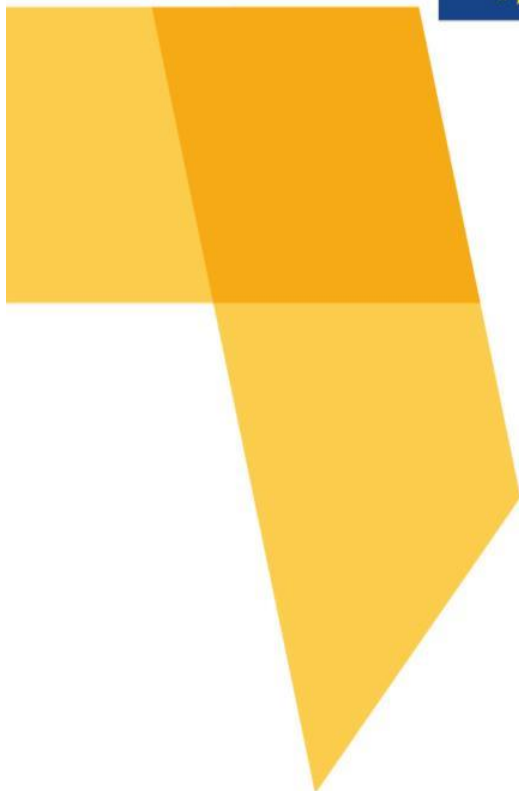


CARPE DIGEM
Action Plan

Partner: University of Ljubljana and Ministry of Public Administration (Government Office for Digital Transformation)



European Union
European Regional
Development Fund



Univerza v Ljubljani



REPUBLIKA SLOVENIJA

SLUŽBA VLADE
ZA DIGITALNO PREOBRAZBO

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CARPE DIGEM

1. Executive Summary

The Interreg project CARPE DIGEM brings together 10 organizations and institutions from 7 different European countries, mostly from peripheral and emerging regions. The project's main goal is to create functioning and sustainable Digital Innovation Ecosystems (DIGEMs) in regions considered to be outside the digital, economic and social core of Europe, traditional 'receivers' of innovation and change. To achieve this, participating countries aimed to improve selected policy instruments by carrying out analyses and exchange of good practices within each country, bringing together stakeholders from public and private sector in order to create or improve functioning and sustainable Digital Innovation Ecosystems (DIGEMs) that are able to convert the opportunities offered by new technologies into economic and social benefits.

The current document works as a deliverable of the Carpe Digem project on behalf of University of Ljubljana and Ministry of Public Administration (Government Office for Digital Transformation) and sums-up the learnings and know-how the partner has apprehended, the good practices exchanged (exported and imported) and action steps that were took (and to be taken) in order to catalyse Europe's peripheral Digital Innovation Hubs and Ecosystems – in this case, in Slovenia.

2. General information

Project: Carpe Digem

Partner organisation: University of Ljubljana

Other partner organisation: Ministry of Public Administration, Republic of Slovenia (Government Office for Digital Transformation)

Country: Slovenia

NUTS2 region: Zahodna Slovenia

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Policy context

Name and reference of the policy instrument addressed in the Action plan:

CARPE DIGEM

The Action Plan aims to impact: € Investment for Growth and Jobs programme
 € European Territorial Cooperation programme
 Other regional development policy instrument

Name of the policy instrument addressed:

DIGITAL SLOVENIA 2020 – DEVELOPMENT STRATEGY FOR THE INFORMATION SOCIETY UNTIL 2020

The action plan was set to improve the policy instrument of *Digital Slovenia 2020*, published in 2016. This document can be found on <https://www.gov.si/assets/ministrstva/MJU/DID/Strategija-razvoja-informacijske-druzbe-2020.pdf>.

As the new policy instrument, *Digitalna Slovenija 2030*, is still in the process of development, our activities by creating **4PDIH – Public, Private, People, Partnership Digital Innovation Hub**, along with specifically developed tools, on one hand addressed the existing policy instrument of *Digitalna Slovenija 2020*, whereas on the other hand we successfully identified actions **which will be integrated into the new policy instrument, DIGITAL SLOVENIA 2030**.

In this manner, within phase 2, further developments of the 4PDIH, its integration into European networks as an EDIH contender, and its unique focus on rural areas as well, will take place.

3. Action

The present Action Plan is focusing on four main actions that will be monitored during phase 2, these result from the strategic objective of the 4PDIH (Digital Innovation Hub) of becoming a national EDIH (European Digital Innovation Hub) candidate via national public call. 4PDIH has become one of the 3 national candidates from Slovenia, based on the evaluations of the inter-ministerial expert committee, consequently proposed by the Ministry of Public Administration and the Ministry of Economic Development and Technology (the document is to be found here: <https://www.gov.si/novice/2021-02-24-59-redna-seja-vlade-republike-slovenije/>).

The lessons learnt from the exchange of experience process with CARPE DIGEM's partners, and the exchange of information and data (needs, problems, possible solutions and expectations) with stakeholders: Association of Municipalities and towns of Slovenia (SOS), local producers in rural areas and partners from the 4PDIH has been extremely important in defining the next steps in continuing reinforcing the digital ecosystem of Slovenia, including importantly rural areas.

Understanding that in 2015 almost 20 % of people living in Slovenia's rural areas were facing poverty or social exclusion (for instance, in 2016, in contrast to almost 80 % of individuals living in urban areas,

no more than 60 % of individuals from rural areas could access the internet) is highlighting the importance of digital transformation.

The Policy Instrument in the AF Digitalna Slovenia 2020, however the new strategy is still in preparation. As one of the national EDIH contenders, 4PDIH will take into account the new OP, i.e. Digitalna Slovenia 2030. It is also important to mention, that the importance of the DIH model as an example of how to foster inclusive digitalization is emphasized in the Coalition Agreement of the new Slovenian government, which officially started being operational on 1st June 2022.

This action plan consists of 4 main actions:

A1: To increase innovation activity (digital maturity assessment, experimentation and technological demonstrations)

A2: To increase digital skills and competences

A3: To access funding for innovative solutions

A4: To undertake Awareness events and related workshops

3.1. Background

Annex 1: includes a detailed description of the different activities and meetings involving the local stakeholders to define the services and expected impact to be included in this action plan.

Annex 2: Results and follow up actions of Digital Maturity Assessment

- **A1: Increased innovation activity (digital maturity assessment, experimentation and technological demonstrations)**

4PDIH is one of the key outputs of CARPE DIGEM. Thanks to the project and exchanges with the partners, 4PDIH was successfully submitted to the national DIH call and received the WSIS Prize 2021 (<https://4pdih.com/2021/04/28/4pdih-prejel-prestizno-nagrada-na-svetovnem-vrhu-o-informacijski-druzbi/>) and is also a member of more than dozen international initiatives, to name a few: DIHNET, ERNACT Network, Pact for Skills, Rural DIH Network etc. At the moment, we're waiting for the results of the European call to become an EDIH.

4PDIH will exploit existing environments for innovation, prototyping and experimentation (FabLab Network Slovenia, SIO, Industry 4.0 test environments) and expand to new ones (local partners, other EDIHs). 4PDIH will also explore new uses of technologies with new and existing capacities, together with the EDIH network to help local (in particular rural) partners to take advantage of the European innovation ecosystem, better understand needs and opportunities and to stimulate local economies. In order to follow up A1, digital maturity assessments will be conducted via 4PDIH's developed tools (in collaboration with different international partners).

Task activities:

- exploiting existing environments for innovation, prototyping and experimentation, such as FabLab Network Slovenia, SIO (Slovenian Innovation Environments), Industry 4.0 test environments, and expanding to new ones (local partners, other EDIHs).
- offering public access to various technological equipment, together with mentoring and scale-up activities for startups, SMEs and midcaps
- providing advice on testing and finding optimal digital solutions, development for sensors/infrastructure/device/user data capture on different platforms, analysis of the characteristics of digital models, product development in virtual environments along with product testing and validation, use of the services of the "Smart Factory" demonstration centre, development, testing and validation, implementation of additive manufacturing and its deployment in a real industrial (4.0) environment, demonstrating the Smart factory concept with integration of the digital twin of the factory, usability of 5G technology in production and logistics processes
- demonstrations and pilots with SMEs and midcaps, conducting demonstrations in environments in private and public sector, municipalities, or smart villages pilot areas (rural areas)

- **A2: Increased digital competences**

In terms of digital skills, following EUROSTAT, data show a considerable divide between adults living in cities and those living in rural areas. In 2019, the gap in digital skills between city-dwellers and people living in rural areas was, on average, was 14 percentage points (pp) in the EU (as measured by the difference in relative shares of adults possessing basic or above basic digital skills). In Slovenia, the data point at an important divide between rural and urban areas in basic or above digital skills exists, demonstrating more than 10 % difference, showing a significant structural gap, consequently putting Slovenia in a very weak position, when it comes to basic and above basic digital skills among the adult community in rural areas.

In this regard, within this package of activities a wide range of workshops and training (interactive workshops, thematic bootcamps, courses, and support to the implementation of activities under the "DEP Advanced Digital Skills" pillar) will be delivered. The trainings' contents will be tailored to each target group's needs and iteratively upgraded according to identified emerging needs and opportunities.

Task activities:

- reskilling and upskilling the workforce under the DEP Advanced Digital Skills pillar
- a special focus on building the content of the training that is tailored to various groups
- empowering the workforce with digital skills

- **A3: Increased funding for innovative solutions**

Access to funding and investor search support: 4PDIH will empower investment seekers and advise them on how to access appropriate funding mechanisms according to their capacity and needs. Though 4PDIH will provide the access to financial sources that enable the initial stages of digital solution's design within business (startups, SMEs and midcaps) and other entities, primarily supported in test-before-invest EDIH services group, the imperative is to achieve financial support the private sector stakeholder group in decisive TRL levels of their digital solution, typically the stages before the product market entry (TRL 5-8) and later.

Task activities:

- focusing on assisting SMEs and midcaps in obtaining financial resources
- supporting business growth, financing digital transformation process, and reaching investments
- advising and recognizing grant opportunities
- identifying potential investors for capital investments with the help of partner networks, using the InvestEU Programme and other relevant funding mechanisms

- **A4: Awareness events and related workshops**

The 4PDIH already demonstrates a strong engagement and coverage of awareness dissemination of the importance of digital transformation. Its ecosystem acts as a broker of knowledge, innovation and transfer of practices. 4PDIH will further seek to raise awareness of digitalization in its sectors of operation: business, public administration, education and communities via organisation of workshops which will address fundamental areas and topics of digitalization, especially in relation to public interest – e.g.: open data, big data, digital skills and competences, sustainability etc.

Task activities:

- focusing on building recognition of efforts on digitalization and Digital Transformation of SMEs and midcaps by bringing together like-minded stakeholders and attract new private entities (especially startups and SMEs) that previously did not have the chance to participate in such events
- supporting exchange of knowledge, technology transfer and market readiness
- encouraging and promoting cross-sector collaboration of SMEs and midcaps with Public Service Organisations (PSO), including municipalities and local communities

- enhancing the thematic areas of work and ensure the sustainability of the 4PDIH
- establishing collaboration with other €DIHs to act complementary where needed by supporting the technology transfer corridors and knowledge sharing

3.2. KNOWLEDGE APPLIED FROM CARPE DIGEM

Knowledge acquired and lessons learnt from the exchange activities in Carpe Digem

Partner experience and practice	How this lesson has contributed to the services developed in our Action Plan (detail any transfers, full or partial of good practice)
<p>Donegal Digital ecosystem</p> <p>A public-private partnership working with the vision of “Digitally literate communities co-building sustainable enterprises and societal services” in Donegal.</p>	<ul style="list-style-type: none"> • how to raise awareness within the community about the possibilities of digitalisation in terms of its holistic potentials, i.e. growing businesses by adopting digital solutions • gave organisational aspects of the developed ecosystem, especially in terms of organisational management between public and private entities • how to build connections with local administrations, local educational institutions and business
<p>Mission Numérique PNM - Lormes Rural Digital Hub</p> <p>Lormes Rural Digital Hub is a multi-functional fab-lab, digital service, innovation and work hub, providing a level of digital inclusion, workplace and innovation services to citizens, public, private and community stakeholders rarely found outside Metropolitan areas.</p>	<ul style="list-style-type: none"> • represented the reference of how to work with rural communities in regard to creation of rural digital hubs
<p>Incubator Parcbit-Emprenbit</p> <p>The Emprenbit programme provides different facilities and services to support entrepreneurs</p>	<ul style="list-style-type: none"> • demonstration of activities, needed to create services for testing business models • support for finding potential partners

<p>with innovative ideas. Its services focus on helping entrepreneurs define and validate their business models as well as offer inexpensive office space.</p>	<p>and alliances</p> <ul style="list-style-type: none"> ● support to access to funds ● visibility actions
<p>The Divina Wine Hub Šmarje: Virtual wine tasting business model</p> <p>An example of a unique, rural supportive digital hub for the promotion of local wine products by using ICT tools. Wines together with specific instructions are received in advance. The virtual event takes place via an online meeting tool. During the event, participants can learn about the wines, but also about the winemakers, their legacy and ambitions.</p>	<ul style="list-style-type: none"> ● an effective model of enhancing digital transformation, especially in regard to rural areas and design of rural digital hubs ● ensuring efficient future appearance in domestic and foreign markets, as well as an innovative industry integration and organised support in the field of innovation and advanced ICT tools within the area of viticulture ● encouraging participation of young winemakers, identification and the use of advanced ICT technologies in joint promotion, marketing and sale of the common and individual products – wines and above all economic efficiency and optimization of business, although in accordance with sustainable development ● sustainable business models in rural areas by the use of digital tools
<p>Smart Viticulture for Rural Areas</p> <p>Smart viticulture is based on observation, measurement and collection of environmental parameters to optimize wine production and reduce damaging environmental impact.</p>	<ul style="list-style-type: none"> ● human-centered digital transformation with potential to be transferred to other regions ● involvement model of key stakeholders of winegrowers and provision of the IoT solution which is cost efficient, of low maintenance and is all and all durable ● provided IoT solution can be easily applied to other agricultural activities
<p>Territorial Digital Assessment Tool</p>	<ul style="list-style-type: none"> ● an example of effective, yet publically available tool ● easy to use tool, especially for rural areas

<p>A tool, created by Faculty of electrical engineering in close collaboration with partner from France and Ireland. It allows stakeholders to establish the digital maturity of territories including peripheral and emerging territories to (further) develop and improve their digital transformation strategies.</p>	
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4PDIH has 15 partners, covering different fields of interest, from entrepreneurial supporting institutions (incubators, technological parks ...), regional development agencies, universities and most importantly, companies that provide services in the field of digitalisation. As it has already been stated, due to its interdisciplinary character, 4PDIH services can be applied in different environments, including rural areas.

4.3 Action/service description

Description of the action or service planned, including at least:

<i>Main objectives</i>	<i>Value brought by this action into the region</i>	<i>Players involved and role in the implementation and collaboration between them explanation of their involvement in service design)</i>
<p>O1. Digitalisation of businesses</p>	<p>Digitalisation of businesses, followed by a set of carefully designed activities, resulting in a chain of results, with the most important being a functioning sustainable business digital innovation ecosystem based on test-before-invest, innovation-as-a-service approaches that operates as a support environment for product development and successful market launching operations with holistic, interdisciplinary approach for upskilling and reskilling activities to support development of digital competences with increased</p>	<p>Universities – R&D partners: University of Ljubljana is the central player which has (also within 4PDIH as an EDIH contender) established collaboration with the following partners, who are also the main stakeholders of the identified objective and will in collaboration with University of Ljubljana drive the necessary future actions, related to the O1:</p> <p>Telekom Slovenia</p> <p>Iskraemeco</p> <p>Envirodual</p> <p>Primorski tehnološki park</p>

	funding, collaboration and expansion.	<p>Štajerski tehnološki park</p> <p>Primorski tehnološki park</p> <p>Skupnost Občin Slovenije</p> <p>Pomurski tehnološki park</p> <p>Tekos</p> <p>Sfera IT</p> <p>In terms of support for the so-called public administration level, which is invaluable for synergic relation within digital transformation, collaboration with the stakeholder of Association of Municipalities and towns of Slovenia (SOS) as the biggest representative association of municipalities, having 173 member municipalities (from 210 municipalities) is also equally important. SOS as a stakeholder will be invaluable in providing: 1. Feedback and on the actions undertaken within 01; 2. By covering majority of the Slovenian municipalities, serving as an invaluable intermediary between the 4PDIH and the municipalities; 3. Serving as a working space for exchanging opinions, good practices, models, etc. between municipalities it will serve as testing ground for support in enhancing 01.</p>
O2. Digitalisation of public administration	Digitalisation of public administration, followed by a set of carefully designed activities with a special focus on improving an overall digitisation of services in public administration's sectors, in particular by focusing on	UL (FE) + Association of Municipalities and towns of Slovenia (SOS) and stakeholders from rural areas and Ministry of Public Administration (both stakeholders) + Government Office for Digital Transformation.

	<p>improving competences of public administration staff.</p>	<p>The functions of the Ministry of Public Administration as a stakeholder: 1. Providing the needs of government officials in terms of digital skills and competences 2. Giving feedback on the needs of what is needed to successfully digitalise public administration 3. Provision of regular contact for the purposed of potential counselling activities</p> <p>The functions of the Government Office for Digital Transformation as a stakeholder:</p> <p>As Government Office for Digital Transformation monitors and analyses the state of digital transformation and the information society at national level, it will provide invaluable policy support, especially, as it also actively cooperates with other relevant ministries and government departments. It will serve as an important source for updates, related to legal framework, related to digital transformation.</p>
<p>03. Digitalisation of the local level</p>	<p>Digitalisation of the local level by supporting digital transformation of municipalities. Its successful handling will result in the following value results: successful handling of the challenge of developing and promoting a variety of digitalisation activities in tourism, culture, leisure, e-inclusion (also of marginalized groups with bridging the gap between rural and urban areas) in governance, education and above all, foster smart decisions to establish functioning digital</p>	<p>UL (FE) + Association of Municipalities and towns of Slovenia (SOS) and stakeholders from rural areas (pilot areas: Šmarje and Kungota).</p> <p>Besides already described role of SOS as a stakeholder, its role within 03 is relatively similar to 01 and 02. In relation to 03, SOS will in particular provide up-to-date, regarding in preparing professional materials for the community's needs.</p> <p>Stakeholders, Šmarje and Kungota will act as invaluable in providing data, what</p>

	innovation ecosystems on local levels as an efficient starting base for increased collaboration and innovation ecosystem expansion with digitally skilled communities.	rural communities need in terms of digital transformation of rural areas.
O4. Increase innovation, promotion and internationalization activities within (rural) businesses	Carpe Digem has showed that continuous innovation and sharing of best practices are important to bring fruits of digitalisation to rural areas. This goal will increase the competitiveness of local businesses in rural areas while increasing digital skills and competences of local communities, and increasing their internationalization	<p>UL (FE) + Association of Municipalities and towns of Slovenia (SOS) and stakeholders from rural areas (pilot areas Šmarje, Kungota).</p> <p>Besides already described role of SOS as a stakeholder, its role within O3 is relatively similar to O1 and O2. In relation to O3, SOS will in particular provide up-to-date, regarding in preparing professional materials for the community's needs.</p> <p>Stakeholders, Šmarje and Kungota will act as invaluable in providing data, what rural communities need in terms of digital transformation of rural areas.</p>
O5. Increase collaboration and innovation ecosystem expansion	4PDIH already demonstrates a strong engagement and coverage of the innovation ecosystems and acts as a broker of knowledge, innovation, and transfer of practices. 4PDIH existing partnership is the basis to extend the collaboration and innovation activities to other networks and initiatives, EDIHs, international, and macro-region (Western Balkans) entities. 4PDIH will further seek complementary national, European and other international entities and actions to grow the network and, as	<p>UL (FE) + Association of Municipalities and towns of Slovenia (SOS) + Ministry of Public Administration + Government Office for Digital Transformation.</p> <p>Stakeholders' roles described above, however, in terms of fostering international expansion, partnership within CARPE DIGEM will again provide important source for further international integration.</p>

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	<p>already mentioned, specifically focusing on rural areas. It is presumed that this will result in revitalisation of these territories, with young people having more chances of getting a quality and sustainable jobs in their environment, whereas older generation will see its digital skills and competences improved.</p>	
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Additional information can be included in an annex (i.e. specifications resulting from the service design process, etc.)

3.3. TIMEFRAME AND FUNDING

<i>Project/Action Investment Line/Funding Source + Amount (please state each source of funding)</i>	<i>Submitted For Funding</i>	<i>Funding Decision</i>	<i>Project Start Date / Finish date</i>	<i>Other key milestones</i>
European Innovation Hubs (DIGITAL-2021-EDIH-01)	22.2.2022	September 2022	1.1.2023 / 31.12.2025	Result of the European call by Sept'22
CODECS Maximising the CO-benefits of agricultural Digitalisation through conducive digital ECoSystems (Horizon Europe Framework Programme (HORIZON))	/	Funding already secured - 3x person month salary planned 3.500, 00 EUR (if EDIH call will not be secured)	September 2022- September 2026	8 th February 2022 results declared

Timeline of investment funding / source for the described actions will be in line until 31th July 2023.

3.4. WORKPLAN: ORGANIZATIONAL STRUCTURE

The described workplan operates as an organizational structure. In this regard, the identified work packages are already in place and fully operational, however in line with specific task areas.

WP	Tasks
WP1 – 4PDIH	T1.1 Organizational structure
	T1.2 Establishing partnership
	T1.3 Operation of the 4PDIH
WP2 - Innovation ecosystem and networking	T2.1 Creation and scale a functioning sustainable digital innovation ecosystem
	T2.2 Implementation of 4PDIH supportive information system (sharing of equipment, human resources, reservation system, promotion, presentation)
WP3 - Services	T4.1 Test before Invest
	T4.2 Skills and training
	T4.3 Access to Finance and Funding
WP4 - Dissemination, promotion, engagement	T4.1 Dissemination planning and events
	T4.2 Web and social networks presence
	T4.3 Media presence
WP5 - Management	T4.1 Administrative, Technical and Financial Coordination
	T4.2 Project meetings
	T4.3 Quality Impact and communication assessment

4.4 BUDGET BREAKDOWN FOR THE ACTIONS

Approximate budget breakdown is prepared from July 2022 until 31th July 2023, if the 4PDIH will be chosen within the EDIH call.

It is predicted that the service would include 15 collaborators (coordination and management, equipment coordination, dissemination, technical experts to develop and offering the services).

External expertise category will be used for advisory and knowledge transfer activities of experts.

Category of funding	Expenditure Amount
Salaries	300.000
Overheads (i.e. calculated at x % of staff costs)	45.000
Travel & Subsistence	28.000
External expertise	30.000
Building/renovation / refurbishment	24.000
Equipment	130.000
TOTAL	557.000

Important: if finance from the EDIH call will not be secured, finance for the scope of action for approximately 3 employees per year, 3.500, 00 eur per month are needed for the DIH to operate (as reported on the Interreg good practice platform: <https://www.interregeurope.eu/good-practices/4pdih-public-private-people-partnership-digital-innovation-hub>) is secured by the Horizon call.

4.5: VIABILITY AND SUSTAINABILITY

In terms of financial aspect, the participation in the Carpe Digem project so far has provided us not only with invaluable knowledge, but also with smaller financing scale, which enabled us with delineation of the first strategic steps, namely identification of the area of interest, first meetings with the stakeholders, creation of organization structure and communication with the stakeholders as well as with the public and most importantly, establishment of the system of expertise exchange among existing services providers, representing activities in action 1.

It is important to add, that funding from the Digital Europe Program (DIGITAL) is expected to start in 2023, enabling 4PDIH to fully pursue its objectives to enhance holistic digitalisation. However, we have already secured founding within the Horizon Europe Framework Programme (HORIZON), concretely, within the project CODECS. If 4PDIH as an EDIH contender will not be successful, implementation will therefore still be feasible, although we will aspire to secure other funding as well by the principle of integrating funds.

We would also like to state, that it is presumed that the funding will continue three years after the end of the second phase and after the completion of the public funding, members' fees, however, the fees will differ, depending on the services provided to societal areas. It is also important to add, that cash flows and projections are still under preparation by one of the working groups of the 4PDIH.

In general, 4PDIH will follow all the necessary guidelines for effective budget management to provide a sustainable and safe financial ecosystem. In this manner, 4PDIH has already conducted an analysis of actions via which the project can overcome financial obstacles such as the lack of market finance:

- ☐ funding regular applications to relevant funding mechanisms offered by the EU and by co-financing through other mechanisms or funding sources, e.g. co-investment schemes
- ☐ through the maturity and sectoral diversity of the consortium partnership
- ☐ through an adequate and effective performance monitoring system
- ☐ through already good positioning of the established EDIH partnership in European networks
- ☐ through a well-designed communication strategy with a particular focus on the period after the end of the co-financing (continuity of exchange of good practices and cooperation/networking at all levels, continuity of promotion of expertise, results/achievements, promotion of the opening up of new markets and access to them)

4.6: IMPACT EXPECTED: PHASE 1 + PHASE 2

IMPACT 1: Increased innovation activity

Deliverable1 : Digital Maturity Assessments and Mentoring Implementation Report

Deliverable 2: Experimentation and technological demonstrations

IMPACT 2: Increased digital competences in targeted verticals

Deliverable 1: Training for public sector or educators

Deliverable 2: Training SMEs

IMPACT 3: Increased funding for innovative solutions

Deliverable 1: Access to funding consultation for SMEs

IMPACT 4: Awareness events and related workshops

Deliverable 1: Awareness events, other workshops

3.5. MONITORING ACTIVITIES IN PHASE 2

4.8 Impact expected

A. Refer to your 'Self-Defined Indicators' in the Application Form:

B. Section to explain the impact expected of this action/service (You might also cover the angle about what would be the impact if the action is not implemented).

This information will be included in your tailored regional Digital Innovation Improvement Plan resulting from your Digital Maturity Assessment

All the actions mentioned will aspire to consolidate DIH in order to be able to offer services not only at local/national level, but to interact also at EU level with other DIHs with the objective to accelerate the digital transformation of sectors of business, public administration, education and community. Having this objective divided in different actions, the list of expected indicators are the following, as expected from July 2022 till 2023 (conservative evaluation, without securing the EDIH financial assets):

- Digital maturity assessments, 20 SMEs + 2 rural areas (Šmarje and Kungota) (using Territorial Digital Assessment Tool, developed within the CARPE DIGEM project)
- Experimentation and technological demonstrations, 5 SMEs involved + promotion of the Meet the Local Producer Platform (using QR codes of the presented local producers)
- Training for public sector or educators, 4 events (Upravna Akademija+municipalities), 80 participants
- Trainings SMEs, 12 events, 180 participants
- Trainings for local producers (virtual wine tasting basics), 3 mentions
- Access to funding consultation for SMEs, 10 contacts made
- Awareness events, other workshops, 5 events (200 participants)

In case, the EDIH financial assets are secured:

- Digital maturity assessments, 50 SMEs + 2 rural areas (Šmarje and Kungota) (using Territorial Digital Assessment Tool, developed within the CARPE DIGEM project)
- Experimentation and technological demonstrations, 50 SMEs involved
- Training for public sector or educators, 15 events (Upravna Akademija+Občine)
- Training SMEs, 40 events
- Trainings for local producers (virtual wine tasting basics), 3 mentions
- Access to funding consultation for SMEs, 40 contacts made
- Awareness events, other workshops, 40 events

4.8.1. Table: Combining 4A with the corresponding tasks, time frame, founding and indicators for the monitoring purposes

Project/Action Investment Line/Funding Source + Amount (please state each source of funding)	Submitted For Funding	Funding Decision	Start and End Date, with added timeline	Description of Activities (tasks)	Deliverables	Indicators for monitoring purposes (expected)
A1: Increased innovation activity (digital maturity assessment, experimentation and technological demonstrations)	<p>1. European Digital Innovation Hubs (DIGITAL-2021-EDIH-01)</p> <p>2. CODECS: Maximising the CO-benefits of agricultural Digitalisation through conducive digital ECoSystems (Horizon Europe Framework Programme (HORIZON))</p>	<p>Result of the European call by Sept'22</p> <p>CODECS: Funding already secured - 3x person month salary planned 3.500, 00 EUR (if EDIH call will not be secured)</p>	<p>July 2022 July 2023</p> <p>Described activities tasks are planned to take :</p> <p>From: July to September (I.): 1. regular contact with the involved stakeholders and partners; 2. Planning of activities; 3. Preparation of the carriers of activities</p> <p>From September /October to May (II.): implementation</p> <p>From June to July: final stage (evaluation and reporting)</p>	<p>T1: Experimentation and prototyping in testing environments</p> <p>T2: Test before invest demonstrations and innovation support</p> <p>T3: Digital Maturity Assessment for SMEs</p> <p>T4: Digital Maturity Assessment for Public Sector Organisations (PSO)</p>	<p>D.1: Digital Maturity Assessments and Mentoring Implementation Report</p> <p>D.2: Experimentation and technological demonstrations</p>	<p><u>1. SCENARIO (if EDIH call is not secured):</u></p> <p>Digital maturity assessments, 20 SMEs + 2 rural areas (Šmarje and Kungota) (using Territorial Digital Assessment Tool, developed within the CARPE DIGEM project)</p> <p>Experimentation and technological demonstrations, 5 SMEs involved + promotion of the Meet the Local Producer Platform (using QR codes of the presented local producers)</p> <p><u>2. SCENARIO: (if EDIH call is secured):</u></p> <p>Digital maturity assessments, 50 SMEs + 2 rural areas (Šmarje and Kungota) (using Territorial Digital</p>

						<p>Assessment Tool, developed within the CARPE DIGEM project)</p> <p>-Experimentation and technological demonstrations, 50 SMEs involved</p>
A2: Increased digital competences	<p>1. European Digital Innovation Hubs (DIGITAL-2021-EDIH-01)</p> <p>2. CODECS: Maximising the CO-benefits of agricultural Digitalisation through conducive digital ECoSystems (Horizon Europe Framework Programme (HORIZON))</p>	<p>Result of the European call by Sept'22</p> <p>CODECS: Funding already secured - 3x person month salary planned 3.500, 00 EUR (if EDIH call will not be secured)</p>	<p>July 2022 July 2023</p> <p>Described activities tasks are planned to take :</p> <p>From: July to September (I.): 1. regular contact with the involved stakeholders and partners; 2. Planning of activities; 3. Preparation of the carriers of activities</p> <p>From September /October to May (II.): implementation</p> <p>From June to July: final stage (evaluation and reporting)</p>	<p>T1: Private and Public Sector</p> <p>Digital Skills Trainings</p> <p>T2: Knowledge Institutions Educators Digital Skills + Strategy & Implementation</p>	<p>Deliverable 1: Training for public sector or educators</p> <p>Deliverable 2: Training SMEs</p>	<p><u>1. SCENARIO (if EDIH call is not secured):</u></p> <ul style="list-style-type: none"> - Training for public sector or educators, 4 events (Upravna Akademija+municipalites), 80 participants - Trainings SMEs, 12 events, 180 participants - Trainings for local producers (virtual wine tasting basics), 3 mentions <p><u>2. SCENARIO: (if EDIH call is secured):</u></p> <ul style="list-style-type: none"> - Training for public sector or educators, 15 events (Upravna Akademija+Občine) - sTraining SMEs, 40 events -Trainings for local producers (virtual wine tasting basics), 3 mentions

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<p>A3: Increased funding for innovative solutions</p>	<p>1. European Digital Innovation Hubs (DIGITAL-2021-EDIH-01)</p> <p>2. CODECS: Maximising the CO-benefits of agricultural Digitalisation through conducive digital ECoSystems (Horizon Europe Framework Programme (HORIZON))</p>	<p>Result of the European call by Sept'22</p> <p>CODECS: Funding already secured - 3x person month salary planned 3.500, 00 EUR (if EDIH call will not be secured)</p>	<p>July 2022 July 2023</p> <p>Described activities tasks are planned to take :</p> <p>From: July to September (I.): 1. regular contact with the involved stakeholders and partners; 2. Planning of activities; 3. Preparation of the carriers of activities</p> <p>From September /October to May (II.): implementation</p> <p>From June to July: final stage (evaluation and reporting)</p>	<p>T1: Access to funding consulting and contacts made</p>	<p>D1: Access to funding consultation for SMEs</p>	<p><u>1. SCENARIO (if EDIH call is not secured):</u></p> <p>Access to funding consultation for SMEs, 10 contacts made</p> <p><u>2. SCENARIO: (if EDIH call is secured):</u></p> <p>Access to funding consultation for SMEs, 40 contacts made</p>
<p>A4: Awareness events and related workshops</p>	<p>1. European Digital Innovation Hubs (DIGITAL-2021-EDIH-01)</p> <p>2. CODECS: Maximising the CO-benefits of agricultural Digitalisation through conducive digital ECoSystems (Horizon Europe Framework Programme (HORIZON))</p>	<p>Result of the European call by Sept'22</p> <p>CODECS: Funding already secured - 3x person month salary planned 3.500, 00 EUR (if EDIH call will not be secured)</p>	<p>July 2022 July 2023</p> <p>Described activities tasks are planned to take :</p> <p>From: July to September (I.): 1. regular contact with the involved stakeholders and partners; 2. Planning of activities; 3. Preparation of the carriers of activities</p> <p>From September /October to May</p>	<p>T1: Promotional, demonstration and networking events for SMEs</p> <p>T2: joint public & private show cases</p> <p>T3: Collaboration and EDIH network expansion</p>	<p>D1: Awareness events, other workshops</p>	<p><u>1. SCENARIO (if EDIH call is not secured):</u></p> <p>Awareness events, other workshops, 5 events (200 participants)</p> <p><u>2. SCENARIO: (if EDIH call is secured):</u></p> <p>Awareness events, other workshops, 40 events</p>

			(II.): implementation From June to July: final stage (evaluation and reporting)			
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4.8.2. Project management monitoring

Regarding the project management monitoring, 4PDIH as an umbrella activity, is already ensuring adequate project management, however experience of the project partners ensures efficient management of the project. 4PDIH partnership will otherwise conduct constant assessment and evaluation via various tools: Quality Planning Tools and Techniques will include Cost-Benefit Analysis, Cost of Quality and Additional Planning Tools as Brainstorming, Force field analysis (FFA), Nominal group technique. For Quality control we plan to use the PMBOK Guide. Within project management we will use tools such as: cause and effect diagrams, flowcharts, check sheets, control charts, process decision program charts (PDPC), activity network diagrams and benchmarking. As closely working with communities, especially in rural areas, is vital for holistic digital transformation, 4PDIH will use qualitative methods to assess communities' satisfaction with the 4DIH's services.

Approval of Action Plan: Please use the model below on headed paper of your organisation

..... agrees to implement the Action Plan for the ... as detailed above. I confirm that I have the required authorisation of to do so and that the required authorisation process of has been duly carried out.

On behalf of:

Signed: _____

Name: _____

Position in Organisation: _____

Date: _____

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ANNEXES

ANNEX 1 - LIST OF MAIN ACTIVITIES AND MEETINGS WITH THE LOCAL STAKEHOLDERS

Activity/meeting	Date	Stakeholders involved
1# stakeholders meeting	18 October 2019	Kungota, visit of the pilot area (rural areas's stakeholders)
2# stakeholders meeting	5th of November 2019	Meeting with representatives of Association of Municipalities of Slovenia
3# stakeholders meeting	25-26 November 2019	Project meeting: DIGEMs: the Slovenian experience in Kungota (rural areas's stakeholders)
4# stakeholders workshops/meeting	January 2020 (dates reported to the LP)	4 workshops with representatives of 4 Slovenian municipalities: Kočevje, Novo mesto, Murska Sobota and Krško
5# stakeholders workshops/meeting	February 2020 (dates reported to the LP)	5 workshops with representatives of 5 Slovenian municipalities: Škofja Loka, Krško, Ptuj, Velenje, Ajdovščina
6# stakeholders webinar on technical and organizational aspects of remote cooperation	30 March 2020	On 30th of March a webinar on technical and organizational aspects of remote cooperation was organized within 4PDIH in Slovenia. The webinar was focused on how to use digital environments for constitutive democratic political processes, i.e. plenary sessions or other necessary for transparency of public representative bodies, regardless of unpredictable factors (for instance, pandemics etc.),
7# stakeholders meeting	15 September 2020	Carpe Digem: Regional Stakeholder Meeting on Digital Transformation
8# stakeholders meeting	4 th February 2021	Rural areas' stakeholders (internal)
9# stakeholders meeting	17 th February 2021	Industry / companies, policy makers, incubators, technology parks, faculties
10# stakeholders meeting	4 th March 2021	Rural areas' stakeholders (internal)
11# stakeholders meeting	7 th March 2021	Rural areas' stakeholders (internal)
12# stakeholders meeting	21th March 2021	Rural areas' stakeholders (internal)
13# stakeholders meeting	5 th May 2021	Rural areas' stakeholders (internal)
14# stakeholders meeting	21th May 2021	Rural areas' stakeholders (internal)
15# stakeholders meeting	15 th June 2021	Industry / companies, policy makers, incubators, technology parks, faculties

Activity/meeting	Date	Stakeholders involved
16# stakeholders meeting	19 th of September 2021	Industry / companies, policy makers, incubators, technology parks, faculties
17# stakeholder meeting	7 th of October 2021	Industry / companies, policy makers, incubators, technology parks, faculties
18# stakeholders meeting	4 th of November 2021	Industry / companies, policy makers, incubators, technology parks, faculties
19# stakeholders meeting	24 th of November 2021	Industry / companies, policy makers, incubators, technology parks, faculties
20# stakeholders meeting	2 nd of December 2021	Industry / companies, policy makers, incubators, technology parks, faculties



Prof. dr. Gregor Majdič agrees to implement the Action Plan for the University of Ljubljana responsible with the elaboration and implementation of regional development policy for University of Ljubljana, agreed of implementation the Action plane for the Carpe Digem project detailed above. I confirm that I have the required authorisation of to do so and that the required authorisation process of has been duly carried out.

On behalf of: **University of Ljubljana**

Signed: _____

BY AUTHORITY OF:
prof. dr. Ksenija Vidmar Horvat
vice-rector

Name: **prof.dr. Gregor Majdič**

Position in Organisation: **Rector of University of Ljubljana**

Date: **21.7.2022**