR will be supported by integrating CDR principles, tools and expertise into DIHS's existing digital transformation and SME support activities, building on existing organisational resources, expert capacities and support mechanisms developed through COEUS.
- ☐ **Metropolitan City of Turin (CMTO):** Uptake through the integration of Corporate Digital Responsibility principles into metropolitan enterprises support

activities, in connection with the metropolitan Plan for Social Economy, and diffusion of COEUS training resources through the institutional communication channels.

- ☐ **Styrian Business Promotion Agency (SFG):** Uptake through the incorporation of CDR-related knowledge, tools and methodologies into existing innovation and SME support consultations, networking activities and support programmes provided by SFG.
- ☑ **Innovation Centre of Usti Region (ICUK):** Uptake through the extension of the existing Business Ambulance advisory service with a dedicated CDR pathway, including diagnosis, referral mechanisms and recommendation notes for SMEs.
- ☐ **Lubelskie Voivodeship:** Uptake through the integration of COEUS training resources and Corporate Digital Responsibility principles into regional innovation support activities, particularly in connection with the ongoing mid-term evaluation and update of the regional innovation strategy and digital smart specialisation priorities.
- ☐ **Other COEUS partners:** partners not directly involved in the uptake of the Solution within their own organisation contribute to the achievement of this Result through their participation in the joint development, testing and validation of the COEUS Solution, as well as through dissemination and awareness-raising activities within their own networks and territories.

The uptake of the solution will be documented through the Local Action Plans developed within the project and through the monitoring activities established by each partner organisation.

Result 3 – Uptake of the COEUS Strategy and Local Action Plans (RCR79_1.2)

The COEUS partners confirm that the COEUS Strategy (O3.1) and the COEUS Local Action Plans (O3.2) are the direct results of joint work carried out within the COEUS project. While the COEUS Strategy is a single, shared document jointly developed and approved

by all partner organisations, each of the COEUS Local Action Plans has been tailored to a specific territorial context and will be adopted locally by its respective partner organisation.

The partners commit to endorsing, taking up and implementing the Strategy and the Local Action Plans within their respective organisations and territories beyond the project duration. Uptake will be ensured through their integration into existing institutional frameworks, organisational planning processes and service delivery mechanisms.

While the commitment to the Strategy is made jointly by all partners, the commitment to the Local Action Plans is individual: each partner organisation implementing an own Local Action Plan takes up and implements it, as indicated below and confirmed through signature, while partners without their own Local Action Plan support its objectives and contribute to the achievement of this Result as further detailed below. The partners implementing their own Local Action Plan envision the following implementation pathways:

- ☐ **Digital Innovation Hub Slovenia (DIHS):** Digital Innovation Hub Slovenia (DIHS) envisions the gradual integration of Corporate Digital Responsibility (CDR) into the existing Slovenian digital innovation and SME support ecosystem. This will include embedding CDR into existing training, advisory and digitalisation support activities, strengthening CDR expertise and knowledge transfer, and providing SMEs with practical tools and guidance. DIHS will also promote awareness-raising, stakeholder dialogue and the continued use of COEUS knowledge, tools and good practices beyond the project lifetime.
- ☐ **Metropolitan City of Turin (CMTO):** Metropolitan City of Turin (CMTO) envisions the integration of Corporate Digital Responsibility (CDR) into local policies and planning, supported by awareness-raising, training and capacity-building for businesses, public bodies and other stakeholders. The approach also includes mapping and sharing CDR tools and expertise, promoting funding opportunities

and collaborative projects, strengthening communication and knowledge exchange, and monitoring the uptake of CDR practices across the metropolitan area.

- ☐ **Styrian Business Promotion Agency (SFG):** CDR principles and actions will be incorporated into existing SFG innovation support services and communication activities, relying on existing organisational resources, staff capacities and established SME support mechanisms, without requiring additional external funding.
- ☑ **Innovation Centre of Usti Region (ICUK):** The CDR pathway developed within the Business Ambulance service will be embedded into ICUK's existing advisory infrastructure and connected with regional experts, ICUK services and future national or European support programmes.
- ☐ **Lubelskie Voivodeship:** Corporate Digital Responsibility will be introduced as a new thematic area within the regional digital smart specialisation framework through the ongoing review and update process of the regional innovation strategy. The implementation roadmap foresees short-, medium- and long-term actions (1–5+ years), with continuous evaluation of results as a follow-up mechanism.
- ☐ **Other COEUS partners:** partners without their own Local Action Plan contribute to the achievement of this Result through their participation in the joint development of the COEUS Strategy and Local Action Plans, and through the dissemination and promotion of their uptake within their own networks and territories.

Confirmation of the Joint Development of the Strategy, Action Plans and Solution

The COEUS Strategy, Local Action Plans and Solution are the outcome of a joint and collaborative process carried out by the COEUS transnational partnership throughout the

project implementation period. The project was structured around three interconnected phases:

1. Joint analysis and development phase, including the identification of Corporate Digital Responsibility needs and the preparation of the common COEUS Handbook, methodology and training materials;
2. Joint testing and validation phase, including pilot training activities for trainers and SME employees across all partner regions, generating common evidence, feedback and lessons learned;
3. Joint strategy development phase, resulting in the creation of the transnational COEUS Strategy and territorial Action Plans, translating the common strategic framework into locally adapted implementation measures.

All partners acted as co-developers of the COEUS framework. The Local Action Plans were developed according to a common methodology and template, ensuring coherence across territories while reflecting the specific needs, opportunities and institutional contexts of each region.

Therefore, the COEUS Strategy, Local Action Plans and Solution represent shared partnership-generated outputs, developed collectively through transnational cooperation, rather than the result of any single organisation.

Sustainability and Long-Term Application Beyond Project End

Beyond the project implementation period, partners commit to maintaining and applying the COEUS results through their existing organisational resources, staff capacities, infrastructures and communication channels. No additional external funding is required for the continuation of these activities, as the uptake is based on the integration of COEUS outputs into already existing services and institutional processes.

Long-term sustainability will be supported through:

- integration of COEUS outputs into organisational strategies and service portfolios;

- continuous monitoring of implementation indicators identified in the Local Action Plans;
- regular review within existing institutional planning cycles;
- continued cooperation with regional stakeholders, experts, SMEs and innovation ecosystems.

Legal Status

This Letter of Intent reflects the commitment of the COEUS project partners to take up and implement the project outputs and does not constitute a legally binding agreement or create any financial obligation for the signatory organisation(s)

Innovation Center of Ústí nad Labem - ICUK

The undersigned, acting as the authorised director of ICUK, partner of the CE0200863 COEUS project, hereby confirms the organisation's commitment to the future uptake of the COEUS project results described above. In particular, by ticking the relevant option(s) below, the undersigned confirms that the organisation:

☑ takes up the COEUS Solution (O1.2 – COEUS SME Upskilling/Reskilling Programme), in accordance with the uptake pathway selected under Result 2 above;

☑ takes up and implements its own COEUS Local Action Plan, entitled COEUS Local Action Plan for Corporate Digital Responsibility – Ústí nad Labem Region, Czech Republic, in accordance with the implementation pathway selected under Result 3 above;

☐ does not directly take up the COEUS Solution nor an own COEUS Local Action Plan (as selected under "Other COEUS partners" under Result 2 and/or Result 3 above), but has actively contributed and continues to contribute to the achievement of the above-mentioned Result(s).

In all cases, the undersigned confirms the organisation's endorsement of the COEUS Strategy (O3.1) and its commitment to support the continuation, further deployment and long-term sustainability of the above-mentioned outputs beyond the project's duration.

Innovation Center of Ústí nad Labem - ICUK

Martin Mata , Director

Date

Signature

Stamp

URZĄD MARSZAŁKOWSKI
WOJEWÓDZTWA LUBELSKIEGO
w Lublinie
Departament Gospodarki
20-029 Lublin, ul. Artura Grottgera 4
Tel. 81-537-16-51

DG-III.0521.6.2026.ELZM
Lublin, dnia 13 październik 2026 r.

Zarząd
Województwa Lubelskiego
w/m

Szanowni Państwo,

Departament Gospodarki zwraca się z prośbą o zatwierdzenie do realizacji *Regionalnego Planu Działania dla Województwa Lubelskiego oraz Strategii projektu opracowanych w ramach projektu COEUS – COrporate digital responsibility skills in central EUropean Smart specialization*. Przedmiotowe dokumenty wpisują się w działania projektu ukierunkowane na wspieranie odpowiedzialnej transformacji cyfrowej w Europie Środkowej poprzez ponadnarodowy rozwój i zastosowanie umiejętności w obszarze CDR (Cyfrowej Odpowiedzialności Biznesu) dla tradycyjnych i innowacyjnych MŚP. Projekt promuje etyczne i zrównoważone praktyki cyfrowe, służące zwiększaniu konkurencyjności, odporności oraz zrównoważenia społeczno-środowiskowego MŚP.

Przedłożone do akceptacji dokumenty porządkują działania Województwa Lubelskiego i partnerów projektu w obszarze odpowiedzialnej transformacji cyfrowej i kompetencji CDR. Dokumenty zostały opracowane we współpracy z Regionalną Grupą Interesariuszy obejmującą m.in. przedstawicieli władz regionalnych, uczelni, instytucji otoczenia biznesu oraz MŚP, ze szczególnym zaangażowaniem LCIT, LPNT i UMCS. Pozwala to łączyć doświadczenia regionalne z rozwiązaniami wypracowywanymi i testowanymi w partnerstwie międzynarodowym.

Zatwierdzenie Regionalnego Planu Działania oraz Strategii projektu umożliwi dalszą realizację, monitorowanie i wykorzystanie działań zaplanowanych dla Województwa Lubelskiego w ramach projektu COEUS oraz wesprze utrzymanie współpracy międzyregionalnej i wdrażanie wypracowanych rozwiązań po zakończeniu projektu.

Załączniki:

1. Regionalny Plan Działania dla Województwa Lubelskiego w ramach projektu COEUS (wersja PL);
2. Regionalny Plan Działania dla Województwa Lubelskiego w ramach projektu COEUS (wersja ANG);
3. Strategia projektu COEUS (wersja PL);
4. Strategia projektu COEUS (wersja ANG);
5. Projekt uchwały Zarządu Województwa Lubelskiego.

Z poważaniem
p. o. DYREKTORA
Departamentu Gospodarki
Elwira Lorenz

ZASTĘPCA DYREKTORA
Departamentu Gospodarki
Barbara Janocha
12.10.2026 r.

p.o. KIEROWNIKA
Oddziału Wspierania Przedsiębiorczości
Marta Strzechnik
12.10.2026 r.

Ewa Mazur
12.10.2026 r.

Urszula Nieścior
12.10.2026 r.

UCHWAŁA NR ...../...../2026
ZARZĄDU WOJEWÓDZTWA LUBELSKIEGO

z dnia ..... 2026 r.

w sprawie przyjęcia i realizacji Regionalnego Planu Działania dla Województwa Lubelskiego oraz Strategii projektu opracowanych w ramach projektu COEUS – *COrporate digital responsibility skills in central EUropean Smart specialization*, realizowanego w ramach Programu Interreg Central Europe i współfinansowanego ze środków Europejskiego Funduszu Rozwoju Regionalnego.

Działając na podstawie art. 41 ust. 1 ustawy z dnia 5 czerwca 1998 r. o samorządzie województwa (Dz. U. z 2026 r. poz. 720 z późn. zm.) – Zarząd Województwa Lubelskiego uchwala, co następuje:

§ 1. Wyraża się zgodę na przyjęcie i realizację Regionalnego Planu Działania dla Województwa Lubelskiego oraz Strategii projektu opracowanych w ramach projektu COEUS – *COrporate digital responsibility skills in central EUropean Smart specialization*, realizowanego w ramach Programu Interreg Central Europe i współfinansowanego ze środków Europejskiego Funduszu Rozwoju Regionalnego.

§ 2. Regionalny Plan Działania dla Województwa Lubelskiego oraz Strategia projektu, o których mowa w § 1, stanowią załączniki do niniejszej uchwały.

§ 3. Wykonanie uchwały powierza się Marszałkowi Województwa Lubelskiego.

§ 4. Uchwała wchodzi w życie z dniem podjęcia.

p. o. DYREKTORA
Departamentu Gospodarki
Elwira Lorenc
2026

p.o. KIEROWNIKA
Oddziału Wspierania Przedsiębiorczości
Marta Grzebanik
08.10.2026

RADCA PRAWNY
Bartłomiej Polakowski
LB-2664
08-10-2026

ZASTĘPCA DYREKTOR
Departamentu Gospodarki
08.10.2026
Barbara Janocha

Ewa Mazur
07.10.2026 r.