Digital Europe Programme (DIGITAL)

Application Form

Technical Description (Part B)

(Digital Europe Standard)

Version 1.0

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TECHNICAL DESCRIPTION (PART B)

COVER PAGE

Part B of the Application Form must be downloaded from the Portal Submission System, completed and then assembled and re-uploaded as PDF in the system.

***Note:** Please read carefully the conditions set out in the Call document (for open calls: published on the Portal). Pay particular attention to the award criteria; they explain how the application will be evaluated.*

PROJECT	
Project name:	Smart Islands Hub
Project acronym:	SIH
Coordinator contact:	Clemente Aguiar, ARDITI

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PROJECT SUMMARY

Project summary

The Smart Islands Hub (SIH) is an important strategic effort, officially supported by the Regional Government to accelerate the Digital and Green transition of the Autonomous Region of Madeira. The consortium unites core organisations from R&D, Innovation and business ecosystem: ARDITI (coordinator), the University of Madeira, Startup Madeira, ACIF, NOVA University of Lisbon, Smart Energy Lab, Cecolab and Uninova. SIH also has the support of strategic stakeholders in the form of public institutions, local service providers and all the Municipalities of Madeira.

SIH will provide solutions that will help SMEs, small midcaps and public sector organisations in their digital and green transformation, and promote capacity building and digital inclusion in the population of the Region. Our services will be available for similar regions and small economies that, like ours, are fully committed to sustainable development and quality of life for their citizens.

Our position as an outermost region, further away from decision centres, where technology and innovation are more widespread, motivated the creation of a strategy to holistically develop our DIH and offer a more complete set of services for test before invest, skills & training, support to find investment and ecosystem and networking, applied to the areas of Energy, Circular Economy, Environment & Sustainability, Mobility & Logistics, Public Sector, Health & Biotechnology and Commerce & Services. We also cover a wider range of main technologies, from AI and Cybersecurity to Advanced Digital Skills. To reach our goals, we developed a project plan that integrates activities to promote technology transfer from our R&D entities to market innovation with the support of our business organisations, taking full advantage of our competence centres. The results will be shown by advancing the digital maturity of the organisations that benefit from our services, measured by a Digital Maturity Assessment.

1. RELEVANCE

1.1 Objectives and activities

Objectives and activities

Describe how the project is aligned with the objectives and activities as described in the Call document.

How does the project address the general objectives and themes and priorities of the call? What is the project's contribution to the overall Digital Europe Programme objectives?

The Smart Islands Hub is the result of a joint effort from the main local stakeholders of the Autonomous Region of Madeira - constituted by two inhabited islands: Madeira and Porto Santo - to define and implement a strategy for sustainable development, giving Digital Innovation a clear direction towards this mission of sustainability along the three main dimensions: economic, social and environmental. This mission-type strategy is inspired by the work of Mariana Mazzucato on Mission-Oriented Innovation. For an outermost region (OR) like Madeira it is less feasible to specialise in only one technology and one economic sector due to our particular insular characteristics. Despite the strong connections to other DIHs through our networks and partnerships, local stakeholders are well aware that they operate from an isolated region, further away from decision centres where technology and innovation are more widespread. This creates the need for the proximity to a more complete and comprehensive Digital Innovation Ecosystem generating the necessary confidence for the twin transition. This is why SIH addresses two of the three key-enabling technologies of the Digital Europe Program (DEP) - AI and cybersecurity - and six sectors which were deemed as a priority in our strategy: Circular Economy, Environment & Sustainability; Energy; Public Sector; Health & Biotechnology; Mobility & Logistics and Commerce & Services. Our strategy is to holistically develop our Digital Ecosystem to offer a more complete set of services to promote the Digital and Green Transition of local entities with different levels of digital maturity (front runners and laggards). For an outermost region like Madeira, acting both horizontally and vertically with a mixed portfolio of activities is crucial for local development. This is why we have a Smart Islands vision, focused on smart and integrated solutions for sustainable development and for the management of infrastructures, natural resources and the environment as a whole, supported by the use of ICT. This is reflected in our Project Plan.

Our **Vision:** "transform Madeira and Porto Santo into Digital Smart Islands for Sustainable Development"

Our **Mission**: "Promote Digital Innovation using the islands as living labs for "testing and learning" Smart Islands solutions with the best available ecosystem expertise to create confidence for a Digital and Green Transformation towards sustainable development."

We are focused on our Region but, by acting as a living lab for testing and learning, we aim to contribute to other islands implementing successful digital solutions in their pursuit of also becoming Smart Islands. The SIH solutions will not only help local organisations, they will also be valuable for other islands, remote territories and

small economies, addressing major challenges like remoteness, insularity, small size (there are more than 2400 inhabited islands in the EU-28 belonging to 13 countries), difficult topography and climate change, ageing, "brain drain", and economic dependence on a reduced number of products and services. Our connection with Outermost Regions of Europe and the iSLANDIHs network (formal network of island EDIHs) positions the SIH as a critical player for the territorial continuity of Europe, extending European Digital Transformation to the Exclusive Economic Zone created by islands, from the Mediterranean Sea, the Atlantic Ocean, to the Caribbean Sea, the Indian Ocean and possibly beyond, and therefore, adding value to the European Digital Innovation Ecosystem. The SIH aims to stimulate the uptake of key enabling technologies by SMEs, small midcaps and public sector organisations based in our region and also to promote capacity building and digital inclusion of the institutions and population of Madeira. We believe the SIH can play a relevant role in adding value to the European digital innovation ecosystem. Our strategy is to cooperate with technology and business partners in order to promote the uptake of solutions that will help local businesses and the public sector in their digital and green transformation.

Regarding Digital Europe Programme (DEP) objectives, and following Specific Objective 2 (**SO2**) - **Artificial Intelligence**, in the scope of one of the main tasks of our proposal (4.1), we will offer Test Before Invest (TBI) services to private and public entities in Madeira region. We will address all four points of SO2 but with a specific focus on point (b) regarding making AI capacities accessible to businesses, especially SMEs and start-ups, as well as civil society, not-for-profit organisations, research institutions, universities and public administrations, in order to maximise their benefit to the European society and economy. This is particularly relevant, as the uptake of AI technologies is still very incipient in the Madeira region. So task 4.1 will be dedicated to create awareness of AI's potentialities and promote the effectiveness and competitiveness of our local ecosystem with the AI key-enabling technology.

Following Specific Objective 3 (**SO3**) - **Cybersecurity and Trust**, we will have two tasks (4.2 and 4.3) dedicated to create awareness in this key-enabling technology and provide, both cyber security maturity evaluation services, as well as TBI services in connection with local technological companies. As current global and national news prove, cyber attacks are becoming more and more frequent and impactful and we will focus on contributing to points (a), (b) and (e) of SO3, especially (e): "*improve resilience against cyberattacks, contribute towards increasing risk-awareness and knowledge of cybersecurity processes, support public and private organisations in achieving basics levels of cyber security, for example by deploying end-to-end encryption of data and software updates*". Relating with the theme of trust, another key technology still incipient in Madeira is DLTs (distributed ledger technologies) and in one of our tasks (5.8) we will be using blockchain to support micro-hub collaborative forward and reverse logistics and local circular economy. By leveraging fully trustable coopetition between Last Mile Delivery companies we can have more sustainable and economically effective logistics by increasing delivery response time and reducing traffic and pollution impacts. This is especially relevant for regions/islands like Madeira which have many asymmetries in terms of logistics coverage.

Our Project Plan includes a work package, led by the University of Madeira, addressing the Specific Objective 4 (**SO4**) - **Advanced Digital Skills.** It targets the improvement of the digital capacities of companies' workers and citizens to increase Europe's talent pool. Digital literacy sessions will create awareness about the twin transition (task 6.1) and introduce disruptive technologies to potential end-users (task 6.2). These sessions are to take place in various locations within the region, pursuing different target audiences (e.g., workforce, students, teachers) and aiming at leaving no one and no organisation behind. Some of the sessions will be recorded and published online to broaden their impact. In addition, we will provide high-quality, short-term training courses and workshops in key-enabling technologies (task 6.4), digital transformation and domain-related skills (task 6.3), building capacity in the workforce of SMEs and public officers, tackling point (b) of the SO4. Our project includes a high-quality long-term training program to reskill workers with advanced technological skills, preparing them for the digital age (task 6.5). A similar program has had two editions already, with the support of the regional government, and has been a success. This reskilling program includes soft skills, hard skills, and traineeships, addressing the point (c) of the SO4. To train students and the workforce, the SIH will contribute to the improvement and/or development of University of Madeira's high-quality, long-term advanced graduate programs in the area of digital transformation and key-enabling technologies (point (a) of SO4). To tackle skills mismatches within the local organisations, when evaluating the organisation's digital maturity, we will assess the skills of the workforce that is or will be working directly with digital transformation processes (task 2.1). This evaluation will identify the skills (including soft skills) that the organisation already has and which skills are to be developed.

Lastly, and following Specific Objective 5 (**SO5**) - **Deployment and Best Use of Digital Capacities and Interoperability**, we will contribute especially to its point **(a)** - "*support the public sector and areas of public interest, such as health and care, education, judiciary, customs, transport, mobility, energy, environment, cultural and creative sectors*" as: environment and energy sectors constitute a pillar of our smart islands strategy and we have a whole Work Package (WP5 - Environment & Sustainability, Energy & Circular Economy) dedicated to offering services in these sectors. The energy and circular economy themes are especially relevant in our Smart

Islands Strategy. Islands have isolated electrical networks which makes it difficult to accommodate the intermittency of renewable energy sources such as solar and eolic, making the usage of large battery systems, vehicle to grid technologies and smart charging and energy management solutions especially relevant. And such solutions have to be tailored to the specificalities of the island energy paradigm. Remote islands such as Madeira also bring specific problems in implementing circular economy and digital smart solutions tailored to islands are also key. We also give a high relevance to healthcare and wellbeing with three tasks (4.5, 4.7, and 4.8) focusing on digital transformation in: NeuroRehabilitation, healthcare, and general health and wellbeing. The focus on NeuroRehabilitation and healthcare is especially relevant, taking in account, respectively: the ageing of the European population in general and the consequent prevalence of strokes and dementia and; and the impact of the covid-19 pandemics and probable future variants or other pandemic diseases. Initiatives such as these are bringing high impact in the quality of life in the ageing population and, more importantly, helping the healthcare sector saving even more lives. Finally, the public sector is another sector we focus on, addressing specifically points: **(c)**, **(d)** and **(g)** of **SO5**, especially **(d)** which states: *facilitate the development, update and use of solutions and frameworks by citizens, public administrations and businesses, including of open-source solutions and the re-use of interoperability solutions and frameworks*. Together with our Canary islands partner in the Dynamic-eGov project, we are promoting the development and uptake of dynamic open-source low-code platforms for a more effective deployment and management of digital government services. Low-code platforms are one of the most relevant and disruptive trends in digitization. But they are generally expensive and open source solutions are non-existent. Islands and remote regions, having public administration units generally smaller in size and volume of work, can especially benefit from this kind of solution. Furthermore, through our Madeira FIWARE iHUB, we are actively promoting the adoption of open-source FIWARE components, of which its central one, the context broker, is an official CEF Digital building block. We have 3 tasks dedicated to TBI services for the public sector, namely: 4.4 - Dynamic e-government, 5.4 - Smart and Green Island Public Administration, and 5.9 - Smart Public Mobility.

The services in our price list are grouped (by colour) in the four categories: 29 Test Before Invest (TBI), 9 Skills & Training (S&T), 4 Networking and 1 Support to Find Investment (SFI). Regarding TBI, the first and foremost service to be available is the *Digital Maturity Assessment* (DMA). A DMA can be offered in an isolated way or in a sequence of three assessments, in the context of offering other TBI services. The services *Technology Matchmaking & support* and *Testing General Technologies* will be offered by ACIF, one of our business interface consortium members (and local EEN representative), in close proximity with SMEs. They will provide a match between SME needs and an updated Catalogue of Tech Companies and Digital Services/Products, target of a continuous analysis of available market-ready Digital Technology, and also within the network of EDIHs in collaboration with the DTA. Also test laboratories will be provided so that SMEs can test new technological solutions adapted to the needs of small businesses and specific sectors of activity, with a focus on the sector of Commerce & Services. Still in strong partnership with our business interface side, now through Startup Madeira (linked to Startup Europe), our local incubator, we will offer a *Creative Thinking & Visioning* service. Together with the three services focused on acceleration we will provide fertile ground for startups and entrepreneurs to accelerate new digital ideas and use disruptive technologies for digital transformation. Finally, the Business Transformation & Intelligence service will allow SMEs and midcaps to test solutions for designing and implementing: transformation of Business Processes; Paperless Processes; Business Intelligence and Decision Support Systems, among other solutions.

In a strong partnership with UMa, our local university, we will offer services in the key-enabling technologies of AI and cybersecurity. Regarding AI, we will organise several awareness workshops, directed to the public sector and to SMEs so they can learn about the potentialities of AI. Local entities can apply for open calls where AI experiments will take place so they can realise the value they can extract by applying AI in their particular scenario. A similar strategy is to be followed with cybersecurity with a different flavour: aiming for the creation of a Cybersecurity Forum with regional entities involved or with an interest in cybersecurity, dynamized by a series of workshops and conferences. It aims to pave the way to the set up of a regional entity to follow and provide insights for public and private entities, about the state of cybersecurity in the region. In parallel to the Forum initiative, we will offer services to diagnose an entity's current level of security maturity and identify major shortfalls in the security architecture, with several options, from a simpler and quick evaluation to a more detailed and specific evaluation and diagnosis of the security strengths and weaknesses, involving specialised cybersecurity companies. The *Smart and Rapid low-code egov* service will exploit the experience and prototypes mentioned above regarding the Dynamic-egov project and offer rapid development experiments so public administrations can experience the power and versatility of low-code.

We defined a set of five TBI services on the health sector, two regarding neurorehabilitation, two on interoperability of health records and digitization of ICU and one on smart wearables for better health and well being of gym clients. Five is also the number of different services we offer on the theme of Smart Energy, described in detail in task 5.2. Finishing the set of our TBI services is a set of four *“Smart and Green services”*: two on digitization of public sector resources (water, traffic, waste, transportation, etc.) and mobility, in order to

reduce environmental impact and pollution; and two specifically focused on circular economy (CE), one promoting collaborative and reverse logistics and another for the testing of smart-CE business models and solutions, namely: 1) Smart use (remote sensing, product lifetime databases, analytics and business intelligence); 2) Smart-maintenance (condition-based, predictive- and prescriptive- maintenance); 3) Smart-reuse; and, 4) Smart recycling.

Regarding S&T services, we will offer many different kinds of training which we grouped into nine categories, which correspond to the respective nine entries in the table below. These training options are described in detail in Work Package 6 and their types and relevance were introduced above in the text regarding the fulfilling of DEP's SO4.

We have planned four types of services for networking where we intend to have bilateral flow of services and local and international networking events. The first and foremost will be the summit of our iSLANDIHs EDIH network, key to our smart islands strategy. We'll also offer networking opportunities in the context of EEN, Startup Europe and general networking in events like the Web Summit and other events organised by other EDIHs.

Last and not least, our consortium members providing the interface with business will organise several brokerage events for Investments in Digital Technologies, constituting our SFI service.

In terms of facilities for providing the services, ARDITI has a large infrastructure with dedicated and shared spaces for its different labs on AI, neurorehabilitation and business intelligence and enterprise engineering. It also has conference rooms and large open spaces that will be able to showcase SIH's activities and events. UMa has computer, network and an electronics labs which will provide adequate resources both for training, demonstration and development/maturing of digital solutions on cybersecurity, IoT and sensors and actuators. It also has available dedicated teaching rooms that have been used for training offered to SMEs and the general public and will be used for the several Skills & Training services. Finally, ACIF also has infra-structure for event organisation in close proximity with SMEs and will make available to them a small lab for test and experimentation of digital technologies focused on commerce and services.

Next, we present our Price List. In the first year, we will offer our services for free to SMEs, small midcaps and public entities, and follow our pricing strategy analysed on a yearly basis, according to our Marketing Plan.

Price list			
Description of service	Price	Unit of measure	Reduced price
Digital Maturity Assessment	138,74 €	Day	0,00 €
Technology Matchmaking & support	388,22 €	Day	0,00 €
Testing General Technologies	141,65 €	Day	0,00 €
Creative Thinking & Visioning	384,24 €	Day	0,00 €
Local Idea Acceleration	71,76 €	Day	0,00 €
Local Acceleration Challenge	204,33 €	Day	0,00 €
International Acceleration Retreat	71,00 €	Day	0,00 €
Business Transformation & Intelligence	165,82 €	Day	0,00 €
AI Workshop for Public Sector	452,35 €	Day	0,00 €
AI Workshop for SMEs	452,35 €	Day	0,00 €
AI Test Before Invest	452,35 €	Day	0,00 €
Cybersecurity Maturity Evaluation	517,02 €	Day	0,00 €
Cybersecurity Workshop	474,23 €	Day	0,00 €
Cybersecurity Conference	474,23 €	Day	0,00 €
Smart and Rapid low-code egov	390,59 €	Day	0,00 €
NeuroReHab with Interactive Tangible Table	581,14 €	Day	0,00 €
NeuroReHab with VR and EEG	581,14 €	Day	0,00 €

Smart Health - HL7 FHIR Interoperability	270,60 €	Day	0,00 €
Smart Health - ICU digitization	270,60 €	Day	0,00 €
Smart Health - Gym cyber-physical wearable	814,26 €	Day	0,00 €
Smart Energy - Proof of Concept	380,73 €	Day	0,00 €
Smart Energy - Prototype test	604,28 €	Day	0,00 €
Smart Energy - Deep UX insights	610,80 €	Day	0,00 €
Smart Energy - Habits and Behavioural study	610,80 €	Day	0,00 €
Smart Energy - Feature acceleration	592,88 €	Day	0,00 €
Smart & Green Islands with FIWARE & IoT	149,15 €	Day	0,00 €
Digital Transformation in Circular Economy	257,57 €	Day	0,00 €
Microhub & Reverse Logistics for Circular Economy	201,49 €	Day	0,00 €
Smart Public Mobility	176,58 €	Day	0,00 €
Basic digital literacy skills (2 hrs)	42,78 €	Hour	0,00 €
Awareness session in disruptive technologies (2 hrs)	52,89 €	Hour	0,00 €
Training - Digital transformation skills (40 hrs)	22,40 €	Hour	0,00 €
Short-term training - Domain specific skills (14 hrs)	22,40 €	Hour	0,00 €
Training - Domain specific skills (30 hrs)	22,40 €	Hour	0,00 €
Short-term training - Intermediate technological skills (14 hrs)	33,86 €	Hour	0,00 €
Short-term training - Advanced technological skills (14 hrs)	40,00 €	Hour	0,00 €
Training in advanced technological skills (40 hrs)	37,21 €	Hour	0,00 €
Reskilling for the digital age (768 hrs)	5,18 €	Hour	0,00 €
iSLANDIHs Networking	256,82 €	Day	0,00 €
EEN Networking	411,43 €	Day	0,00 €
Startup Europe Networking	411,43 €	Day	0,00 €
Technology and Best Practices Networking	524,40 €	Day	0,00 €
Brokerage events for Investments in Digital Technologies	833,17 €	Day	0,00 €

1.2 Contribution to long-term policy objectives, policies and strategies — Synergies

Contribution to long-term policy objectives, policies and strategies — Synergies

Describe how the project contributes to long-term policy objectives of the call's domain/area and to the relevant policies and strategies, and how it is based on a sound needs analysis in line with the activities at European and national level.

What challenge does the project aim to address?

The objectives should be specific, measurable, achievable, relevant and time-bound within the duration of the project.

EREI RAM 2021-2027

The Smart Specialization Strategy (RIS3) for the Autonomous Region of Madeira, the EREI 2021-2027, is based on the diagnosis carried out on the Regional Innovation System and capitalised on past experience with regards to the evaluation of the 2014-2020 RIS3 Priority Areas. Of the 6 updated priority domains, the SIH will help develop 3 key priority areas directly linked to our target sectors within the Smart Islands Strategy: 1) Digital Technology and Economy 4.0; 2) Circular Economy, Energy Transition, Climate Action and Biodiversity; and 3) Health and Wellbeing. Digital Technology and Economy 4.0 is directly connected to Digital Transformation or what we call the 4th Industrial Revolution, the core of Digital Europe. Circular Economy, Energy Transition, Climate Action and Biodiversity is directly connected to the Green Transition, aligned with Europe's Green Deal. With an emphasis on these two domains, Madeira and the SIH are directly contributing to the twin transition,

Digital and Green. Because it is really all about the people, the SIH also tackles digital technology for Health and Wellbeing.

ARDITI, the SIH's lead partner is the current managing authority for the EREI RAM 2021-2027 and therefore is well-positioned to help develop a consistent, comprehensive and coherent approach for productive RIS3-DIH interaction. Like many other regions, Madeira also identified digital growth as a transversal priority and therefore the Smart Islands hub will act not only horizontally in the defined economic sectors, but also vertically to help develop the identified RIS3 priorities. For an outermost region like Madeira, acting both horizontally and vertically with a more mixed portfolio of activities is crucial for local development. The SIH will also be an important partner for strategy development and feedback to RIS3 processes by sourcing industry needs and knowledge into the RIS3 entrepreneurial discovery process (EDP) where all key stakeholders jointly set RIS3 priorities. Another clear role for the Smart Islands Hub linked to RIS3 is to help better organise the innovation support system in the region, making available support easier to find, more transparent and communicating it more clearly to potential beneficiaries. Finally, the Smart Islands Hub will also play an important role in knowledge and technology transfer, acting as a broker between R&D institutions, business and private sectors.

RIS3 MAC: Madeira, Azores, Canary Islands

RIS3 MAC is a Transregional Platform for cooperation support in the context of Smart Specialisation in the MAC Region – Madeira, Azores and Canary Islands. This Platform aims to bring together all available resources, actions and tools which will allow the enhancing of the RIS3 MAC Strategy within the European Zone, strengthening smart specialisation areas and generating international leadership in those fields. Having identified the need to establish institutional cooperation mechanisms between all the agents involved in the regional RIS3 Strategies, for an effective, intelligent, coordinated and integrated development in the MAC Space, RIS3 MAC seeks to develop and implement a common cooperation strategy and a system of coordinated governance, which is made up of agents in charge of planning, implementing and monitoring smart specialisation strategies in the MAC regions. With the first phase concluded, the second phase takes on a practical approach to develop a RIS3 Mac Strategy Action Plan in which the goal is to promote regional cooperation at the project level for each identified priority, with the area of ICT being of crucial importance. A cooperation agreement was signed between the EDIHs of the regions, SIH, AZDIH and CIDIHUB. The goal is to cooperate and promote Digital Transformation in the MAC region, aligned with the RIS3 MAC strategy.

Madeira Circular Agenda, Resolution 144/2021

The Madeira Circular Agenda has as its main objective to accelerate the transition of the Autonomous Region of Madeira to the Circular Economy. The Agenda proposes the vision and strategic objectives for a circular economy in the Region, as well as scenarios and goals aligned with these objectives. It also identifies the axes of action and priority measures to achieve this vision, as well as proposes a governance model that contributes to its implementation. Main goals: 1) Reduce the consumption of materials in the economy; 2) Increase the productivity of the economy; 3) Enhance the maintenance of resources as long as possible in the economy. The 6 axes: i) Protection and Enhancement of Resources; ii) Valuation of the Territory; iii) Mobilisation of the Business Community; iv) Legislation, Regulation and Financing; v) Communication, Awareness and Participation; vi. Research and Innovation. The Smart Islands Hub will have an important contribution for this strategy as a Digital Innovation Ecosystem working towards the Circular Economy, one of the main target sectors for Sustainable Development of our strategy. Our role will be particularly relevant for axes iii, v and vi.

Strategy for a Regional Smart Economy, IDE IP-RAM

SMART-ECO is an Interreg MAC project led by IDE IP-RAM: The Business Development Institute of Madeira. Working with several local stakeholders including four SIH consortium partners - ARDITI, ACIF, UMa and Startup Madeira, the project produced a diagnosis of the local Digital Economy and defined a Strategy for a Regional Smart Economy. This strategy considers 3 vertical and 3 transversal pillars as principles to outline objectives (strategic and operational) for the Smart Regional Economy, namely: i) People empowerment and digital inclusion; ii) Digital transformation of the business sector; iii) Digitization of Public Administration; iv) Entrepreneurship; v) R&D + Innovation; vi) Sustainability. The seven Strategic Objectives are: O1) Increase citizens' digital literacy; O2) Improve the digital competitiveness of companies and entrepreneurs; O3) Growth of companies in the regional, national and international markets; O4) Contribute to the economic diversification of the Region; O5) Generation of a local digital ecosystem; O6) Accelerate the digitization of Public Administration; O7) Create a platform for Smart Cities. This strategy and its principles are aligned with the Digital Europe and Digital Portugal Programmes, giving them a local perspective based on a local diagnosis, a work developed by IDE IP-RAM and ACIF-CCIM with the contribution of local SMEs and organisations from the Public Sector. The Smart Islands Hub will contribute decisively to all pillars of the strategy and work is already in progress, in particular for O5 as the SIH represents the Regional Digital Innovation ecosystem, open to growing collaborations.

Digital Madeira: Incentive System for the Digitization of SMEs, by IDE IP-RAM and the Regional Government of Madeira

In line with the Strategy for a Regional Smart Economy, IDE and the Regional Government of Madeira created a program to financially support the digitalization of local SMEs. The program aims to strengthen the business capacity of SMEs, fostering the digital economy by supporting the transformation of companies' business models; the dematerialization of workflows; the creation of new digital channels for the commercialization of products and services; the implementation of dematerialized processes with customers and suppliers through the use of ICT and the dematerialization of invoicing. ARDITI, the SIH lead partner and RIS3 managing authority was involved in the evaluation of the program with the goal of ensuring alignment with the EREI RAM 2021-2021, Digital Portugal, and Digital Europe. This financial support program will also be a crucial tool for the Support to find investment services provided by SIH to local SMEs.

Portuguese Action Plan for the Digital Transition (PATD): From startup nation to digital nation

Portugal's digital transition will allow the country to become more competitive and strengthened in the international context. PATD is the country's transformation plan to accelerate Portugal, leave no one behind, and pitch the country to the world. SIH's activities will contribute to PATD, in its three vectors: (1) capacity building and digital inclusion, (2) digital transformation of businesses and (3) public services' digitalisation. Being the only recognised DIH in the region, SIH will implement the measures defined in PATD and lead the region through digital transformation of businesses and public entities, contributing to the PATD indicators and helping achieve the Portuguese digital transformation strategy.

Portuguese Recovery and Resilience Plan (RRP)

Portugal's Recovery and Resilience Plan (RRP) responds to the urgent need to foster a strong recovery and make the country fit for the digital age. The reforms and investments in the plan will help Portugal become more sustainable, resilient, and better prepared for the challenges and opportunities of the green and digital transitions. RRP includes the development of digital skills, digitalisation of the public sector and aims to boost firms' competitiveness. SIH's Project Plan and the targets in our KPIs were defined considering the goals established in the RRP and how SIH will contribute to restoring sustained economic growth, supporting the goal of convergence.

A Europe fit for the digital age: Empowering people with a new generation of technologies

The priority of A Europe fit for the digital age is to make the transformation introduced by technology work for people and businesses while helping to achieve its target of a climate-neutral Europe by 2050. Its implementation will be vital to Europe's twin transition. SIH's Project Plan was conceived considering the actions under this priority, with tasks to address these challenges. Our activities will contribute to achieving the targets defined in the following actions: Artificial Intelligence, Cybersecurity and Digital skills. We defined a work package dedicated to digital skills and several tasks devoted to these technologies and strategies.

European Green Deal

The general goal of the European Green Deal is for the EU to become a "climate-neutral bloc" by 2050. It includes goals addressing different sectors such as energy, transport, construction, biodiversity and food. One of the main building blocks is the new circular economy action plan, adopted in March 2020. The idea is that the EU's transition to a circular economy will reduce pressure on natural resources and will create sustainable growth and jobs. It is also a prerequisite to achieve the EU's 2050 climate neutrality target and to halt biodiversity loss. Another building block will be the upcoming Digitalisation of Energy Action Plan (DoEAP) which aims to contribute, not only to the European Green Deal, but also to Europe fit for the digital age. It will complement the measures contained in the Delivering the European Green Deal package ensuring that digitalisation of the energy system is fully part of the green transition, in line with the vision adopted by the Commission for the digital transformation by 2030 as per the "Digital Decade" Communication, adopted on 9 March 2021.

Our project has, as one of its main pillars, a work package dedicated to Environment & Sustainability, Energy & Circular Economy. A considerable amount of the SIH's services are centred in the Energy, Circular Economy and Mobility and Logistics sectors. In section 3.2 (Competitiveness and benefits for society) we detail on how our services will contribute to environmental sustainability in these sectors, especially Energy, with a preoccupation on the specificities of islands, thus, showing the SIH's full alignment and commitment to the goals of these central European Green Deal building blocks. Furthermore, as the Action Plan will also focus on supporting the development of innovation ecosystems that focus on digital energy and we are an EDIH candidate focusing on this sector, we were invited by the European Commission's Directorate-General for Energy for workshops to explore how to create synergies among initiatives, tools and activities at MS and EU

Level. Together with our partner the Smart Energy Lab, we will be participating in these workshops, further contributing to a complete alignment with the DoEAP's agenda and goals.

Enterprise Europe Network (EEN) Cooperation

Within the scope of the EEN represented by ACIF, we will provide a variety of services such as access to finance, support to internationalisation, partner search, organisation of transnational events, support in entrepreneurship, etc. Some of the services provided by EDIH and EEN are similar, so we intend to carry out activities in Madeira in a complementary and collaborative way, namely with regard to the co-organisation of regional and matchmaking events on digital technologies to facilitate cooperation with potential customers. Likewise, through the EEN cooperation profiles dissemination service, cooperation profiles (offers/request) of companies supported by the SIH will be disseminated in both directions.

Startup Europe and EBN

Startup Madeira is a full member of EBN (European Business and Innovation Centres Network) allowing us to provide additional support in the development of innovative projects, such as: exportation to foreign markets, international/transnational cooperation, exchange of experiences, transfer of know-how and technology, as well as contacts with other enterprises supported by the innovation centres. It also contributes to an efficient and prompt connection with other programs and entities linked to the European Union, like the foreseen connection with Startup Europe to access a portfolio of projects and policy actions, in particular, the Innovation Radar and the Digital Innovation Scale-up Initiative. Startup Madeira is also a member of the National Network of Incubators (RNI).

DTA: Digital Transformation Accelerator cooperation

At the heart of the EDIH network, the DTA will monitor the network and offer diverse opportunities for collaboration, like matchmaking facilitation, the exchange of best practices when participating in sub-networks, train the trainer events, networking events and help each DIH understand their real needs. The SIH will actively participate in all these actions, with the goal of evolving as a DIH and contributing with its own data from local experience throughout the project.

1.4 Financial obstacles

Financial obstacles

Describe to what extent the project can overcome financial obstacles such as the lack of market finance.

⚠ *This criterion might not be applicable to all topics — for details refer to the Call document.*

One of the most important financial support services that the Smart Islands Hub will provide is the technological infrastructure. SMEs will have access to technology and testing facilities otherwise impossible due to the high costs normally associated with this type of equipment and software. This infrastructure will have two direct financial benefits for companies: (1) Cheap access to technology otherwise unreachable for SMEs in general; (2) Proof of concept: testing, prototyping, and showcasing will create confidence not only for the organisations themselves but also for potential investors that will see the proof of concept, lowering the risk of investment in the technology and as a consequence, attracting financial support for the target companies. We believe that testing market ready technology accelerates the technology and knowledge transfer from RTOs to the market, triggering further investments.

Our networking services represent another opportunity for triggering co-investments. SIH has a direct connection to EEN, Startup Europe, EBN, Venture Capital - Portugal Venture and Indico, and the EDIH, FIWARE iHubs, DIH4CPS, and iSLANDIHs networks. These services are designed to promote as much interaction as possible between our customers and our networks, opening the possibility of new joint investments, project cooperation, and sharing technology and knowledge. This is already part of our project portfolio, as we have new projects and investments already in progress for local companies, generated by our partnership of DIH-World, i4Trust and I4MS.

SIH will promote brokerage events and advisory services in areas such as business plans, market studies, financing solutions, and financial advice that can be of great value to local SMEs looking for competitive ways to maintain their sustainability, implementing new business models, and finding competitive financial resources. We will also help organisations find opportunities from public financing (e.g., Operational Program 2021-27), European financing (e.g., Horizon Europe, European Innovative Actions, Digital Europe Program), and local programs like ProCiência and Digital Madeira. SIH has access to local contact points with experience in project applications to European funds, concentrating several support services like (1) Compiling essential information to support applications; (2) Consultancy on the essential points of a winning application; (3) Consultancy on the

essential requirements of an application; (4) Alignment of applications with European and Regional strategies, such as RIS3.

Finally, our technology catalogue and tech scouting services will facilitate the matchmaking between market needs and the technology offered by local providers. SIH will play an important role as a facilitator between SMEs and technology providers, offering opportunities to test solutions tailored for real local problems and business goals before a financial commitment is made, with the overall vision of increasing the return on investment and as a consequence, facilitating future investments.

Regarding the financial obstacles in the operation of the hub itself, we believe that this is a winning proposal and that we will get the Grant to cover 50% of the costs of operating an EDIH. Consequently, we will also get additional national funding of 37,5% from the Portugal Recovery and Resilience Plan. The remaining 12,5% will be covered by the general budget of the regional government and self-funding.

2. IMPLEMENTATION

2.1 Maturity

Maturity

Explain the maturity of the project, i.e. the state of preparation and the readiness to start the implementation of the proposed activities.

Our project plan reflects a real and holistic approach to immediately help our target audience. We have several fundamental plans to develop from the start, but all our activity will be market ready very early in the project. We understand that this is an innovation project and we strive for fast results. In the process of building our portfolio of tasks, each SIH partner has identified and predicted the set of target organisations to work with throughout the project. These predictions resulted in our defined KPIs. We have defined a crucial task that will last the full project lifecycle: the **customer journey process**. In this process we define the full Smart Islands Hub customer experience, creating a long-term relationship with whomever works with us. This will allow us to continuously help our customers in their digital transformation and follow-up on their Digital Maturity evolution, measured by our Digital Maturity Assessment (DMA). This journey starts with a transparent, open and fair selection process for the organisations that will benefit from SIH services. This also includes a process to forward organisations to available slots in next service editions or even to other EDIHs. Our doors are always open, but we understand that to better serve our customers and achieve our goals, which are their goals, we need to focus on the capacity to follow through with our promises. Some of our partners, like Startup Madeira have extensive experience in this selection and follow-up process as they have managed many acceleration programs and international retreats that apply the same principles.

Our business partners Startup Madeira and ACIF have extensive experience in supporting local companies and startups and this helps us understand digital disruption. For a small island economy like ours, we believe this disruption is an opportunity, not a threat. Our holistic approach involves understanding customer needs, defining digital transformation strategies, applying a digital transformation framework, and creating roadmaps for digital transformation. And in this process, we will help them advance their digital skills. But it all starts by first evaluating the digital maturity of each organisation. This starting point means we will help organisations with different maturity levels. And by organisations, we also mean people. Even if organisations don't understand what problems they are facing, involving our creative teams can help them reframe their perspective with processes like Design Thinking. From here, opportunities are endless, as laggards will discover new opportunities and challenges and front runners will be able to compete higher up in the value chain and hopefully, internationally. We want to show our organisations that, in a digital world, old school business models no longer guarantee competitive advantage. Scale? Software is fast, easily scalable and cheap to deploy. Our services available in the category of test before invest will show our customers that what we say is true. And we will even help them find financial support for their digital transformation. But we don't know everything and therefore, we are ready to learn from our partners, other EDIHs, business networks like EEN and organisations like the Digital Transformation Accelerator (DTA), promoting networking and expanding knowledge and relations for our customers in every opportunity we find.

ARDITI and UMa's experienced technical staff are knowledgeable in the most current trends and opportunities in key enabling technologies and sectors that are the focus of the SIH. We will provide AI services with the support of key members of ARDITI's BIESA (Bio-inspired Expert Systems and Applications) Lab. They have rich experience in teaching and applying AI and, in the last few years, have facilitated awareness initiatives such as the Madeira International Workshop in Machine Learning. SIH will build on all this experience to offer mature AI TBI services, adapted to local needs, which will be assessed with regular outreach events. For the past 15 years, UMa has been teaching and applying the most recent knowledge regarding network administration, distributed systems and cybersecurity in its graduate and master degrees in informatics engineering. SIH will

leverage this experience, offering mature and knowledgeable cybersecurity services to increase regional awareness and uptake of technologies in this increasingly relevant area.

We count with the experience and maturity of the Collaborative Labs: Smart Energy Lab and Circular Economy Lab in the activities focused on the energy, environment, sustainability and circular economy sectors. They will bring expert knowledge in the use of recent and state-of-the-art digital technologies and solutions, in TRL levels 5 to 7, into our service offer and, together, we will contribute to bringing them to the next level, providing disruptive innovation to the local economy of Madeira and beyond. The same applies regarding services for digital transformation in the sectors of: health and biotechnology, with the experience of the NeuroRehabLab and Madeira Digital Health and Wellbeing initiative; and the public and mobility and logistics sectors with the expertise present in ARDITI's Enterprise Engineering Lab and the Madeira FiiHUB FIWARE iHub. In the next section, we detail how different projects executed by our consortium's partners will be valuable to this project.

iSLANDIHs is a network of DIHs from some of the main European islands: the Azores, Madeira, Canary Islands, Balearic Islands, Corsica, Sardinia, Sicily, Malta, Crete and Cyprus. The SIH is actively involved in the iSLANDIHs network from its genesis. We believe that islanders share and understand common problems and this network represents an opportunity to cooperate and help each other solve these complex insular particularities, through adoption of digital technology, sharing knowledge and experience towards sustainable development and quality of life for island citizens. We were honoured to have Anne-Marie Sassen, Acting Head of Unit "Digital Transformation of industrial ecosystems" at the European Commission, opening the iSLANDIHs online Launch Event on the 18th of May of 2021 in which all our EDIHs signed a MoU to formalise our commitment to the network. Island EDIHs candidates are in a Structural Interregional Collaboration (IC3), whose representatives meet once a month to discuss ideas for this cooperation. This led to a specific activity in our Project Plan: the **iSLANDIHs Summit.** This 2-day event will be held once a year, hosted in rotation by one of the islands, with the goal of promoting measurable collaborations between our EDIHs and stakeholders from our regions, possibly generating joint investments and co-development of projects. Through collaboration with this network, Madeira and the SIH believe it is possible to take a step further and create a jointly shared infrastructure such as the IDTCC: Island Digital Technology Competence Center, in which we can develop and share all-digital-things for islands all around Europe.

The FIMAC and FiiHUB projects specifically consolidated a Synchronised Interregional Collaboration (IC5) between SIH, the Azores Islands DIH (AzDIH) and Cidihub (DIH of Canary Islands), with the development of digital transformation services to SMEs located in Macaronesia. The SIH is part of an experiment (BIO BEX-A) of DIH-World H2020 project, in partnership with an SME of Canary Islands - Vifemar - for the development and validation of a fully digital and centrally controlled sludge water treatment plant with data analytics. The experience obtained will be valuable and we plan to replicate the combined solution in Madeira. This is an example of another Structural Interregional Collaboration (IC3), and how we are already working towards EDIH cross-border technology transfer.

Finally, bringing even more strength and maturity to our interregional collaboration with our national neighbour DIH, we are in the process of concluding and signing a collaboration protocol with AzDIH, in the context of which we will enact bilateral collaborations and events. Namely: we will learn from our partner and replicate and/or channel, locally, their services and solutions on sustainable tourism. Tourism is one of the main focuses of our partner. On the other hand, as tourism is not a sector the SIH is focusing on, but is a very relevant sector for Madeira and the main contributor to the local economy, we will capitalise the experience of our partner in our region. One of the purposes of SIH is, indeed, to diversify our local economy so that it becomes less dependent on tourism, thus our smart islands strategy and concept. Nevertheless we should also support the digitization of this sector, especially with a focus on sustainability, one of the major themes of our hub and DEP in general. In the reverse direction, we will channel, through our partner, our services and solutions on the sectors of energy, health, logistics and mobility, which are not part of their focus. Thus, we will have a useful and relevant complementarity and foresee a close and strong collaboration between our hubs.

2.2 Implementation plan and efficient use of resources

Implementation plan

Show that the implementation work plan is sound by explaining the rationale behind the proposed work packages and how they contribute to achieve the objectives of the project.

Explain the coherence between the objectives, activities, planned resources and project management processes.

Show how the project integrates, builds on and follows up on any pre-existing work or EU funded projects. Provide details (including architecture and deliverables) about pre-existing technical solutions.

Our EDIH proposal represents the three level architecture under a specific project format with seven interconnected work packages:

- WP1: Project Management & Coordination: PMI inspired project management knowledge adapted to the SIH context. The goal is to assure project success.

- WP2: Ecosystem Development and Networking: business-related WP for activities to develop the local ecosystem, mapping digital maturity, technology catalogue, tech scouting and major networking activities including international networking and connection to the DTA, EEN and Startup Europe.

- WP3: Digital Transformation Acceleration and Co-creation: business-related WP for accelerating Digital Transformation ideas, stimulating bottom-up co-creation processes involving creativity and making sure DT reaches remote and rural areas.

- WP4: Technology & Innovation Management: a connecting WP between business and technology for innovation, including knowledge transfer and competence centre management.

- WP5: Environment & Sustainability, Energy & Circular Economy: this WP represents our commitment to the twin transition and sustainable development, aligned with our Smart Islands strategy. We believe our Smart Islands strategy is so important for our region that we decided to dedicate a whole work package to it.

- WP6: Skills & Training: a WP dedicated to advancing digital skills, with awareness creation, upskilling and reskilling actions, that tackle the different digital maturity levels of our market.

- WP7: Communication, Dissemination & Exploitation: in this WP we communicate the project goals, promote our services, disseminate and explore results, and engage with our target audiences.

The SIH service catalogue falls in the four main categories of a DIH: test before invest, skills & training, support to find investment and innovation ecosystem & networking. Our work packages are designed to specifically offer these four categories of services, reflected in our price list. To build our Project Plan, our strategy was based on a bottom-up co-creation process involving the full participation of all consortium partners. We started with a wider portfolio of activities proposed by each partner, according to their expertise and, together, worked through several iterations to find the best match for the defined KPIs, key success factors, resources and the best possible contribution to our Smart Islands strategy and increase of the digital maturity of our target audience. To do this, we even reengineered JRC's tool to fully understand what to work for and measure during the project lifecycle. This project plan development process culminated with balancing the project budget, with the best use of resources and fair distribution between project partners.

Most of the services we will provide are based on the already mature results and/or knowledge obtained in recent projects by members of our consortium. Some of the SIH project's tasks will serve to increase the maturity of existing solutions before they are offered in TBI services. We next present pre-existing work and EU funded projects on which many of our services will be built upon.

SEL participates in two European H2020 projects which will bring knowledge and experience to SIH's services in the energy sector: SATO H2020 ProjectID 957128: Self Assessment Towards Optimisation of Building Energy. SEL is the leader of Task 2.3. Development and extension of the existing cloud-based Platforms and participates in the Portuguese Pilot. In E-Neuron H2020 ProjectID 957779: greEN Energy hUbs for local integRated energy cOmmunities optimizatioN, SEL participates intensively in Task 6.3. Pilot Roll out-Portugal.

ARDITI's NeuroRehabLab has a team of complementary profiles in engineering, digital media, psychology and artificial intelligence with a vast experience accumulated for over 10 years developing ICT-based neurorehabilitation solutions relying on technologies such as Brain-Computer Interfaces, Virtual Reality, Gaming, assistive robotics among others. These prototypes are the result of the research performed in multiple competitive funding projects including FP7 (REHABNET (303891 FP7-PEOPLE-2011-CIG)), INTERREG (MACBIOIDI (MAC/1.1.b/098); MACBIOIDI2 (MAC2/1.1b/352)), CMU-PT (AHA – Augmented Human Assistance (ERI/HCI/0046/2013)) and FCT (NeuroAugVR (02/SAICT/2017-031485); BRANT – Belief Revision applied to Neurorehabilitation Therapy (02/SAICT/2017-030990)), and their clinical validation studies published in high impact clinical journals and venues. Within SIH, a pair of mature prototypes will be improved with industry/consumer grade components to provide the respective pair of TBI services.

UNINOVA is currently involved in two H2020 projects, Smart4Health and Smart Bear of which their results will be used to provide health TBI services, namely regarding solutions: for citizens to co-create, co-design and co-decide in what regards their health and health data; unobtrusive solutions that enable the secure collection of health and wellbeing related data; that enable to access, manage and share health and wellbeing related data with health care providers and trusted ones; solutions that enable to monitor and improve specific health conditions.

In the public sector the SIH is part of the Dynamic eGov project to accelerate the adoption of information technologies by the public administration and services of Macaronesia. The experience gathered in this project

in terms of identification and sharing of eGov tools, as well in the development and application of low-code platforms in the public sector will be an essential asset in SIH's service focused on egov.

Regarding mobility and logistics sector the SIH is participating in the i4Trust project that promotes the usage of FIWARE technologies (like the CEF building block Context Broker), with an extra layer of thrust and security for dataspaces, with an experiment in the mobility and logistics sector - Collaborative Micro-hubs (CollMi) - currently in execution stage. This experiment is integrating FIWARE, with iSHARE and blockchain technologies for a more trustable and sustainable logistics value chain and micro-hub development. We will have a minimum viable product in October 2022, just in time to offer, through SIH, a TBI service with this solution. During SIH's project, we will extend the solution to include reverse logistics for circular economy. The BIO BEX-A experiment mentioned in the previous section is also using FIWARE technologies and, while importing the solution into Madeira, we plan to eventually offer a related TBI service in CE.

Project management, quality assurance and monitoring and evaluation strategy

Describe the measures planned to ensure that the project implementation is of high quality and completed in time.

Describe the methods to ensure good quality of monitoring, planning and control activities.

Describe the evaluation methods and indicators (quantitative and qualitative) to monitor and verify the outreach and coverage of the activities and results. The indicators proposed to measure progress should be specific, measurable, achievable, relevant and time-bound.

Project Coordination by the lead partner will be implemented by a PMI – the world's leading authority in Project Management – certified Project Management Professional (PMP) that will apply knowledge, skills, tools and techniques to assure the project delivers the defined outcomes on time, within budget and meeting stakeholder expectations. This is the definition of project success. Inspired by the guidelines from the PMBOK, we will use the necessary Project Management knowledge areas adapted to our needs and reality, taking into consideration the dynamic nature of disruptive technology and its consequences materialised as market changes, and therefore, our approach is oriented by Agile principles. Projects represent change and this is aligned with the Digital Transformation we promote through the SIH.

We start by defining the Project Plan that contains all other plans. The project coordination and communication plan will facilitate partner coordination and all essential communication throughout the project lifecycle. The development of a monitoring, evaluation and performance plan will assure the quality of project monitoring and control of activities, with continuous analysis of the progress towards the project goals defined by our SMART KPIs from section 3.1. Our most significant deliverable is the project contribution to elevate the digital maturity of local entities and this will be monitored by our activities related to Digital Maturity Assessment and Customer Journey, but we will also evaluate our own performance. A Risk Management Plan will monitor project risks based on a Risk Register that already contains our initial risk assessment before project start. A crucial function of Project Management is communication with stakeholders. We will create a stakeholder matrix as the basis to understand and coherently build relations and communicate with stakeholders. This function also supports the institutional communication of WP7: Communication, Dissemination and Exploitation.

Finally, the Financial project management will maintain accounts and reporting with stakeholders, the EU Commission and the Portuguese managing authority. We will efficiently control the project budget, report partner expenditures, customer state aid, and report to authorities. This function is part of the project coordinator's Financial Department that has extensive experience in managing European project accounts.

Cost effectiveness and financial management *(n/a for prefixed Lump Sum Grants)*

Describe the measures adopted to ensure that the proposed results and objectives will be achieved in the most cost-effective way.

Indicate the arrangements adopted for the financial management of the project and, in particular, how the financial resources will be allocated and managed within the consortium.

⚠ *Do NOT compare and justify the costs of each work package, but summarize briefly why your budget is cost effective.*

The financial management of the project will be integrated into the existing Financial Department of ARDITI, the lead partner. A specific Financial Project Manager will be assigned to the project and will be responsible for task 1.4 in work package 1: Project Management & Coordination. This function, supported by the Coordination Team, will maintain detailed accounts and reporting to stakeholders, the EU Commission and the Portuguese managing authority. This work package will also assure the best use of project resources, allocating staff and other resources according to the project plan. Each partner has assured the necessary funds to carry out the proposed work. They will manage their own budgets and will regularly report to the Coordination Team. A specific workflow will be created to manage the financial resources of the project, regularly reviewing actual expenditure against project budget, that will include periodic reporting. Our Risk Management Process will monitor and check for any possible budget and scope creep by continually analysing our initial assumptions. Procurement will follow internal processes, determined by local law, designed for cost effectiveness and best

use of public funds. Finally, any situation outside of the project scope will be subject to an analysis of the Steering Committee that will decide the best course of action.

Critical risks and risk management strategy

Describe critical risks, uncertainties or difficulties related to the implementation of your project, and your measures/strategy for addressing them.

Indicate for each risk (in the description) the impact and the likelihood that the risk will materialise (high, medium, low), even after taking into account the mitigating measures.

***Note:** Uncertainties and unexpected events occur in all organisations, even if very well-run. The risk analysis will help you to predict issues that could delay or hinder project activities. A good risk management strategy is essential for good project management.*

Risk No	Description	Work package No	Proposed risk-mitigation measures
1	**Scope creep** Likelihood: Medium Impact: Medium	1	The project coordinator along with the coordination team will ensure activities follow the agreed project plan. Any changes have to be submitted to the Steering Committee.
2	**Budget creep** Likelihood: Low Impact: Medium	1	Some activities are not completely defined before the project starts due to uncertainty. Ex: DTA collaboration. Budget has been estimated and allocated according to previous project experience.
3	**Poor Consortium communication** Likelihood: Low Impact: Low	1	A Communication Plan will be set in place to ensure consistent and timely Consortium communication, a function of WP1 – Project Management
4	**Key people leave; loss of competencies** Likelihood: Low Impact: Low	4,5,6	SIH is connected to a network of expertise that can most likely be found in the EDIH network.
5	**Lack of public awareness of SIH activities** Likelihood: Low Impact: Low	7	The SIH will have a marketing and communication plan and a constant flow of dissemination activities through diverse communication channels to ensure public awareness.
6	**Legal problems: IPR, liability, etc.** Likelihood: Low Impact: Low	1	The SIH includes procedures to specifically deal with IPR issues within the consortium and related hubs.
7	**Poor participation of stakeholders in Digital Maturity Assessment** Likelihood: Low Impact: Medium	2	DMA will be a priority with a specific task in the Project Plan based on long-term cooperation with customers.
8	**Overlapping SIH and market services** Likelihood: Medium Impact: Medium	2	The Tech Scouting and Technology Catalogue activities will monitor the market ensuring that services are aligned with market needs and providers without overlapping.
9	**Target stakeholders not willing to participate or share data** Likelihood: Low Impact: Low	All	SIH will promote awareness to showcase the importance and added value of participating in tailored test before invest activities.
10	**Poor UBC (University Business Cooperation)** Likelihood: Medium Impact: Medium	4	The SIH will offer a series of broker services to interface R&D units and the business sector. The Consortium includes 2 universities, R&D units and business associations with large experience of interfacing with each other.

11	**Poor cooperation between stakeholders in co-creation processes** Likelihood: Low Impact: Low	3	A series of special events are planned for co-creation, like ideation Bootcamps, networking events, and living labs will help stimulate co-creation.
12	**Insufficient infrastructure (lab and incubation spaces, etc.)** Likelihood: Low Impact: Medium	2,3,4,5,6	The several partners of the consortium have assured the allocation of the necessary infrastructure for the hub.

2.3 Capacity to carry out the proposed work

Consortium cooperation and division of roles (if applicable)

Describe the participants (Beneficiaries, Affiliated Entities and Associated Partners, if any) and explain how they will work together to implement the project. How will they bring together the necessary expertise? How will they complement each other?

In what way does each of the participants contribute to the project? Show that each has a valid role and adequate resources to fulfil that role.

***Note:** When building your consortium you should think of organisations that can help you reach objectives and solve problems.*

The SIH consortium has 8 partners: ARDITI, University of Madeira, Startup Madeira, ACIF-CCIM, Uninova, Universidade Nova de Lisboa, and the two collaborative labs: CECOLAB, and Smart Energy Lab. The following table shows each partner's role, type and main function in the consortium.

#	Partner	Role	Type	Function
1	ARDITI	Coordinator	RTO: NFP Agency	Project Coordination, Ecosystem Management, Knowledge Transfer, University-Business Cooperation (UBC), Training, Digital solutions
8	University of Madeira (UMa)	Beneficiary	RTO: University	Training, Technology R&D, Digital solutions
2	Startup Madeira (SM)	Beneficiary	Business	Idea acceleration, incubation, connection with Startup Europe, EBN and Venture Capital
3	ACIF-CCIM (ACIF)	Beneficiary	Business	Connection with commerce & services, midcaps, EEN, financial institutions, local tech providers
4	Uninova	Beneficiary	CIT	Training, Digital solutions for health
5	Universidade Nova de Lisboa (UNL)	Beneficiary	RTO: University	Training, Technology R&D
6	CECOLAB	Beneficiary	CoLAB	Digital Solutions for Circular Economy
7	Smart Energy Lab (SEL)	Beneficiary	CoLAB	Digital Solutions for Smart Energy

ARDITI: The Regional Agency for the Development of Research, Technology and Innovation, is a non-profit organisation created in 2013 that supports research and innovation, promotes scientific and technological training and contributes to the modernisation and development of the Autonomous Region of Madeira (RAM). ARDITI's activities are aligned with the economic and social development plan of Madeira, ensuring the sustainability of economic growth and fostering qualified employment in the region. RIS3-RAM, now in its second version renamed as EREI Madeira 2021-2027 is coordinated by ARDITI and promotes a new paradigm for policies based on innovation and entrepreneurship, for a knowledge-based society, ensuring a significant increase in education and training levels of the population, while simultaneously increasing social cohesion.

ARDITI is the lead partner and project coordinator, with experience in managing ecosystems with multi-disciplinary teams. The SIH will be directly connected to ARDITI's existing infrastructure, administrative departments, and technical R&D units, located at Madeira Tecnopolo - the Madeira Science and Technology Park, where UMa and Startup Madeira are also located. Besides project management, coordination and communication, ARDITI will play an important role in Technology and Innovation Management, crucial for the technology and knowledge transfer from the SIH to the market in the form of market ready innovation. This positions ARDITI as a crucial promotor of UBC – University-Business Cooperation. ARDITI will work closely with all partners, supporting their work throughout the project and will also make sure that Digital Transformation reaches all municipalities of the archipelago, including rural areas.

UMa: The University of Madeira (UMa) is a state university established in 1988, organised into four faculties (Exact Sciences and Engineering, Life Sciences, Social Sciences, Arts and Humanities) and two Higher Schools (Health; Technologies and Management). Scientific research activities at UMa are spread in various areas of knowledge with financial support from FCT/FEDER and from the European Community through INTERREG international projects. Research has been carried out in partnership with several national and international institutions, with a particular effort to achieve excellence and a high degree of internationalisation.

UMa runs graduate, master and doctorate degrees in Informatics Engineering and in Electrical and Computer Engineering, having a highly qualified group of professors and researchers in these areas. UMa will provide most of the technological competences and knowledge needed to implement SIH's advanced training courses and activities with experts in AI, cybersecurity, energy, IoT, business processes and engineering, information systems, electrical systems, sensors, actuators, etc.

Startup Madeira: from its inception, in 1997, Startup Madeira developed many programs, events, and projects in the fields of business idea acceleration, empowerment of new entrepreneurs, innovation management, education for entrepreneurship and exchange of entrepreneurial experiences. In all these initiatives, the team has been mentoring and coaching the participants, thus putting into practice their many years of experience. The incubation centres, as well as the continued execution of entrepreneurial and innovation programs are part of the company's strategy and experience. Physical incubators, virtual offices and co-work spaces are some of our services for entrepreneurs, spin-offs and startups. Startup Madeira's know-how and experience are invaluable for the hub and they are immediately available to offer services in the categories of test before invest, support to find investment (Venture Capital Indico and Portugal Ventures) and innovation ecosystem and networking (Startup Europe, EBN).

Startup Madeira will help organisations with different levels of maturity accelerate their digital transformation. Involving the creative sector with processes like Design Thinking and co-creating tools, they will focus on idea acceleration, bootcamps for solving sustainable development problems with disruptive digital technology, measuring project compliance with SDGs, startup retreats for digital innovation, digital business models and the value chain awareness and process automations and intelligence. They will also play a crucial role in making sure that digital transformation reaches remote and rural areas.

ACIF-CCIM: The Commercial and Industrial Association of Funchal - Chamber of Commerce and Industry of Madeira was founded in 1836 and aims to collaborate in the economic and social progress of Madeira, defending the legitimate interests of its members, promoting the solidarity and the exchange of entrepreneurial means of commerce, industry and services, providing the most favourable conditions for the adequate development of companies. ACIF-CCIM has extensive experience in promoting training for local businesses and organising business events and have been involved in several projects for modernising the local businesses. ACIF-CCIM represents the EEN: European Enterprise Network, with more than 600 contact points spread around 60 countries to support companies.

ACIF-CCIM is our direct connection with local companies. They will focus on the engagement of our target audience and will work directly to improve the digital maturity of local businesses and will follow-through with Digital Maturity Assessments (DMA). They will be the interface with our local technological service providers, creating a tech catalogue for matchmaking services with market needs, developing a local ecosystem mapping. This important catalogue is maintained with a continuous tech scouting approach. ACIF will also promote networking opportunities, in particular related to the Enterprise Europe Network (EEN) as our local representative of this important European business network. Finally, well aware of the importance and market needs, ACIF-CCIM will have an active role in tailored intermediate level skills & training services and awareness creation.

UNINOVA is a multidisciplinary, independent, and non-profit research institute employing around 180 people, located in the metropolitan area of Lisbon with a branch in Madeira. It was formed in 1986 by the School of S&T of the Nova University of Lisbon, a group of industrial associations, a financial holding, and up to 30 companies. UNINOVA aims to pursue excellence in scientific research, technical development, advanced training, and education. By working closely with industry and universities, technological innovations are transferred into profitable business concepts and existing products further developed to match new industrial requirements. UNINOVA will offer three kinds of services regarding digital transformation in health, both in private and public sectors, and also promote specific training for digital solutions in health.

Smart Energy Lab (SEL) is a Collaborative Laboratory (CoLAB) that accelerates the energy transition and disrupts the traditional energy and utility downstream business by (i) Bridging the existing industry-academia gap, (ii) Responding quickly to the demands of consumers and (iii) Designing with the user, for the user. SEL creates new products and services on the energy downstream key industry verticals making use of multi-disciplinary core competences horizontals: a) Industry Verticals: Distributed Energy Resources; Energy Management; Flexibility; Storage; Mobility. b) Horizontal competences: Engineering; IoT; Hardware and

Software; Big Data and Artificial Intelligence; Service Design and Design Thinking; UX/UI. SEL will be the key player in the SIH offering expertise for the Smart Energy TBI Services and also by facilitating the extension of its "Living Lab" to Madeira which will give ground for testing and experimentation of Smart Energy solutions.

NOVA University of Lisbon through the School of Science and Technology (FCT UNL) is one of the most prestigious Portuguese and European engineering and science public schools. It is engaged in extensive research activity developed in 16 research centres involving 1600 PhD and Master's students of the total enrolment of 8000. FCT UNL has broad expertise in cutting edge R&D+I due to a multidisciplinary nature and strong experience in fundamental and applied research projects, ranging from materials, environment and biotechnologies to conservation and restoration. NOVA will contribute with their expertise in the energy and environment to the respective services offered in these sectors and also in WP6 dedicated to skills and training.

CECOLAB – Collaborative Laboratory Towards Circular Economy is a non-profit organisation that aims for the development of sustainable Circular Economy market solutions for strategic Value Chains: 1) Forest; 2) Agroindustry; 3) Urban; 4) Water; 5) Manufacture industry; 6) Construction and 7) Servitisation, based on three technologic platforms (P1 - Industrial Biotechnology; P2 - Sustainable Separations Process and Green Chemistry; P3 - Ecodesign). CECOLAB provides high quality innovation management consulting capacities and services, scale up TRL4 to 9, advice and knowledge transfer to market, adding value and enabling economic growth at all levels. CECOLAB will provide through the SIH consultancy and coaching on the creation and design of novel smart Circular Economy (CE) business models and on the improvement of sustainability and circularity indicators of products and processes throughout the digitalization implementation. They will focus on activities like mapping smart CE system models and their impact on sustainability to produce a portfolio and help design roadmaps for new smart-CE systems.

Project teams and staff

Describe the project teams and how they will work together to implement the project.

List the staff included in the project budget (budget category A) by function/profile (e.g. project manager, senior expert/advisor/researcher, junior expert/advisor/researcher, trainers/teachers, technical personnel, administrative personnel etc. and describe briefly their tasks.

Name and function	Organisation	Role/tasks/professional profile and expertise
Lúcio Quintal, Project Manager	ARDITI	IT Engineering
Carlos Gomes, Financial Project Manager	ARDITI	Business Management
Virgínia Catanho, Financial Project Manager	ARDITI	Business Management
Elsa Ferreira, Communication	ARDITI	Communication, Business Relations, Events
Paulo Abreu, Project Manager	ARDITI	PMP # 3240453, MSc IT Engineering
Dulce Pacheco, Researcher, Professor	ARDITI	Communication & Marketing, Change management expert, MA Management, PhD Psychology
Duarte Pinto, Researcher	ARDITI	Trainer, Certified FIWARE Expert, MSc Computer Science
Ana Lúcia Faria, Researcher	ARDITI	Neuropsychology expert, PhD in Psychology and Rehabilitation
To be hired	ARDITI	Innovation Manager
To be hired	ARDITI	Designer
To be hired	ARDITI	AI expert, MSc in Informatics Engineering
To be hired	ARDITI	Cybersecurity expert, MSc in Informatics Engineering
To be hired (4 persons)	ARDITI	3 experts with MSc in Informatics Engineering, 1 expert with MSc in Electrical and Computer Engineering
David Aveiro, Senior researcher, Professor	UMa	Information Systems, Business Intelligence and Enterprise Engineering expert, PhD in Computer Science and Information Systems Engineering

Eduardo Fermé, Senior researcher, Professor	UMa	AI expert, PhD in Computer Science, PhD in Philosophy
Morgado Dias, Senior researcher, Professor	UMa	AI and Energy expert, PhD in Electrical and Computer Engineering
Fábio Mendonça, Researcher, Professor	UMa	AI expert, PhD in Electrical and Computer Engineering
Eduardo Marques, Senior researcher, Professor	UMa	Cybersecurity expert, PhD in Informatics Engineering
Karolina Baras, Senior researcher, Professor	UMa	IoT expert, PhD in Informatics Engineering
Luís Ferreira, Researcher, Professor	UMa	Neurorehabilitation expert, PhD Digital Media
Sergi Bermudez, Senior researcher, Professor	UMa	Neurorehabilitation expert, PhD in Neuroinformatics
Mónica Cameirão, Senior researcher, Professor	UMa	Neurorehabilitation expert, PhD in Information and Communication Technologies and Audiovisual Media
Filipe Quintal, Researcher, Professor	UMa	Energy expert, PhD in Informatics Engineering
Mary Barreto, Researcher, Professor	UMa	Energy expert, PhD in Human-Computer Interaction
Dionísio Barros, Senior researcher, Professor	UMa	Energy expert, PhD in Electrical and Computer Engineering
João Zambujal de Oliveira, Senior researcher, Professor	UMa	Logistics and Game theory expert, PhD in Management Science
Leonel Nóbrega, Senior researcher, Professor	UMa	Software expert, PhD in Informatics Engineering
Emília Pimenta, Project Manager	UMa	Management, BSc in Management
To be hired (2 persons)	UMa	2 software experts, MSc in Informatics Engineering
Carlos Lopes	Startup Madeira	Business Management, Innovation and Entrepreneurship
Liliana Pimenta	Startup Madeira	Business Management, Innovation and Entrepreneurship
Márcio Gouveia	Startup Madeira	IT & Project Assistant, Entrepreneurship and Innovation
Marco Vieira, Project Manager	ACIF	Systems and Computer Engineering, post-graduation in ICT
Assis Correia, Senior Advisor	ACIF	European Projects, Management Strategy, Master in Economics, specialisation in Business Economics
Frederica Cardoso, Senior Advisor	ACIF	Internationalisation and Entrepreneurship
Isabel Andrade, Senior Advisor	ACIF	Economics and Banking, Coordinator of Associations and Partnerships Department, EEN
João Martins, Project Manager	UNINOVA	Senior Energy Management Consultant, Ph.D. in Electrical Engineering,
Maria Marques, Senior Researcher	UNINOVA	Digital Health expert, PhD in decision support systems for life-cycle management of industrial plants
João Murta Pina, Assistant Professor, Senior Researcher	UNL	R&D activities related with renewable energy, HTS power applications and ICT enabled energy efficiency, PhD in Electrical Engineering

Jorge Paiva, Senior researcher	CECOLAB	Coordinator of the CECOLAB team activities
Anishur Rahman, Researcher	CECOLAB	Development of digital solutions (big data analysis, AI), MSc in Computer Science
Filipa Figueiredo, Researcher	CECOLAB	Life cycle assessment and sustainability, society, regulation and market
Rita Henriques, Researcher	CECOLAB	Society, regulation and market
Filipa Carlos, Project Manager	SEL	PhD Sustainable Energy Systems
Rui Martins, Project Manager	SEL	Senior Expert
Diogo Brito, Senior Expert	SEL	Senior Electrical Engineer, PhD Electrical Engineering
Oluwapelumi Elegbde, Researcher	SEL	Backend Engineer, PhD Sustainable Energy Systems
João Azambuja, Senior Expert	SEL	Lead Data Scientist, PhD Management
Sonia Sampaio, Senior Expert	SEL	Head of Design Team, Msc Strategic Design

Outside resources (subcontracting, seconded staff, etc)

If you do not have all skills/resources in-house, describe how you intend to get them (contributions of members, partner organisations, subcontracting, etc.) and for which role/tasks/professional profile/expertise

If there is subcontracting, please also complete the table in section 4.

There are no subcontracted activities in the Project Plan.

Consortium management and decision-making risk(if applicable)

Explain the management structures and decision-making mechanisms within the consortium. Describe how decisions will be taken and how regular and effective communication will be ensured. Describe methods to ensure planning and control.

***Note:** The concept (including organisational structure and decision-making mechanisms) must be adapted to the complexity and scale of the project.*

A consortium contract signed by all partners regulates all relevant aspects of the cooperation.

The SIH has a simple but efficient and tested governance model for decision-making with three levels: Strategic, Management and Implementation.

At the strategic level we have the Steering Committee, composed by one representative of each consortium partner and will be in charge of assuring the project is on track and will make decisions on the project plan.

The Coordination Team is at the management level and will ensure the day-to-day management and coordination of the project. The Coordination team includes the Project Coordinator, a Financial Manager, a Communication Manager and an Innovation Manager. The Coordination team reports directly to the Steering Committee.

At the implementation level, each WP and Task leader is empowered to coordinate their respective partner teams, coordinate at WP level and report directly to the Project Coordination team.

3. IMPACT

3.1 Expected outcomes and deliverables — Dissemination and communication

Expected outcomes and deliverables

Define and explain the extent to which the project will achieve the expected impacts listed in Call document.

SIH will maximise synergies among all key stakeholders, contributing to accelerating the digital transformation of local SMEs, mid-caps and public administration. This will be done through an innovative bottom-up, open, and distributed approach, taking advantage of the consortium's networking opportunities.

Considering the needs of the local companies, where the economy is characterised by micro-enterprises concentrated in traditional sectors, SIH includes partners with different competencies to provide specialised digital transformation services in a broad range of technologies in a wide array of economic areas. We plan to reach all organisations in our geographical area, but they have different needs and levels of digital maturity (front runners and laggards). SIH will provide services such as TBI (WP2, 3, 4 and 5), training and skills development (WP6), support to find investments (WP2), networking and access to innovation ecosystems (WP2), but will also

develop specific services to achieve its vision to transform Madeira and Porto Santo into Digital Smart Islands for Sustainable Development (WP5).

Within the digital education activities, SIH planned several capacity building actions to present disruptive technologies, raise awareness about the twin transition and focused events targeting specific economic sectors and challenges (WP2, WP3, WP4, WP5 and WP6). These actions will occur in different locations within the region and will be targeting different audiences. In addition, we will record and publish online some of these events to reach more potential end-users and broaden its impact.

When the local SMEs, small mid-caps and public entities' requests fall outside our competencies, SIH will use the networking activities (WP2) to connect to the Digital Transformation Accelerator (DTA) and seek the needed expertise in other EDIH. This guarantees that all local organisations get all the support they need, leaving no organisation behind.

We will use the DTA and the networks of EDIHs, EEN, Startup Europe, and FIWARE iHubs to disseminate our results reaching a larger audience, broaden SIH's impact and create more opportunities for exploitation, as our specialised digital transformation services will be valuable for other islands, remote territories and small economies.

We identified the following expected impacts:

- **Short-term**: Digital transformation of private and public sector organisations in the Autonomous Region of Madeira, including all economic sectors, by offering specialised digital transformation services. Increase digital literacy skills, enhance digital transformation skills, and strengthen the technological skills of the regional workforce. Provide services highlighting the potential of disruptive technologies like AI, HPC, and Cybersecurity. Contribute to building a balanced network of EDIHs covering all regions in Europe, especially those that are furthest away from decision centres where technology and innovation are more widespread.
- **Medium-term**: Increase in the competitiveness of the local workforce, companies, and public entities, preparing them for the digital age. Increase in digital maturity of organisations that have used SIH's services. Improve market maturity and market creation potential of innovations.
- **Long-term**: Contribute to provide equal opportunities to all European citizens. Turn Madeira into a smart and sustainable region, being an example and provide services to be implemented in other islands and remote territories.

We will assess the hub's impact with the help of the DTA, but considering our strategy and the local economic reality in which 99,94% of companies are SMEs with an average of 6 workers, we expect to reach the following outcomes:

KPI	Target		
	Year 1	Year 2	Year 3
Number of businesses and public sector entities, which have used the Test Before Invest services	15	20	25
Number of businesses and public sector entities, which have used the Skills & Training services	30	45	50
Number of businesses and public sector entities, which have used the Ecosystem & Networking services	10	15	20
Amount of additional investments successfully triggered	50k€	350k€	750k€
Number of collaborations with other EDIHs and stakeholders outside the region at EU level	2	4	4

Dissemination and communication of the project and its results

If relevant, describe the communication and dissemination activities, activities (target groups, main messages, tools, and channels) which are planned in order to promote the activities/results and maximise the impact. The aim is to inform and reach out to society and show the activities performed, and the use and the benefits the project will have for citizens

Clarify how you will reach the target groups, relevant stakeholders, policymakers and the general public and explain the choice of the dissemination channels.

Describe how the visibility of EU funding will be ensured.

In case your proposal is selected for funding, you will have to provide a more detailed plan for these activities (dissemination and communication plan), within 6 months after grant signature. This plan will have to be periodically updated; in line with the project progress.

The hub's identity and branding will be the vehicle for transmitting progress and achievements coherently and consistently. The branding guidelines will establish how the communication, marketing, dissemination and exploitation tasks will be done by all partners, including specific rules to ensure the visibility of the EU funding in all produced materials, activities and events.

After the inception phase, the hub's Communication Strategy will be defined and translated into both a Communication Plan (CP) and a Dissemination and Exploitation Plan (DEP). These plans will prepare the ground, support the commercialisation strategy, and will be connected to the Marketing Strategy and Marketing Plan (MktP).

The consortium will focus on promoting the Smart Islands strategy along with sustainable development and circular economy principles, to create more opportunities for the local companies, through our value proposition: (a) Creating awareness about the importance of the twin transition for Smart Islands; (b) Our expertise reduces the customer's sense of risk in managing the twin transition for Smart Islands;

The CP and DEP will ensure communication, dissemination and exploitation of the results, achievements, and outputs to the stakeholders, on an ongoing basis. Based on the analysis of the target audience, the CP and DEP will include the aims and specific target groups of the communication activities, the main outputs to be shared, the main communication partners, the communication work plan, tools to be used, and the evaluation process in terms of visibility and awareness. We will assess the hub's visibility through the following metrics: Number of website visits; number of social media followers; number of participants in the communication and dissemination events; number of prototypes presented to the public.

The Coordinator of the SIH will be the main responsible for the communication, marketing, dissemination, and exploitation activities, but all partners will be involved in its planning, implementation, and evaluation.

Communication

The Communication Plan will be based on the Communication Strategy and a previous analysis of the stakeholders' needs and the media they use. The Communication Strategy will define the target audience, key message, communication actions, and channels.

In the **target audience** we will target four distinct groups:

- **Potential end-users**: SMEs, public administration entities, cities, regions, start-ups, small midcaps, entrepreneurs, and other economic agents.
- **Influential stakeholders and enablers**: ICT companies, businesses associations, policy-makers and legislators, investors, influencers, and providers of training and education in digital skills.
- **Key interlocutors**: DTA, other DIHs, EEN, Startup Europe, research and education institutions, research communities, journalists, employment services, NGOs working on digital literacy, education, and vocational training providers.
- **Other stakeholders**: service providers, suppliers, and civil society.

As **key messages** to be conveyed we outline: The promotion of capacity building and digital inclusion of local citizens is essential to keep a competitive workforce. The twin transition of the local SMEs, small midcaps, and public sector entities will be an innovation engine that fosters the Archipelago of Madeira's social and economic development. The solutions created at our hub may be exported and contribute to the development of other islands, remote territories, or regions, contributing to a stronger European digitalised ecosystem and job market.

These messages will be adjusted for the different target groups and channels. Considering the habits of the target audiences and based on an effort to promote the twin transition, SIH's will set up communication campaigns mostly based on digital media.

SIH's Communication Strategy will include the following **tools**: **Website** (online compilation of all outreach and engagement activities, with a steady stream of excellent content that can be trailed and teased on social media), **Social media accounts** (to enhance reach-out and ensure an active interaction with the public. Considering the existing channels and the target audience habits, LinkedIn will be the most strategic platform for raising awareness and building a relationship with stakeholders. Twitter and Facebook will be set up as a call to action for potential end-users and stakeholders. Besides using SIH's own channels, the consortium will take advantage of its partners' social media accounts to reach a larger audience), **Newsletters** (to communicate key updates and developments to the SIH ecosystem, to keep potential end-users and stakeholders informed and engaged. The contents to be included in the newsletter are the latest developments of the services; practical advice related to digital transformation; recent or upcoming dissemination activities; pilot activities and success stories;

presentations, workshops, and demonstrations; reports; publications; media interest; etc.), **Events** (on a yearly basis, the SIH will hold an event to present its goals and services to the target groups, ecosystem, and stakeholders), and **Media relations** (a close relationship with the press will be established with regular press releases and invitations to visit our labs and disseminate the hub's results).

Dissemination and exploitation of results

Dissemination activities will support all work packages ensuring maximum visibility, accessibility, and impact of the hub's results. Tailored dissemination activities will be designed in the Dissemination & Exploitation Plan to make the results visible to the local target audiences, but also to potential end-users located in other islands or remote territories. For this we count with the support of the DTA to disseminate the results among the EDIH network and other relevant stakeholders.

The goal of the Dissemination & Exploitation Plan is to maximise the influence/impact of the hub's achievements and outputs to the widest possible community of potential beneficiaries. It also aims to promote further exploitation routes of the SIH's results. To ensure the broadest possible dissemination, to increase its impact/outreach, assure the best possible usage of the hub's outcomes, enable uptake of results, and maximise its impact, the SIH defined the following cornerstone objectives to the dissemination and exploitation activities:

- To establish a close relationship with the relevant stakeholders involved in digital transformation and digital education.
- To grow the stakeholders' basis, ensure their active engagement and raise awareness about the hub's outcomes.
- To reach out and build a sustainable customer base.

The Dissemination & Exploitation Plan will include detailed exploitation and dissemination tactics and will clearly define how research results will be implemented and how they will impact on the market, on future developments and policy making. This plan will make sure that:

- The different types of exploitable results (knowledge, methods, agreements, networks, technologies) are clearly identified and their direct and indirect value and impact for different stakeholders are considered.
- The barriers and risks for exploitation (actual use of the results after funding) are recognised and countered with appropriate measures.
- Describes concrete measures to ensure that the results meet real needs and will be taken up by potential users (e.g., by engaging them).
- Describes the roles and responsibilities of partners in exploiting results or supporting results exploitation by other (intermediate or end) users.

Disclosure material will be prepared for each dissemination event, including at least the production of digital infographics and posters. Likewise, white papers and videos will be made for the proposed dissemination activities. Exploitation and dissemination measures will address potential end-users and uses of the results that will be generated. Such measures could include, for example, research activities, development of new innovative products and services, commercial exploitation activities, standardisation, skills and educational training, and policymaking.

Marketing

Defining the Marketing Strategy comprises a strategic analysis of the hub's environment, seeking for the market needs. This review should also consider threats that the hub may need to consider for long-term sustainability. SIH's Marketing Strategy will define the approach to reach prospective end-users and will convey the value proposition, key brand messages, and data on target customers. SIH will use a strategy based on presenting success stories to penetrate the market.The Marketing Strategy will also define the marketing-mix (product, price, promotion, place, packaging, positioning, and people) of the hub's services.

In the first year, we will offer our services to SMEs, small midcaps and public entities with 100% discount and this pricing strategy will be reviewed on an annual basis according to market analysis and project progress against our initial assumptions. For example, we can monitor market prices through our Tech Scouting task and with a questionnaire, we can ask our first-year customers how much they are willing to pay for the service. This will be an input for the marketing-mix and will give us real indicators to revise our pricing strategy. However, the services to the public entities will always have a 100% discount.

The Marketing Plan will be defined yearly, in a process of monitoring on-going results, comparing with projections, analysing, and taking corrective steps. It will establish the needed campaigns to penetrate the market, collect leads, and convert them into customers.

Content creation

Easy to understand materials are to be produced to make concepts, services, and benefits instantly recognisable for a broad audience, cultivating further interest to potential end-users. Customised content will be communicated towards specific target audiences and teased on social media, to maintain stakeholders active and engage users.

Regarding content, we plan to produce: **short videos** (for the general presentation of the hub and with testimonials of companies that have undergone processes of digital transformation), **blog articles** (to disseminate the hub's activities), **white papers** (to promote the features of disruptive technologies), and **digital flyers/brochures** (with information on the ecosystem related to the digital transformation). These materials will be revised regularly.

3.2 Competitiveness and benefits for society

Competitiveness and benefits for the society

Describe the extent to which the project will strengthen competitiveness and bring important benefits for society

SIH services provided to businesses and public administration entities, along with the trainings we will promote, will have a strong and comprehensive economic and social impact in the medium and long term by:

- Promoting territorial continuity, closing the technological gap between outermost regions and continental Europe;
- Diversifying the economy, supporting the development of new business models and innovation, which will allow companies to move into market segments with higher added value;
- Helping companies be more efficient and flexible, therefore more resilient;
- Fostering entrepreneurship and the acceleration of disruptive business ideas and therefore, retaining our next generation and avoiding "brain drain";
- Promoting qualified job creation with equal opportunities and gender equality;
- Promoting business models based on a Circular Economy and sustainable development, placing islands on the path for decoupling the economy from fossil fuels responsible for greenhouse gas emissions;
- Promoting innovation for clean, renewable and safe energy, crucial for islands that generally depend on fossil fuels as the primary energy source;
- Enabling more efficient solutions for resource management like water and waste management;
- Modernising, streamlining and simplifying public services, helping to create better communication platforms for citizens;
- Promoting innovative solutions for modernising mobility and logistics that are crucial sectors for islands;
- Promoting research and innovation for health and biotechnology, critical for the times we live in.
- Decentralising Digital Transformation, making it available to all citizens and remote areas.

Our purpose is to create opportunities for innovation and upgrading for local companies, while at the same time attracting investments by making local technologies and capabilities more visible through digitalisation. We also aim to improve the connections between all relevant key regional stakeholders able to boost the Industry 4.0 revolution: competence centres, companies, users and suppliers, technology experts and investors. These connections will promote a more fluid interaction between the different agents in the value chains, creating synergies and opportunities for coopetition, a mix of cooperation and competition. This requires a higher level of openness and a change in mindset, but will help companies find the right partners to ensure a successful ecosystem.

Our work is focused on a holistic approach, thinking of society as a whole. The goal is to leave no one and no organisation left behind, promoting digital transformation opportunities for all. Disruptive Digital Technology is the trigger, but people are the key element of our strategy. We will consider different perspectives, such as Human-centred technology, digital literacy, capacity building, requalifying for new opportunities, bottom-up co-creation in a quintuple-helix approach to give everyone a voice, involving the new and the not so new and people from different sectors and levels for a mission-oriented engagement of society for sustainable development. We believe this holistic approach benefits the whole society and not just one sector, avoiding the trap of picking winners. We next elaborate on the extent of how our services offered in the key-enabling technologies and focus sectors will be impactful.

AI. We will create awareness about the potential AI has to change the market and then support companies to apply AI to their products and processes. Thanks to the efforts of the SIH in AI awareness and experiments, both companies and public administration will be impacted, having their performance and competitiveness improved while becoming able to provide better and more adapted services and even possibly reaching

leadership in specific markets/areas. In the long term, local companies should become competitive not only in the regional market but also internationally. Impact in society can be vast in many different sectors such as: medical care, detailed customer analysis, taylored products, and more effective approaches to the market. Furthermore, Increasing AI awareness and uptake in Madeira will help to optimise and diversify its local economy and even create space for AI-tech companies to install themselves and grow, also contributing to the regional economy.

Cybersecurity. The importance of cybersecurity has grown exponentially in the last couple of years. SIH's activities connected to cybersecurity will create awareness about the importance of this topic, present current trends, innovative tools and methodologies, and dynamise the local ecosystem. This effort to strengthen the security of the competitiveness of local companies will enable a better protection of their digital assets and their clients' data. This is especially relevant as the impact of not having secure systems can be dramatic, causing significant damages not only to the company, but also to their clients and even to the economy and society.

Circular Economy. CE is especially relevant for islands as the carbon footprint for importing goods and exporting waste can be large and justify extra efforts for circularity in the economy that would, otherwise, not be justifiable. Together with our Colab partner CECOLAB we will contribute to raise awareness for CE opportunities and test and implement Smart-CE models in our region that can later be replicated to other islands. With solutions deriving from our awareness sessions and workshops and close to viable ones (such as our planned microhub with reverse logistics for circular economy with crypto coins) we will bring digital innovation that increases the positive effects of CE in sustainability and the environment.

Energy. Smart Energy Lab (SEL) has implemented in mainland Portugal a Living LAB constituted by real users in their homes, that make sure that tested solutions are co-created with users to meet their needs. SIH will extend, in Madeira, SEL's Living Lab to test their products and services in a real users environment. Departing from the already active LE environment and the expertise and competences present within SEL's team, there is a high potential to support entrepreneurial contexts and to boost a regional economy open to an international market environment. Companies and startups can 1) have a first approach to the market to test their concepts, products and/or services and 2) improve existing products and services, through the LE environment, covering technical and social dimensions with the support of SEL's engineering and UX design teams. These combined services are fundamental to accelerate the best use of solutions towards the energy transition, focused on fostering user adoption. With the knowledge gathered on applying Energy services in islands we expect that we can contribute to the reduction of the carbon foot-print of electricity production in islands (highly dependent on fossil fuels), thus reducing the effects in pollution and climate change.

Health. Given the current numbers of stroke incidence (16Mio/year worldwide) and survival rates, the digitalization of rehabilitation services is not only a very current trend but a necessary change. Long term, it is necessary to ensure the sustainability of health services and to guarantee access to patients, not only in an acute phase, but especially those requiring long-term or life-long support. This will enable home-based rehabilitation and maximise recovery outcomes in patients, minimising deficit and maximising patient independence, which in turn will decrease direct and indirect societal costs and quality of life. The interoperability of healthcare institutions, at both technical and organisational level, not only spares resources but also saves lives, as will avoid that patients move from one institution to another, seeking for differentiated care or just to balance the load in the overall system. We will help healthcare institutions to transform the way they exchange data, not only with other institutions but also with their patients. As a result, healthcare institutions will be ready to make part of a true interconnected network with an improved and resilient service offering. There is a huge amount of data about health and wellbeing available, resulting from the broad usage of wearables, smart devices and apps by the citizens in physiotherapy practises, gyms, and health centres. We intend to help institutions to take advantage of the available data and offer an innovative set of services for their clients and patients to monitor their habits and improve citizens' health and wellbeing.

Public Sector. The Municipality of the City of Funchal (CMF) - Madeira's capital - has implemented in strategic parts of the city, an initial infra-structure of communication with sensors and gateways to manage water distribution, waste collection, road traffic, public parking, air pollution and noise, among other resources and is developing a centre for the monitoring and control of these resources. CMF wants to use open standards and not depend on commercial solutions for the development of its technical solution. The SIH, with the formal support of the Association of Municipalities of Madeira Autonomous Region (AMRAM), the FIWARE iHUB experience and connection with other iHUBs implementing smart cities solutions, will directly support this digitization effort with an aim of creating free and open source integrated digital solutions (hardware+software) that will be then replicated in other municipalities of the archipelago, adapted to local necessities. We then plan to also support the replication of the developed solutions, first in municipalities of our DIH partners: CIDIHUB and AzDIH and afterwards in other members of the iSLANDIHs network. Such solutions are usually proprietary and expensive and not feasible to implement on a smaller scale in towns or villages. Thus we aim to contribute to the development of an open ecosystem of open-architecture (hardware and software) for Smarter and

Greener Island Public Administrations, for more efficient management of the mentioned resources. Water is a good example, as islands typically have a steeper orography which causes specific problems with pressure management and leakages. Furthermore, within the current context of climate change and in closed systems of isolated islands, an efficient management of water and waste is crucial. SIH has also been offering services of process modelling and their digitalisation with a low code platform. CMF has benefited from this service regarding their urban appraisal process and other areas of local governance and interaction with citizens. With the support of AMRAM and our partner hubs this collaboration will be replicated regionally and on other islands. Our initiatives are open source and aim to create an ecosystem in terms of open dynamic e-gov platforms. Regulations and law change is frequent and (expensive) software quickly becomes obsolete. eGov SaaS solutions exist but they are difficult to customise and can also be expensive, especially for small public administration units, as usually is the case of islands. So low code platform based digitalisation of public administration is a relevant and promising use-case and service that can increase efficiency and effectiveness of governments and provide huge cost savings so that taxpayer contributions can be better applied.

Mobility and Logistics. Island cities and small cities have a problem of human and fuel resources wastage in public transportation, as it is common that buses and minibuses operate with little to no passengers, especially on nights, weekends and holidays. By providing TBI services with an innovative Smart Public Mobility platform we will demonstrate the provision of flexible transportation and mobility-on-demand services to urban public transportation, through state-of-the-art vehicle routing algorithms and location-aware mobile applications. Moreover, this system allows a dynamic adjustment between the transport demand and service provision, increasing the responsiveness and efficiency of passenger transportation, and therefore reducing carbon emissions. The platform is tailored for island cities and small cities where efficiency cannot be obtained merely by scale factors or suppression of services.

In the logistics operations sector, there is a lack of integrated mechanism for digital communication between the value-chain and a lack of trust between logistic companies to enable the implementation of collaborative operations. Collaborative logistics micro-hubs allow delivery companies to cooperate by sharing means and resources, providing a faster service, reducing operation costs, and reducing the environmental footprint (less traffic and carbon emissions within cities), as well as improving the overall quality of living in urban areas.

3.3 Environmental sustainability and contribution to European Green Deal goals

Environmental sustainability and contribution to European Green Deal goals

Describe the extent to which the project will contribute to environmental sustainability and in particular to European Green Deal goals

⚠ *This might not be applicable to all topics — for details refer to the Call document.*

The moment we are currently experiencing leaves no doubt: the EU is strongly committed to the Green Deal strategy, making Europe the first climate-neutral continent by 2050. This is Europe's strategy to align with the UN 2030 Agenda, meeting the 17 Sustainable Development Goals (SDG). This intersection of strategies based on sustainability mobilises European regions to redefine their smart specialisation strategies (RIS3), adding another S to the formula: Sustainability. We now have a RIS4: Smart Specialisation Strategy for Sustainability. Considering that the goal is to leave no one or no place behind, RIS4 becomes RIS4+. ARDITI is the entity responsible for coordinating the RIS3 strategy for the Autonomous Region of Madeira and is also the SIH coordinator, meaning it will take all necessary measures to ensure that SIH activities are aligned with the RIS3 strategy. This development of the Madeira Science, Technology and Innovation system is indispensable for the diversification of the regional economy. Investment in knowledge allows the promotion of highly qualified employment, as well as the creation of new products, new solutions and new value-added business opportunities.

The diversification of the regional economy is a fundamental strategy for creating resilience and overcoming the weaknesses that the COVID pandemic has shown for the islands and outermost regions. Technological projects and the digital transition of the business and public administration sectors became a priority, as well as the alignment of this transition with the concept of Smart Islands. It is here that the SIH will play a central role, decisively supporting this transition.

In section 1.2 "Contribution to long-term policy objectives, policies and strategies" and also in the previous section, 3.2, while outlining the benefits for society provided by the SIH (the majority related to environmental sustainability) we have shown already how SIH will have a direct impact in terms of alignment with the goals of the central building blocks of the European Green Deal. Our project has, as one of its main pillars, a work package dedicated to Environment & Sustainability, Energy & Circular Economy and our services will provide a strong and direct positive impact towards the goals of the European Green Deal.

4. WORK PLAN, WORK PACKAGES, TIMING AND SUBCONTRACTING

4.1 Work plan

Work plan
Provide a brief description of the overall structure of the work plan (list of work packages or graphical presentation (Pert chart or similar)).
The project has 7 work packages. WP1: **Project Management & Coordination** and WP7: **Communication, Dissemination & Exploitation** support all other work packages. Work packages **WP2: Ecosystem Development and Networking**, **WP3: Digital Transformation Acceleration and Co-creation**, **WP4: Technology & Innovation Management**, **WP5: Environment & Sustainability, Energy & Circular Economy**, **WP6: Skills & Training** will support and implement the SIH services.

4.2 Work packages and activities

WORK PACKAGES
This section concerns a detailed description of the project activities. *Group your activities into work packages. **A work package means a major sub-division of the project**. For each work package, enter an objective (expected outcome) and list the activities, milestones and deliverables that belong to it. The grouping should be logical and guided by identifiable outputs.* *Projects should normally have a minimum of 2 work packages. WP1 should cover the management and coordination activities (meetings, coordination, project monitoring and evaluation, financial management, progress reports, etc) and all the activities which are cross-cutting and therefore difficult to assign to another specific work package (do not try splitting these activities across different work packages). WP2 and further WPs should be used for the other project activities. You can create as many work packages as needed by copying WP1.* ⚠ *Enter each activity/milestone/output/outcome/deliverable only once (under one work package).*

Work Package 1

Work Package 1: Management and Coordination			
Duration:	M1 – M36	**Lead Beneficiary:**	**ARDITI**
Objectives *List the specific objectives which this work package aims to achieve*			
The aim of WP1 is to ensure and maintain an appropriate framework linking together all the project partners and maintaining communications with the Commission and national authority. Specific objectives: Coordinate the technical activities of the project, involving the interests of all stakeholders; Ensure the overall legal, contractual, ethical, financial and administrative management of the Consortium; Ensure the compliance of the deliverables and results foreseen in the project work plan and a high quality of work implementation; Coordinate knowledge management and other innovation-related activities, including dataManagement; Manage and solve possible conflict and risks;			
Activities (what, how, where) and division of work			

Provide a concise overview of the work (planned tasks). Be specific and give a short name and number for each task.
*Show who is participating in each task: Coordinator (COO), Beneficiaries (BEN), Affiliated Entities (AE), Associated Partners (AP), indicating **in bold** the task leader.*
Add information on other participants' involvement in the project e.g. subcontractors, in-kind contributions.
Note:
In-kind contributions: In-kind contributions for free are cost-neutral, i.e. cannot be declared as cost. Please indicate the in-kind contributions that are provided in the context of this work package.
The Coordinator remains fully responsible for the coordination tasks, even if they are delegated to someone else. Coordinator tasks cannot be subcontracted.
If there is subcontracting, please also complete the table below.

Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T1.01	Project Management, Coordination & Monitoring	Management of the Project life cycle and ensuring project activities are on the right track to achieve project goals	**ARDITI** All partners	COO BEN	No
T1.02	Kick-off and other periodic meetings	Project Meetings	**ARDITI** All partners	COO BEN	No
T1.03	Logistics & Resource Management	Management of facilities, participants, their roles and staff coordination	**ARDITI** All partners	COO BEN	No
T1.04	Financial Project Management	Maintaining accounts and reporting: stakeholders, EU Commission and the Portuguese managing authority	**ARDITI** All partners	COO BEN	No
T1.05	Risk Management	Risk Management Plan	**ARDITI** All partners	COO BEN	No
T1.06	Stakeholder Management	Stakeholder Management Plan + Stakeholder Matrix and Communication	**ARDITI** All partners	COO BEN	No
T1.07	Development of a monitoring, evaluation and performance Plan	Track and assess the results of the project; monitoring KPIs	**ARDITI** All partners	COO BEN	No

Milestones and deliverables (outputs/outcomes)
***Milestones** are control points in the project that help to chart progress. Use them only for major outputs in complicated projects. Otherwise leave the section on milestones empty.*
Means of verification are how you intend to prove that a milestone has been reached. If appropriate, you can also refer to indicators.
***Deliverables** are project outputs which are submitted to show project progress (any format). Refer only to major outputs. Do not include minor sub-items, internal working papers, meeting minutes, etc. Limit the number of deliverables to max 10-15 for the entire project. You may be asked to further reduce the number during grant preparation.*
For deliverables such as meetings, events, seminars, trainings, workshops, webinars, conferences, etc., enter each deliverable separately and provide the following in the 'Description' field: invitation, agenda, signed presence list, target group, number of estimated participants, duration of the event, report of the event, training material package, presentations, evaluation report, feedback questionnaire.

For deliverables such as manuals, toolkits, guides, reports, leaflets, brochures, training materials etc., add in the 'Description' field: format (electronic or printed), language(s), approximate number of pages and estimated number of copies of publications (if any).
For each deliverable you will have to indicate a due month by when you commit to upload it in the Portal. The due month of the deliverable cannot be outside the duration of the work package and must be in line with the timeline provided below. Month 1 marks the start of the project and all deadlines should be related to this starting date.
The labels used mean:

Public — fully open (automatically posted online on the Project Results platforms)
Sensitive — limited under the conditions of the Grant Agreement
EU classified — RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision 2015/444.

Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification
MS01	PM Plans	1	ARDITI	PM and Coordination + Monitoring Plans developed	M2	Plans approved by Steering Committee

Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D1.01	Project Management and Coordination Plan	1	ARDITI	Plan	Public	M2	Plan containing all PM plans, in PDF (EN).
D1.02	Monitoring, evaluation and performance Plan	1	ARDITI	Plan	Public	M2, M12, M24, M36	Plan to assure the quality of project monitoring and control of activities towards project goals. Updated yearly, in PDF (EN).
D1.03	Final Report	1	ARDITI	Report	Public	M36	Presents the achieved results and implemented activities; end of the project, in PDF (EN, PT)

Estimated budget — Resources *(n/a for prefixed Lump Sum Grants)*

Participant	Costs							
	A. Personnel (PM = Person months)		B. Subcontracting	C.1 Travel and subsistence	C.2 Equipment	C.3 Other goods, works and services	E. Indirect costs	Total costs
ARDITI	32,37 PM	129 662,83 €		14 102,00 €			10 063,54 €	153 828,37 €
UMa	10,55 PM	50 630,46 €					3 544,13 €	54 174,59 €

Startup Madeira	14,43 PM	89 342,98 €		6 000,00 €			6 674,01 €	102 016,99 €
ACIF	6,60 PM	39 075,99 €					2 735,32 €	41 811,31 €
FCT-UNL	1,5 PM	10 350,00 €		1 500,00 €			829,50 €	12 679,50 €
Uninova	1,5 PM	10 350,00 €					724,50 €	11 074,50 €
SEL	3 PM	15 000,00 €		6 000,00 €			1 470,00 €	22 470,00 €
CeCoLAB	3 PM	9 471,15 €		5 000,00 €			1 012,98 €	15 484,13 €
Total	72,95 PM	353 883,41 €		32 602,00 €			27 053,98 €	413 539,39 €

Work Package 2

Work Package 2: Ecosystem Development & Networking

Duration:	M1 – M36	**Lead Beneficiary:**	**ACIF-CCIM**

Objectives

The goal of WP2 is to develop the local digital innovation ecosystem and promote networking activities. Specific objectives: Digital Maturity Assessment; Maintaining the technology catalogue, continuous tech scouting and matchmaking activities; Define the Customer Journey for SIH customers; Promote brokerage events for support to find investment; Networking, including connection to the DTA, EEN, Startup Europe and EDIH network.

Activities (what, how, where) and division of work

Task No	Task Name	Description	Participants		In-kind Contributions and Subcontracting
			Name	Role	
T2.01	Market & Organisation Digital Maturity Assessment (DMA)	DMA services using the JRC Methodology; Analysing Digital Maturity to determine the starting point and digital maturity evolution of local entities with the support of the Digital Transformation Accelerator (DTA); CarpeDigem Project DMA methodology will be used for the Region DMA.	**ACIF**	BEN	No

T2.02	Ecosystem Mapping, Technology Catalogue, Tech Scouting & Matchmaking	Catalogue of Tech Companies and Digital Services/Products for Matchmaking Services; Tech Scouting; Meeting SME needs with SIH Technological Catalogue (local and EDIH Network).	**ACIF**	BEN	No
T2.03	Testing and Experimentation with Digital Technologies	Creation of test laboratories for new technological solutions adapted to the needs of small businesses or specific sectors of activity - Commerce & Services.	**ACIF**	BEN	No
T2.04	Brokerage events for Investments in Digital Technologies	Events with Financial Services for support to find investments for Digital Innovation Projects.	**ACIF** Startup Madeira	BEN BEN	No
T2.05	Customer Journey Process	Transparent, open and fair process for selecting SMEs to benefit from SIH services; Includes process to forward SMEs to next service editions; follows customer journey throughout SIH experience; Ensuring sustainability of long-term Digital Transformation support.	**ARDITI** All partners	COO BEN	No
T2.06	iSLANDIHs Summit	Annual 2-day networking event to promote Digital expertise and solutions offered by the iSLANDIHs network to solve specific problems for beneficiaries in the different island regions of the network, and help their Digital and Green Transitions; First 3 editions: Cyprus, The Azores and Balearic islands.	**ARDITI** All partners	COO BEN	No
T2.07	Connection with DTA, EEN & Startup Europe	DTA: a) Train the trainer: 15-30 events per year in the form of online workshops 2-4 hours b) Networking: 2 to 4 online events per year, 2-8 hours each; 1 annual EDIH event - 2 day hybrid event c) one-off collaborations: 5-20% of customers both ways; EEN and Startup Europe events.	**ACIF** All partners	BEN COO, BEN	No
T2.08	Networking & International Events	Joint participation in international, generalist events such as "Web Summit"; Keeping SIH up-to-date with new trends; Connection with other DIHs and EDIHs for Partnerships, sharing Technology & Knowhow, Exchange of good practices.	**ACIF** All partners	BEN COO, BEN	No

Milestones and deliverables (outputs/outcomes)

Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date	Means of Verification
MS02	Customer Selection Process ready	2	ARDITI	Customer Selection process is ready to be applied to potential customers	M2	Process approved by Steering Committee

Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date	Description
D2.01	Customer Selection Process	2	ARDITI	Guide	Public	M2	Process to select organisations that will benefit from SIH services, in PDF (PT, EN).
D2.02	Digital Maturity Assessment Report	2	ACIF	Report	Public	M18, M36	Report on DMA, in PDF (EN).

Estimated budget — Resources *(n/a for prefixed Lump Sum Grants)*

Participant	Costs							
	A. Personnel (PM = Person months)		B. Subcontracting	C.1 Travel and subsistence	C.2 Equipment	C.3 Other goods, works and services	E. Indirect costs	Total costs
ARDITI	10,29 PM	36 200,13 €		5 640,80 €			2 928,87 €	44 769,80 €
UMa	0 PM							
Startup Madeira	0 PM							
ACIF	66,60 PM	262 875,00 €		59 500,00 €	46 000,00 €	91 500,00 €	32 191,25 €	492 066,25 €
FCT-UNL	0 PM							
Uninova	0 PM							
SEL	0 PM							
CeCoLAB	0 PM							
Total	76,89 PM	299 075,13 €		65 140,80 €	46 000,00 €	91 500,00 €	35 120,12 €	536 836,05 €

Work Package 3

Work Package 3: Digital Transformation Acceleration & Co-creation

Duration:	M1 – M36	**Lead Beneficiary:**	**Startup Madeira**

Objectives

This WP will accelerate Digital Transformation involving the business and creative sectors: Supporting digital transformation and innovation with bootcamps, acceleration programs and retreats; Supporting the implementation of Business models, Digital Strategies, Process automation and Business Intelligence; Making Digital Transformation accessible to commerce & services and remote areas.

Activities (what, how, where) and division of work

Task No	Task Name	Description	Participants		In-kind Contributions and Subcontracting
			Name	Role	
T3.01	Design of Creative Thinking Processes (Design Thinking)	Involving the creative sector: Creativity Thinking applied to Digital Solutions for known and unknown problems presented by SIH customers.	**Startup Madeira** ARDITI, UMa	BEN COO, BEN	No
T3.02	Visioning for Digital Transformation: Creating a Digital Strategy	Analysis of technological needs and Action Plan Definition; Strategy for Digital Transformation; Roadmap for Digital Transformation; Framework for Digital Transformation; Helping SMEs define a customer journey for Digital.	**ACIF** Startup Madeira; ARDITI	BEN BEN, COO	No
T3.03	startNow for Digital: Accelerating Digital ideas	Idea acceleration program for entrepreneurs with mentoring and coaching sessions to develop products or services in the areas of Digital Transformation applied to Energy, Circular Economy, Environment & Sustainability, Mobility & Logistics, Public Sector, Health & Biotechnology, Commerce & Services. Selected teams have the opportunity to start or restructure an innovative idea, design the solution and build their business model.	**Startup Madeira**	BEN	No
T3.04	Madeira Innovation Challenge	Digital Innovation Bootcamps: solving problems with Disruptive Technology for Sustainability.	**Startup Madeira**	BEN	No
T3.05	Madeira Startup Retreat	The Madeira Startup Retreat will look for international start-ups with new ideas searching for inspiration to boost their business and increase their networking, based on a tailored program for Digital Transformation.	**Startup Madeira**	BEN	No
T3.06	Digital Transformation Plan for Rural Areas	Implement Living Labs for Digital Technology solutions in each Municipality to enable Digital Transformation to reach local economies in a co-creation, bottom-up process with local stakeholders and local administration - Supported by the Association of Municipalities of Madeira.	**ARDITI** Startup Madeira	COO BEN	No

T3.07	Digital Business Models and the Digital Value Chain	Helping SMEs understand Digital Business Models and the Digital Value Chain and how they can compete in a digital economy.	**Startup Madeira**	BEN	No
T3.08	Engagement of local Economic Activity	Making Digital Transformation accessible to Commerce & Services, leaving no organisation behind.	**ACIF**	BEN	No
T3.09	Process Automation & Intelligence	Services for SMEs and midcaps to test solutions for designing and implementing: transformation of Business Processes; Paperless Processes; Business Intelligence and Decision Support Systems; and Enterprise Engineering processes.	**Startup Madeira** UMa, ACIF	BEN BEN	No

Milestones and deliverables (outputs/outcomes)

Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date	Means of Verification

Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date	Description
D3.01	Digital Transformation Plan for Rural Areas	3	ARDITI	Plan	Public	M4	Plan for creating living labs for digital transformation in rural areas, in PDF (PT, EN).

Estimated budget — Resources *(n/a for prefixed Lump Sum Grants)*

Participant	Costs							
	A. Personnel (PM = Person months)		B. Subcontracting	C.1 Travel and subsistence	C.2 Equipment	C.3 Other goods, works and services	E. Indirect costs	Total costs
ARDITI	12.93 PM	51 010,34 €		3 820,40 €			3 838,15 €	58 668,89 €
UMa	0,75 PM	3 926,88 €					274,88 €	4 201,76 €
Startup Madeira	2,98 PM	7 350,20 €			3 600,00€	429 750,00 €	30 597,01 €	467 697,22 €
ACIF	5,01 PM	18 000,00 €		44 150,00 €			4 350,50 €	66 500,50 €
FCT-UNL	0 PM							
Uninova	0 PM							

SEL	0 PM							
CeCoLAB	0 PM							
Total	21,67 PM	80 287,42 €		47 970,40 €	3 600,00€	429 750,00 €	39 312,55 €	600 920,36 €

Work Package 4

Work Package 4: Technology & Innovation Management			
Duration:	M1 – M36	**Lead Beneficiary:**	**ARDITI**

Objectives

This WP will provide TBI services in the AI and cybersecurity key-enabling technologies, as well as dynamic egov with low-code platforms and smart health solutions and manage the SIH portfolio of technology and innovation competence centres.

Activities (what, how, where) and division of work

Task No	Task Name	Description	Participants		In-kind Contributions and Subcontracting
			Name	Role	
T4.01	Artificial Intelligence Waves	Awareness events of AI potentialities; Machine Learning workshops; Three waves of open calls for SMEs/mid-caps/public sector of Madeira to test AI in their products/services and/or management.	**ARDITI** UMa	COO BEN	No
T4.02	Cybersecurity Maturity Evaluation Services	Offer services to diagnose an entity's current level of security maturity and identify major shortfalls in the security architecture, with several options, from a simpler and quick evaluation to a more detailed and specific evaluation and diagnosis of the security strengths and weaknesses, involving specialised cybersecurity companies.	**UMa** ARDITI	BEN COO	No
T4.03	Cybersecurity Forum	Discussion Forum with regional entities involved or with an interest in cybersecurity, dynamized by a series of workshops and conferences. It aims to pave the way to the set up of a regional entity to follow and provide insights for public and private entities, about the state of cybersecurity in the region.	**UMa** ARDITI	BEN COO	No

T4.04	Dynamic e-government	Support in the implementation of low-code platforms that allow agile and dynamic specification and rollout of e-government services/apps to citizens as well as internal workflow and document management systems.Two existing prototypes will be matured to support the digitalization of government services locally and in other Macaronesian islands.	**UMa,** ARDITI	BEN COO	No
T4.05	Digital transformation in NeuroRehabilitation	Bringing existing promising proof-of-concept prototypes that have been scientifically and technically validated to have a positive impact on the rehabilitation of stroke patients, to at least TRL 6. This will involve the optimization of the systems and replacement of research grade technology (such as expensive EEG equipment and custom made interactive table technology) by industry/consumer grade systems and running on embedded Android systems. After upgrade and testing, test before invest services will be provided to both public and private health institutions.	**ARDITI**, UMa	COO BEN	No
T4.06	Technology & Innovation Management	University-Business Cooperation (UBC) interface; Knowledge Transfer interface; Competence Centre Management: the SIH Competence Centres (CC) are key for Technology and Innovation Management, providing interdisciplinary expertise for project support, acting both as repositories of knowledge and resource pools for our key technologies, business and innovation, in a collaborative approach of our different institutions and partner DIHs.	**ARDITI** UMa	COO BEN	No
T4.07	Digital transformation in healthcare	Services to support: healthcare institutions in becoming interoperable at both technical and organisational level using HL7 FHIR standard; the integration of innovative technologies such as telemedicine in ICUs including technical and procedural perspectives.	**Uninova**	BEN	No
T4.08	Digital transformation for health and wellbeing	Services to implement cyber-physical systems using existing equipment in physiotherapy practises, gyms, and health centres facilitating the usage of health and wellbeing wearables, allowing improved monitoring and population health and awareness.	**Uninova**	BEN	No

Milestones and deliverables (outputs/outcomes)

Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date	Means of Verification

Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date	Description
D4.01	Regional Cybersecurity Assessment Report	4	UMa	Report	Public	M36	Cybersecurity Report, in PDF (EN).
D4.02	Competence Centre Model	4	ARDITI	Report	Public	M36	Report of CC Model, in PDF (EN).

Estimated budget — Resources *(n/a for prefixed Lump Sum Grants)*

Participant	Costs							
	A. Personnel (PM = Person months)		B. Subcontracting	C.1 Travel and subsistence	C.2 Equipment	C.3 Other goods, works and services	E. Indirect costs	Total costs
ARDITI	164,70 PM	429 404,68 €		30 563,20 €	123 000,00 €	141 273,50 €	50 696,90 €	774 938,27 €
UMa	52,65 PM	182 725,78 €		22 199,65 €	14 564,80 €		15 364,32 €	234 854,54 €
Startup Madeira	0 PM							
ACIF	0 PM							
FCT-UNL	0 PM							
Uninova	24,00 PM	165 600,00 €		25 000,00 €	20 000,00 €	55 000,00 €	18 592,00 €	284 192,00 €
SEL	0 PM							
CeCoLAB	0 PM							
Total	241,35 PM	777 730,45 €		77 762,85 €	157 564,80 €	196 273,50 €	84 653,21 €	1 293 984,81 €

Work Package 5

Work Package 5: Environment & Sustainability, Energy & Circular Economy			
Duration:	M1 – M36	**Lead Beneficiary:**	**UMa**

Objectives					
This WP will demonstrate a Smart Energy Living Lab and provide test beds/solutions for Smart Energy, Smart Circular Economy (CE) and Smart Mobility that address and solve specific problems of islands; replicate solutions in other islands and remote territories.					
Activities (what, how, where) and division of work					
Task No	Task Name	Description	Participants		In-kind Contributions and Subcontracting
			Name	Role	
T5.01	Planning and Detailed Definition of Energy Services	Close interaction with potential clients and detailed planning of the resources, activities and services that will be delivered under T5.02. The list of potential clients will be revisited and expanded through a series of short meetings with the objective of clearly defining expectations and possible results. Planning and executing the installation of a “Smart Energy Living Lab”, a network of living-buildings, monitored and with their users engaged, to better understand how people use energy and their preferences in real-life. This lab will be used to support T5.02, with: solar panels, systems for intelligent management of battery packs, energy management and routing, smart electrical vehicle charger, etc.	**SEL** UMa, ARDITI, FCT	BEN COO, BEN	No
T5.02	Provision of Energy Services	Delivery of at least five different Smart Energy services: 1) Proof of Concept - testing a business idea concept and assumptions, before entering the market; 2) Prototype test - testing a new technical energy solution in real context; 3) Deep UX insights - applies to existing products or services, in order to increase competitiveness, diagnose pain points and proposing an improvement plan; 4) Habits and Behavioural study - towards technology use (e.g. EV owner charging patterns), maps and systematises approaches to DSM and adoption mechanisms; and 5) Feature acceleration - working together with companies to improve features on new or existing P&S.	**SEL** UMa, ARDITI, UNL	BEN COO, BEN	No
T5.03	Networking and Promotion of Energy Services	Specific promotional events and contents to support the dissemination of SIH’s energy services within the community of entities that develop energy related activities in Madeira.	**SEL** UMa, ARDITI, UNL	BEN COO, BEN	No
T5.04	Smart and Green Island Public Administration	Support in the implementation of smart sensors and actuators and dashboard using FIWARE, IoT agents and other open standards, to monitor and control the following resources: water distribution, waste collection, road traffic, public parking, air pollution and noise.	**ARDITI** UMa, CECOLAB	COO BEN	No

T5.05	Digital Transformation for Circular Economy	Consultancy and coaching on creation and design of novel smart-CE business models and on the improvement of sustainability and circularity indicators of products and processes throughout digitalization implementation.	**CECOLAB** UMa	BEN	No
T5.06	Mapping of Smart CE Model Systems	Workshops to analyse gaps, opportunities and challenges of digitalization in implementing smart CE-model systems, and how the challenges imposed by digitalization in implementing CE-model systems can be addressed. Mapping smart CE models systems and their impact on sustainability to produce a portfolio of smart-CE systems and design a roadmap for new smart-CE systems.	**CECOLAB** UMa	BEN	No
T5.07	Digital Transformation for Circular Economy	Testing of smart-CE business models and solutions, namely: 1) Smart use (remote sensing, product lifetime databases, analytics and business intelligence); 2) Smart-maintenance (condition-based, predictive- and prescriptive- maintenance); 3) Smart-reuse; and, 4) Smart recycling;	**CECOLAB** UMa	BEN	No
T5.08	Collaborative logistics leveraging circular economy	Digital solution supporting coopetition of logistics companies in a collaborative microhub with reverse logistics for circular economy with recycling and reuse, based on blockchain and cryptocurrency tokens	**UMa,** ARDITI, CECOLAB	BEN COO, BEN	No
T5.09	Smart Public Mobility	Platform for flexible transportation and mobility-on-demand services to urban public transportation, through state-of-the-art vehicle routing algorithms and location-aware mobile applications with dynamic adjustment between transport demand and service provision	**UMa** ARDITI, CECOLAB	BEN COO, BEN	No

Milestones and deliverables (outputs/outcomes)

Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date	Means of Verification
MS03	Smart Energy Living Lab installed	WP5	SEL	The installation of the Smart Energy Living Lab, of task 5.01 is concluded	M6	All electrical equipment physically installed and working. Inauguration activity.

Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date	Description
D5.01	Model for Environmental Sustainability	5	CECOLAB	Plan	Public	M8	Specific Intervention Model for Environmental Sustainability, in PDF (PT, EN).
D5.02	Interactive database on smart CE models systems available in insular territories	5	CECOLAB	Database	Public	M16	Online database with smart CE models available for insular territories, electronic

Estimated budget — Resources *(n/a for prefixed Lump Sum Grants)*								
Participant	Costs							
	A. Personnel (PM = Person months)		B. Subcontracting	C.1 Travel and subsistence	C.2 Equipment	C.3 Other goods, works and services	E. Indirect costs	Total costs
ARDITI	88,64 PM	202 137,22 €		19 764,80 €	74 000,00 €		20 713,14 €	316 615,16 €
UMa	72,60 PM	282 613,79 €		7 544,15 €			20 311,06 €	310 469,00 €
Startup Madeira	0 PM							
ACIF	0 PM							
FCT-UNL	9,00 PM	62 100,00 €		3 300,00 €	10 000,00 €		5 278,00 €	80 678,00 €
Uninova	0 PM							
SEL	10,00 PM	50 000,00 €		7 200,00 €	10 000,00 €	8 500,00 €	5 299,00 €	80 999,00 €
CeCoLAB	15,00 PM	47 355,75 €		7 500,00 €	5 000,00 €	7 500,00 €	4 714, 90 €	72 070,65 €
Total	195,24 PM	644 206,76 €		45 308,95 €	99 000,00 €	16 000,00 €	56 316,10 €	860 831,81 €

Work Package 6

Work Package 6: Skills & Training			
Duration:	M1 – M36	**Lead Beneficiary:**	**UMa**
Objectives			
This WP will enhance digital literacy skills, create awareness about digital transformation (DT), and promote the digital inclusion of the local citizens, including a social perspective of leaving no one behind. It will also enhance workforce competencies with life-long learning training courses, either for upskilling or reskilling, in disruptive technologies and processes relevant to DT, unavailable in the local market. These will stimulate the uptake of advanced digital technologies by SMEs, small midcaps, and public administration entities.			

Activities (what, how, where) and division of work

Task No	Task Name	Description	Participants		In-kind Contributions and Subcontracting
			Name	Role	
T6.01	Digital literacy skills	Promote awareness sessions to create digital literacy skills and understanding about the DT challenges/opportunities, leaving no one behind. 6 editions per year (some sessions will be recorded and made available online, to broaden the audience).	**ACIF** ARDITI, UMa, Startup Madeira, ACIF, UNL, Uninova	BEN COO, BEN	No
T6.02	Awareness creation in disruptive technologies	Create awareness about disruptive technologies (e.g., cybersecurity, blockchain, etc). 13 editions per year (some sessions will be recorded and made available online, to broaden the audience).	**UMa** ARDITI, Startup Madeira, ACIF, UNL, Uninova	BEN COO, BEN	No
T6.03	DT & domain-related skills	Upskilling training courses and workshops, namely: Leading Digital Transformation Processes, Digital Transformation for Tech Leaders, Digital Transformation in Practice, Change Management, Business Process Modelling, Project Management, e-Government, Water Management, Digital Health, etc. 15 courses per year on these topics. Crash courses for newly graduates and university students, to prepare them for the digital age. 2 digital transformation Bootcamps per year.	**UMa** ARDITI, Startup Madeira, ACIF, Uninova	BEN COO, BEN	No
T6.04	Skills in key-enabling technologies	Upskilling training courses and workshops about key-enabling technologies, namely: Blockchain - Business Innovation and Applications, Data Analysis, Cybersecurity, FIWARE, Low-Code Platforms and others according to the market needs. 5 advanced level courses and 4 intermediate level courses per year on these topics.	**UMa** ARDITI, ACIF, UNL	BEN COO, BEN	No
T6.05	Reskilling for the digital age	Training programs to reskill workers for the digital age in key-enabling technologies, including hard & soft skills. 1 course per year.	**UMa** ARDITI, Startup Madeira, ACIF	BEN COO, BEN	No
T6.06	S&T for the twin transition	Support and promote European and National initiatives regarding S&T for the twin transition (e.g., Code Week, EUSOUDIGITAL, etc.).	**UMa** All partners	BEN COO, BEN	No

Milestones and deliverables (outputs/outcomes)

Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date	Means of Verification

Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date	Description
D6.01	S&T events program	6	UMa	Plan	Public	M3, M12, M24	Program with the planned S&T events, by year, in PDF (PT, EN).
D6.02	S&T report	6	UMa	Report	Public	M36	Report of the S&T events, in PDF (EN).

Estimated budget — Resources *(n/a for prefixed Lump Sum Grants)*

Participant	Costs							
	A. Personnel (PM = Person months)		B. Subcontracting	C.1 Travel and subsistence	C.2 Equipment	C.3 Other goods, works and services	E. Indirect costs	Total costs
ARDITI	18,03 PM	56 853,75 €		5 640,80 €			4 374,62 €	66 869,17 €
UMa	17,04 PM	99 894,94 €			17 700,00 €	96 000,00 €	14 951,65 €	228 546,59 €
Startup Madeira	3,30 PM	7 350,20 €					514,51 €	7 864,72 €
ACIF	8,52 PM	12 820,00 €				12 120,00 €	1 745,80 €	26 685,80 €
FCT-UNL	3,00 PM	20 700,00 €					1 449,00 €	22 149,00 €
Uninova	4,00 PM	27 600,00 €		10 000,00 €			2 632,00 €	40 232,00 €
SEL	0 PM							
CeCoLAB	0 PM							
Total	53,89 PM	225 218,90 €		15 640,80 €	17 700,00 €	108 120,00 €	25 667,58 €	392 347,28 €

Work Package 7

Work Package 7: Communication, Dissemination and Exploitation

Duration:	M1 – M36	**Lead Beneficiary:**	**ARDITI**

Objectives

This WP will communicate, disseminate and explore the activities, achievements, and results to potential users, stakeholders, policymakers, the media, and society. It will also increase awareness about the SIH services, generate market demand for digital transformation services, maximise results' impact, and effectively use results.

Activities (what, how, where) and division of work

Task No	Task Name	Description	Participants		In-kind Contributions and Subcontracting
			Name	Role	
T7.01	Definition of the hub identity and branding	SIH's identity manual will define the brand guidelines and create templates for presentations, reports, handouts, and other communication materials.	**ARDITI** All partners	COO BEN	No
T7.02	Definition and implementation of the Communication Strategy	Define and implement the Communication Strategy, the related Communication Plan (CP), and Dissemination and Exploitation Plan (DEP). These plans include informing, reaching out to society, transferring knowledge & results, and making concrete use of results. These plans are connected to the Marketing Strategy (T7.03) and support the Commercialisation Strategy.	**ARDITI** All partners	COO BEN	No
T7.03	Definition and implementation of the Marketing Strategy	Define and implement the Marketing Strategy and related Marketing Plan (MP) to promote the hub's services to the target audiences.	**ARDITI** All partners	COO BEN	No
T7.04	Content creation	Creation of easy-to-understand materials, recognisable for a broad audience, aiming at cultivating further interest to potential end-users. Customised content will be communicated to specific target audiences to support active user engagement.	**ARDITI** All partners	COO BEN	No

Milestones and deliverables (outputs/outcomes)

Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date	Means of Verification
MS04	Hub identity and branding	7	ARDITI	Complete definition of the hub identity and branding rules.	M6	Brand identity manual

Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date	Description

D7.01	Brand identity manual	7	ARDITI	Guide	Public	M6	Defines the image and specifies its use strategy, in PDF (PT).
D7.02	Communication Plan (CP)	7	ARDITI	Plan	Sensitive	M3, M13, M15	CP updated every year, in PDF (PT, EN)
D7.03	Dissemination and Exploitation Plan (DEP)	7	ARDITI	Plan	Sensitive	M3, M13, M15	DEP updated every year, in PDF (PT, EN)
D7.04	Marketing Plan (MktP)	7	ARDITI	Plan	Sensitive	M3, M13, M15	MktP updated every year, in PDF (PT, EN).
D7.05	Communication report	7	ARDITI	Report	Public	M36	Report of all communication activities, in PDF (EN).

Estimated budget — Resources *(n/a for prefixed Lump Sum Grants)*

Participant	Costs							
	A. Personnel (PM = Person months)		B. Subcontracting	C.1 Travel and subsistence	C.2 Equipment	C.3 Other goods, works and services	E. Indirect costs	Total costs
ARDITI	53,40 PM	143 747,75 €		14 102,00 €		60 000,00 €	15 249,48 €	233 099,24 €
UMa	6,60 PM	34 556,54 €					2 418,96 €	36 975,49 €
Startup Madeira	3,72 PM	10 313,54 €		6 000,00 €			1 141,95 €	17 455,49 €
ACIF	9,90 PM	39 075,99 €					2 735,32 €	41 811,31 €
FCT-UNL	1,50 PM	10 350,00 €		2 700,00 €			913,50 €	13 963,50 €
Uninova	1,50 PM	10 350,00 €					724,50 €	11 074,50 €
SEL	3,00 PM	15 000,00 €					1 050,00 €	16 050,00 €
CeCoLAB	3,00 PM	9 471,15 €		3 750,00 €			925,48 €	14 146,63 €
Total	82,62 PM	272 864,97 €		26 552,00 €		60 000,00 €	25 159,19 €	384 576,16 €

Overview of Work Packages (n/a for Lump Sum Grants)

Staff effort per work package

Fill in the summary on work package information and effort per work package.

Work Package No	Work Package Title	Lead Participant No	Lead Participant Short Name	Start Month	End Month	Person-Months
1	WP1: Management and coordination	1	ARDITI	1	36	72,95
2	WP2: Ecosystem Development & Networking	3	ACIF-CCIM	1	36	76,89
3	WP3: Digital Transformation Acceleration & Co-creation	2	Startup Madeira	1	36	21,67
4	WP4: Technology & Innovation Management	1	ARDITI	1	36	241,35
5	WP5: Environment & Sustainability, Energy & Circular Economy	8	UMa	1	36	195,24
6	WP6: Skills & Training	8	UMa	1	36	53,89
7	WP7: Communication, Dissemination and Exploitation	1	ARDITI	1	36	82,62
				Total Person- Months		744,61

Staff effort per participant

Fill in the effort per work package and Beneficiary/Affiliated Entity.
Please indicate the number of person/months over the whole duration of the planned work.
*Identify the work-package leader for each work package by showing the relevant person/month figure in **bold**.*

Participant	WP1	WP2	WP3	WP4	WP5	WP6	WP7	Total Person-Months
ARDITI	32,37	10,29	12,93	164,70	88,64	18,03	53,40	380,36
University of Madeira (UMa)	10,55	0	0,75	52,65	72,60	17,04	6,60	160,19
Startup Madeira (SM)	14,43	0	2,98	0	0	3,30	3,72	24,43
ACIF-CCIM (ACIF)	6,60	66,60	5,01	0	0	8,52	9,90	96,63
Uninova	1,5	0	0	24,00	0	4,00	1,50	31,00
FCT-UNL	1,50	0	0	0	9,00	3,00	1,50	15,00
CECOLAB	3,00	0	0	0	15,00	0	3,00	21,00
Smart Energy Lab (SEL)	3,00	0	0	0	10,00	0	3,00	16,00
Total Person-Months	72,95	76,89	21,67	241,35	195,24	53,89	82,62	744,61

4.3 Timetable

Timetable (projects of more than 2 years)

Fill in cells in beige to show the duration of activities. Repeat lines/columns as necessary.
Note: *Use actual, calendar years and quarters. In the timeline you should indicate the timing of each activity per WP. You may add additional columns if your project is longer than 6 years.*

ACTIVITY	YEAR 1				YEAR 2				YEAR 3			
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
T1.01 - Project Management and Coordination												
T1.02 - Kick-off and other periodic meetings												
T1.03 - Logistics & Resource Management												
T1.04 - Financial Project Management												
T1.05 - Risk Management												
T1.06 - Stakeholder Management												
T1.07 - Development of a monitoring, evaluation and performance Plan												
T2.01 - Market & Organisation Digital Maturity Assessment (DMA)												
T2.02 - Ecosystem Mapping, Technology Catalogue, Tech Scouting & Matchmaking												
T2.03 - Testing and Experimentation with Digital Technologies												
T2.04 - Brokerage events for Digital Investments												
T2.05 - Customer Journey Process												
T2.06 - iSLANDIHs Summit												
T2.07 - Connection with DTA, EEN & Startup Europe												
T2.08 - Networking & International Events												
T3.01 - Design of Creative Thinking Processes (Design Thinking)												
T3.02 - Visioning for Digital Transformation: Creating a Digital Strategy												
T3.03 - Start Now SIH Editions												
T3.04 - Madeira Innovation Challenge												
T3.05 - Madeira Startup Retreat @ SIH												
T3.06 - Digital Transformation Plan for Rural Areas												
T3.07 - Digital Business Models and the Digital Value Chain												
T3.08 - Engagement of local Economic Activity												

T3.09 - Process Automation & Intelligence												
T4.01 - Artificial Intelligence Waves												
T4.02 - Cybersecurity Maturity Evaluation Services												
T4.03 - Cybersecurity Forum												
T4.04 - Dynamic e-government												
T4.05 - Digital transformation in NeuroRehabilitation												
T4.06 - Technology and Innovation Management												
T4.07 - Digital transformation in healthcare												
T4.08 - Digital transformation for health and wellbeing												
T5.01 - Planning and Detailed Definition of Energy Services												
T5.02 - Provision of Energy Services												
T5.03 - Networking and Promotion of Energy Services												
T5.04 - Smart and Green Island Public Administration												
T5.05 - Digital Transformation for Circular Economy												
T5.06 - Mapping of Smart CE Model Systems												
T5.07 - Technology Development for Sustainability and Circularity												
T5.08 - Collaborative logistics leveraging circular economy												
T5.09 - Smart Public Mobility												
T6.01 - Digital literacy skills												
T6.02 - Awareness creation in disruptive technologies												
T6.03 - DT & domain-related skills												
T6.04 - Skills in key-enabling technologies												
T6.05 - Reskilling for the digital age												
T6.06 - Promotion of initiatives regarding S&T for the twin transition												
T7.01 Definition of the hub identity and branding												
T7.02 Definition and implementation of the Communication Strategy												
T7.03 Definition and implementation of the Marketing Strategy												
T7.04 Content creation												

4.4 Subcontracting *(n/a for prefixed Lump Sum Grants)*

Subcontracting

Give details on subcontracted project tasks (if any) and explain the reasons why (as opposed to direct implementation by the Beneficiaries/Affiliated Entities).
Subcontracting — Subcontracting means the implementation of 'action tasks', i.e. specific tasks which are part of the EU grant and are described in Annex 1 of the Grant Agreement.
***Note:** Subcontracting concerns the outsourcing of a part of the project to a party outside the consortium. It is not simply about purchasing goods or services. We normally expect that the participants have sufficient operational capacity to implement the project activities themselves. Subcontracting should therefore be exceptional.*
Include only subcontracts that comply with the rules (i.e. best value for money and no conflict of interest; no subcontracting of coordinator tasks).

Work Package No	Subcontract No (continuous numbering linked to WP)	Subcontract Name (subcontracted action tasks)	Description (including task number and BEN to which it is linked)	Estimated Costs (EUR)	Justification (Why is subcontracting necessary?)	Best-Value-for-Money (How do you intend to ensure it?)
Not applicable						

Other issues: *If subcontracting <u>for the entire project</u> goes beyond 30% of the total eligible costs, give specific reasons.*	Not applicable

6. DECLARATIONS

Double funding	
Information concerning other EU grants for this project ⚠ *Please note that there is a strict prohibition of double funding from the EU budget (except under EU Synergies actions).*	**YES/NO**
We confirm that to our best knowledge neither the project as a whole nor any parts of it have benefitted from any other EU grant *(including EU funding managed by authorities in EU Member States or other funding bodies, e.g. Erasmus, EU Regional Funds, EU Agricultural Funds, European Investment Bank, etc)*. If NO, explain and provide details.	Yes
We confirm that to our best knowledge neither the project as a whole nor any parts of it are (nor will be) submitted for any other EU grant *(including EU funding managed by authorities in EU Member States or other funding bodies, e.g. Erasmus, EU Regional Funds, EU Agricultural Funds, European Investment Bank, etc)*. If NO, explain and provide details.	Yes

Financial support to third parties (if applicable)
If in your project the maximum amount per third party will be more than the threshold amount set in the Call document, justify and explain why the higher amount is necessary in order to fulfil your project's objectives.
Not applicable

ANNEXES

LIST OF ANNEXES

Standard
Detailed budget table/Calculator (annex 1 to Part B) — *not applicable*
CVs (annex 2 to Part B) — *not applicable*
Annual activity reports (annex 3 to Part B) — *not applicable*
List of previous projects (annex 4 to Part B) — *mandatory, if required in the Call document*

Special
Other annexes (annex 5 to Part B) — *mandatory, if required in the Call document*