



## GreenPowerIT - Deliverable

# Strategic Plan, Action Plan and Quality Assurance Plan

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Dissemination Level  
PU = Public  
PP = Restricted to other programme participants (including the Commission Services)  
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CO = Confidential, only for members of the consortium (including the Commission Services)

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## 1. Introduction

This document presents the Strategic Plan, Action Plan and Quality Assurance Plan of the GreenPowerIT EDIH project, funded from the European Union's Digital Europe programme under Grant Agreement No. 10108363.

## 2. Strategic Plan

### Work Package 1: Project management and coordination

The objectives of this WP are:

- To define, manage, evaluate and reorient the EDIH GreenPowerIT strategy,
- To organize activities and synergies between WPs within the consortium,
- To monitor the financial and administrative aspects of the projects,
- To report the project's progresses to the European Commission,
- To measure the impact of the actions carried out for companies and communities at the regional and European levels.

#### T1.1 Strategic management

In M1, the coordinator has set up internal communication tools and procedures, including a consortium mailing list, a Microsoft SharePoint, and standard templates for deliverables and presentations. Seven project meetings will be organized (twice a year + project kick-off). Regarding the kick-off meeting, it was held in CITC, Lille, on January 26 2023. Two meetings have been conducted in 2022, on October 19 with WP leaders at CITC, and on November 24 at Region Hauts-de-France with all beneficiaries and associated partners, so as to guarantee a rapid start of the project on January 2023.

The strategy of development for GreenPowerIT and a joint action plan will be defined at the beginning of the project by the Executive Board (EB), and adapted every year by the General Assembly (GA) based on an extensive monitoring and assessment of the project's activities. This plan will serve as the basis for the project's quality and risks management.

The coordinator will also ensure the timely communication with the EC and the DTA for strategic activities.

#### T1.2 Administrative and financial reporting, Monitoring, assessment, and optimization

The objectives of this task are to establish an efficient and professional financial management and activity reporting. The overall project implementation will be based upon the Grant Agreement with the EC and the Consortium Agreement signed with all partners prior to the project start. The coordinator will watch over the compliance of the Consortium Agreement on confidentiality, IPR, and exploitation issues, maintain the Grant Agreement; manage the funds and payments to partners, maintain budget files and monitor and control expenditure and

coordinate the periodic (M18) and final (M36) reports to the EC. He will also ensure the compliance between exploitation and intern KPIs defined in the Quality Assurance Plan “Monitoring and evaluation”. All partners will contribute to the periodic reports and final report, to provide a thorough description of the project activity and outcomes.

### **T1.3 Social, economic, Environmental and ethical project’s impact assessment**

This task aims at assessing the impact of the increased digital maturity of businesses and administrations in the HdF Region, on the local’s society, economic and environment. A set of indicators will be developed by CITC, and the related data collected and consolidated to evaluate the observed impacts and how these results could be extended. The impact of GreenPowerIT will also be assessed at a broader scale, taking into account its active participation in the European network of EDIH.

### **T1.4 Collaboration with the DTA This task addresses the liaison and co-operation activities with Digital Transformation Accelerator (DTA)**

The EDIH will:

- provide to the DTA the necessary data/information on the overall Key Performance Indicators on an annual basis or on request by the DTA;
- participate actively in the relevant support activities of the DTA, such as matchmaking, training and capacity building events;
- participate actively in the “Train the trainer” programme organized by the DTA, to acquire the needed knowledge on how to use the digital capacities supported by Digital Europe programme, with the objective to help the EDIH stakeholders to make use of them.

This task only covers the specific activities for collaboration with DTA. The periodic reporting will include a description of the activities performed in collaboration with the DTA.

## **Work Package 2: One-stop-shop**

The objectives of this WP are to:

- Raise awareness on AI and cybersecurity technologies to enrich projects through access to qualified knowledge and experts (link with WP3),
- Be the one-stop shop for any industrial company or administrations wishing to accelerate their twin digital and green transition by integrating AI and/or cybersecurity technologies,
- Prospect, identify and support local and European companies and administrations that could beneficiate from the EDIH services (and present projects to the selection Committee for support (link with WP4)) and therefore increase their competitiveness,

- Support companies and administrations to increase their digital maturity by integrating AI and cybersecurity technologies with a vision of digital sobriety and ecological transition,
- Measure the evolution of the level of digital maturity of companies and administrations according to their sectors of activity, territory and at the European level.

### **T2.1 Prospecting companies and administrations**

The objective of this task is to recruit companies and administrations interested in increasing their digital transformation. A prospecting plan based on the concept of "double trigger" canvassing will be developed in M4 by the CCI to identify and engage "champions" that will serve as examples to other companies and administrations (link with WP3), and to address less advanced stakeholders. The prospection activities will be carried out by the EDIH alliance, thanks to their large networks of businesses they already support. A partnership with the "Digital Transition Mission" of the region has also been established, with dedicated union supporting administrations, notably to target medium-sized and rural local authorities. Finally, a series of workshops will be organized to identify European use cases and share good practices (link with WP8).

### **T2.2 Awareness raising on digital technologies**

The objective of this task is to present use cases on digital AI and cybersecurity technologies to European businesses and administrations to facilitate their development and integration in digital projects, thus increasing their digital maturity impact. This task will be closely linked to WP3 activities, with the organization of "meet-ups" by all partners. The partners will also participate in existing events organized either by the GreenPowerIT alliance at the regional level, or by other EDIH at the European level.

Demonstrators' visits: Thanks to its large alliance, the EDIH will organize ten demonstrators' visits per year, applied to different market sectors and using different technologies, to trigger a reflection among less advanced businesses and administrations on their digital transition. If needed and possible, the EDIH will also engage the discussion to allow some businesses to benefit from the existing facilities at some demonstrators. To this aim, 15 additional visits could be organized. A list of demonstrators already available for the EDIH is presented in the draft communication and dissemination strategy.

### **T2.3 Diagnostic and guidance**

The objective of this task is to identify the level of digital maturity of companies and administrations to support them in the most effective manner. For companies, a digital maturity diagnostic "industry" will be carried out on the DIGIPILOTE platform (link with the common tool DMA – Digital Maturity Assessment made available by the Digital Transformation Accelerator) by one of the partners for each company identified. If necessary, a complementary diagnostic specialized in AI or cybersecurity can be carried out by an expert advisor. Thanks to DIGIPILOTE



and the partners expertise, a digital transformation action plan will be developed for each company analyzed. Once a project will have been selected for support by the Selection Committee (link with WP4), DIGIPILOTE will allow the monitoring of the digital transformation action plan's implementation and the evolution of its level of digital maturity. For administrations, a qualitative diagnostic will be carried out by experts.

## **Work Package 3: Communication & dissemination**

The WP3 aims at promoting the project, its activities and results to support the digital transition of the local and European ecosystem. It will notably:

- Raise-awareness on the EDIH offers and services for the integration of digital technologies and the reduction of the carbon footprint (link with WP2),
- Promote the activities of and towards the network of European EDIH (link with WP8),
- Exchange good practices and implement common actions with other EDIH and the DTA (link with WP8)
- Raise-awareness of regional companies on financial opportunities (link with WP7).

### **T3.1 Communication and dissemination strategy**

I-Trans, in collaboration with the other partners, will deliver a clear communication and dissemination strategy in M2. This plan will aim at maximizing the promotion activities and therefore the visibility of GreenPowerIT's activities. All the relevant target audiences will be defined (based on the draft communication and dissemination strategy defined in the Impact section), with the consortium access to them and the messages the partners want to address them. Appropriate dissemination channels will also be defined for each of these target groups. The communication and dissemination strategy will address stakeholders from various sectors, levels of digital maturity and countries, in relation to the network of EDIH.

### **T3.2 Implementation of the communication and dissemination activities**

This task will develop all tools that will be useful to support communication, dissemination, and cross-fertilization activities. This includes (but is not limited to):

- The project's visual identity including logo, headers, templates etc.
- The creation of a photo library (via a photoshoot) which will be representative of the project activities,
- Communication materials (leaflet, use-cases presentations, press releases, newsletters, videos etc.)
- Digital communication tools (medias, social networks such as LinkedIn and Twitter, a dedicated page on the Rés'Hauts-de-France website of HDFID, dedicated pages on partners' websites and the development of regular news with interviews, success stories etc.)

- Events communication (booths design, brochures, platforms etc.)

I-Trans will be coordinator of these tasks and the content will be built in collaboration with all partners and task leaders of the project. Each partner will be responsible of his own dissemination (partners' social medias, websites, mailings, newsletters...).

## Work Package 4: Operational management

The WP4 ensures the operational follow-up of each project selected by the EDIH through the coordination of all partners involved. It will also guarantee the good progresses of the selection and of the monitoring bodies of the projects. To this end, the following tasks will be carried out: set up of the steering tools; share of a knowledge base, and update of the project monitoring reference system, organization of the selection and support actions and monitoring of the related committees; technical monitoring of the selected projects; definition of a company/administration pathway.

### T4.1 Set-up of the Selection Committee

This task will handle the set-up of the Selection Committee created to grant access to the EDIH services to the stakeholders identified through WP2. This committee will be coordinated by the CITC and composed of the WP leaders, WP6 beneficiaries, and projects referents. The table below identifies initial members of the selection committee, excluding projects referents who are not identified yet.

*Table 1 Members of the Selection Committee.*

Beneficiary	Representative
CITC	Chekib Gharbi, Cyril Carincotte
CCI	Aude Aubry
I-TRANS	Ludivine Deloux
INRIA	Marie Lhoutellier
TEAM2	Moïse Vouters
IMT	Stéphane Lecoëuche
FGNUM	Vincent Demortier
SATT Nord	Salvatore Guzzo Bonifacio

A specific application file will be created for these stakeholders to submit their projects ideas to the Selection Committee. The level of support for the project will depend on how the selection criteria are met and will be granted for a fixed period.

#### **T4.2 Day-to-day management of the Selection and Ethics Committees and projects' monitoring**

The objective of this task is to monitor the monthly progresses of the selected projects. The monthly meetings of the Selection Committee will be organized by the CITC, and external experts may be invited. The deliverables and milestones of each project will be assessed and monitored financially and administratively. The project lead experts will facilitate access to the various EDIH services to support them in a transversal way. He will also ensure a feedback loop between the project owner and the Selection Committee on the support offered by the EDIH. Based on the support offered and on the feedback loop, digital transformation guidelines will be developed. Additionally, the EDIH will benefit from the Ethic Committee of the INRIA. This committee will be selected every time that a project expert has a doubt on ethical alignment of a project with the European values. The management of the Selection and Ethics Committees is deepened in the following section.

#### **T4.3 Internal trainings and feedbacks for homogenous projects' support**

The objective of this task is to enable the sharing of knowledge and skills between EDIH partners to ensure the homogenic quality of the projects' support. This will be accomplished through monitoring tools, skill developing activities for the consortium (training programs, experience and expertise sharing sessions, Digipilote, team building, etc.) and information sharing on the support and activities of other EDIHs. This activity will be carried out in support of the DTA, which will accompany the establishment of a common methodology and the sharing of information.

## **Work Package 5: Skills and training**

The objectives of this WP are the following: design and build multi-level (beginner-intermediate-expert) training programs to build-up/reinforce the technological expertise of the EDIH stakeholders; build dedicated training programs (5 days) to respond to on-demand project needs that require cutting-edge technological knowledge and/or practical skills; create a quality label "EDIH skills and training" so that projects' stakeholders groups are able to identify dedicated training programmes available to them at the regional level to fulfil their needs in technological training; build synergies between the EDIH stakeholders and consortium partners to facilitate the emergence of new technological expertise through research (co)funded by partners and stakeholders, in support to WP6.1 (prototyping) and WP8.2 (expertise).

### **T5.1 Education and public awareness campaigns**

In relation with WP3, the technological training expertise of the EDIH will be promoted through specific events. Specific training activities and support will be systematically offered to the project owners of projects identified for support through WP2 and WP4. Finally, a data base of interested stakeholders will be consolidated to actively and largely promote the trainings activities of WP5, both at the regional and European scales.

### **T5.2 Organise general purpose, multi-level technological training programme**

A cartography of training programmes available in the consortium will be built, and the levels of expertise required to follow these programmes will be identified. These programmes will be organized in different levels (beginner-intermediate-expert) and the relevant marketing documentation will be developed to disseminate these programmes to the targeted audiences (link with WP2 and WP3). Each training programme will be associated to an identified consortium partner, who will be in charge of the implementation of the training sessions. Define follow-up survey for quality monitoring, evaluation and improvement will be defined. Finally, a technological training programme label “EDIH” will be developed and promoted at the European level (link with the DTA and WP8), to ensure and advertise the quality of digital trainings.

### **T5.3 Build dedicated short training programmes for specific targets’ use cases**

On-demand training courses based on a 5-days format will be built to train the EDIH stakeholders to lead their projects by leveraging cutting-edge technologies, solutions and methods. A cartography of recurrent problems will be built and patterns to solve these problems relying on existing solutions (e.g., software, algorithms, ...) will be proposed and, once the needs of a stakeholders identified, he will be put in contact will the relevant consortium’s partner, or with an external EDIH (link with WP8). There too, a follow-up survey for quality monitoring, evaluation and improvement for be defined.

## **Work Package 6: Test before invest**

The overall objective of this WP is to guide and facilitate the implementation of solutions by identifying the needs of companies and administrations and reducing the risks associated to digital transformation and the upstream investment phases through: the definition of the needs and support on the writing of associated specifications, the assistance to communities in the writing of public markets/contracts, the evaluation of the offers received by the communities, the implementation of experiments to de-risk technological solutions for companies and communities, the building of open-source components.

### **T6.1 Specification service**

The EDIH will support companies in identifying their challenges, translate them into functional requirements and translate the internal and external constraints into their processes. It will also consider the risks inherent to the company in terms of cybersecurity and ethics in the use of data and eco-green solution. This support will be provided through an initial phase of several workshops and interviews and will end with the drafting of specifications. The EDIH will also support administrations in the drafting of their public procurements related to their digital transformation.

Based on the specifications drafted, the EDIH will proceed to the qualification of various offers proposed by the solution providers. This qualification will be carried out according to a so-called in-depth approach and solution criteria built with the companies.

### **T6.2 POC or MVP solution prototyping service**

The GreenPowerIT will offer to carry out feasibility studies to identify the most suitable technological solutions for the different phases of a selected project. A Minimum Viable Product (MVP) or Proof of Concept (POC) can either be developed, tested and its impacts assessed within the facilities of one of the members of the GreenPowerIT Alliance or in connection with other EDIH services (link with WP8). If there's an existing solution, the EDIH can put the supported project in contact with the company that provides this solution. The engineering for the realization of a MVP will be limited to a maximum amount of 30K€ per MVP of which 25% will be paid by the beneficiary, 25% by the partner in charge of it or in subcontracting and 50% by the financing EDIH.

## **Work Package 7: Support to find investments**

This WP aims at:

- Providing funding assistance to organizations to set up their digital transformation projects,
- Identifying funding opportunities (including tenders and calls for proposals) and facilitate access to it in synergies with EEN (link with WP8),
- Providing support to organizations in setting up their funding research files or help them in their tenders' responses processes.

### **T7.1 Funding identification services (external to the EDIH)**

A dynamic cartography of local, regional, and national funding opportunities will be built and accessible to all of the EDIH's stakeholders. For each funding opportunity, the following information will be available: type/deadlines/budget/format/topic (if any)/link to the official website. Consortium partners will support project owners in navigating this cartography and

will facilitate their applications. The RERI and EEN networks will also be expert partners on the funding topic.

### **T7.2 Tenders' identification services**

The GreenPowerIT will support RERI, EEN and the national PCN network in the organization of awareness and technical workshops on European tenders and calls for proposals or programmes. The identification of tenders and calls for proposals relevant for the GreenPowerIT ecosystem will be supported by EEN, the CITC (for tenders in connection with AI, cybersecurity and the green transition), HDFID (as a member of Hauts-de-France EEN consortium and through its Innoloop service) and TEAM2 (on circular economy). Selected projects owners may also be supported by the region itself, through its assistance FRAPPE (Regional assistance fund to European projects owners). In addition to the calls identification, EEN and other consortium partners will also support GreenPowerIT's stakeholders in finding the appropriate European partners for collaborative projects. Based on the needs expressed by the companies/administrations, the EDIH's partners will direct them towards the more relevant funding schemes in light with projects' features (TRL, budget, duration, market and application fields etc.)

## **Work Package 8: Innovation ecosystem & networking**

The objectives of this WP are the following:

- Identify expertise within EDIH and other EDIH across Europe
- Promote GreenPowerIT expertise towards industrials and local authorities, within the cluster and outside including Europe.
- Develop partnerships at the European level
- Set-up and implementation of training programmes based on workshops, adapted to maturity level of industrials and local authorities,
- Identify innovation projects to carry out to maximize digital and green transition of industrials and local authorities.

### **T8.1 Inter EDIH services**

The GreenPowerIT's consortium seeks to establish strong relationships with other EDIHs to facilitate collaboration for the partners and for their local projects' owners. Cross-borders relationships will first be targeted, notably with the members of the "French corridor", the "Blue Banana" or with SIRRIS in Belgium. Other partnerships will be established with additional external partners such as EEN, the European Regional Network for Innovation (RERI), Rev3 (regional initiative for a sustainable industrial transition) and Startup Europe. Available expertise and infrastructure will be identified among these partners (and more broadly thanks to the DTA) and the possibility to realize scale economies through common investments in

services or shared equipment will be analyzed. Regional businesses and administrations will be connected with other EDIHs, if necessary for the development of their projects. To this end, the EDIH will identify the expertise of local and European companies and other EDIHs (T8.2). It will invite companies and communities to visit other EDIHs to facilitate networking for innovation or business development. In the same way, the GreenPowerIT will be able to offer its solutions and expertise to organizations from other EDIHs. The missing expertise of the GreenPowerIT, and the list of other EDIH proposing this expertise, will be available on the internet through the dedicated partners' websites (link with WP3).

## **T8.2 Expertise service**

The objective is to make available the digital offers from industry and research communities. We will identify existing digital solutions interesting for the EDIH stakeholders. The partners will identify the existing regional initiatives (Res'Haut de France Business, RERI, RÉVER...) to identify how the EDIH offer could complement the existing information provided to the ecosystem. The EDIH could set-up for example an interactive page for listing these actors specialized in Artificial Intelligence and Cybersecurity, able to support the projects of the companies and local authorities. This list will be continuously updated along the project.

## **T8.3 Workshops for local authorities**

This task will promote success stories, experience, existing tools in EU networks dedicated to smart cities (e.g. Living-in.eu, Minimal Interoperability mechanisms...) and stimulate the ecosystem to develop synergies and innovation between territories. We will first consider administrations already committed in the digital transition (maturity level 3, see EC#2) and aggregate progressively the others which will gain maturity along the GreenPowerIT progresses. Based on the administrations' digital roadmaps, the EDIH will realize a diagnostic of the supported administrations and support them in increasing their digital maturity levels through workshops (administrations of the same maturity levels will be gathered). These workshops will insist on the interoperability of services, public procurement and commitment of local SMEs, the creation of citizen centered services and sovereignty through data control and related processing. Workshops might also generate innovation needs. These will constitute an output from the project. They will be identified, collected and considered outside of the project.

### 3. Action plan for digital transformation

GreenPowerIT aims to accelerate the sustainable digital transformation of private and public actors, using cutting-edge technologies such as AI, cybersecurity and IoT. Two specific processes have been established: one for public authorities and one for companies.

#### 3.1 Methodology for Public Authorities

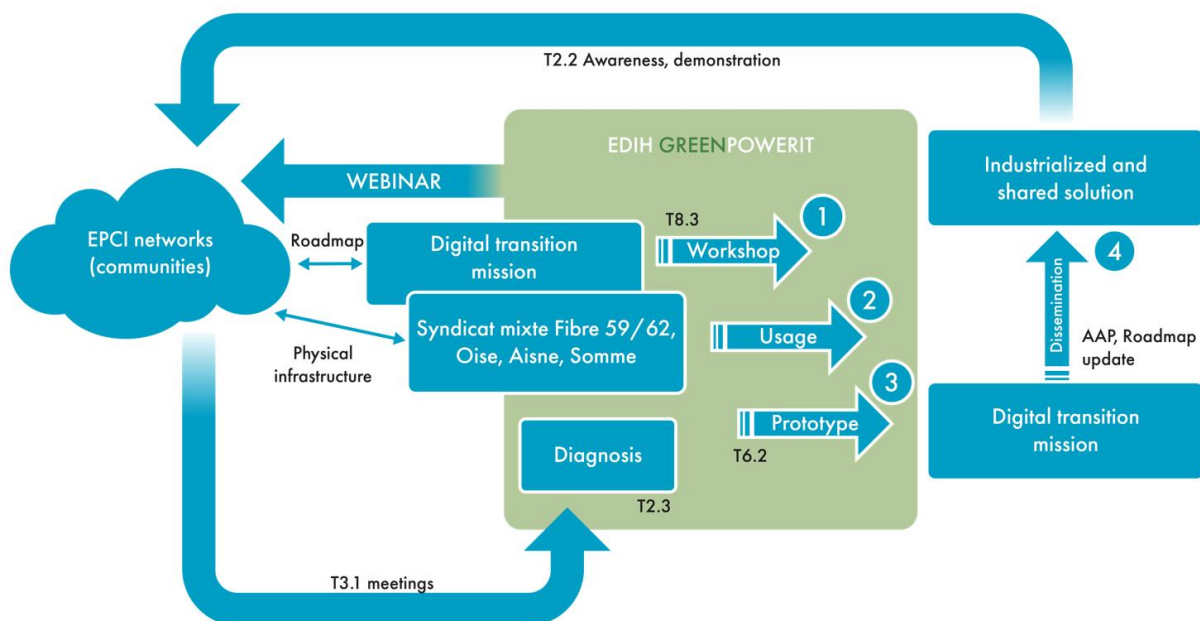


Figure 1 Methodology for Public Authorities.

The objective regarding Public Authorities digital transition will be to **build interoperable, shared and citizen-centered services**. The Digital Transition Mission of Hauts-de-France and the public/private joint unions will facilitate the access to the network of local authorities (EPCI) and the identification of territories under the WP2 – One-stop shop. Once the communities are identified, a workshop phase WP8- Innovation ecosystem and networking) begins (maximum 3) to identify the stakes, issues, constraints and to define the uses until the identification of the theatre and the subject of experimentation with a group of territory. Then, we will move on to prototyping (WP6 – Test before invest), followed by the updating of community roadmaps for industrialization by third parties and the phase of acculturation of other communities via the full-scale demonstrators (WP2) resulting from the experiments.



By December 2021, 62 of the 90 regional administrations had voted a digital roadmap integrating the dematerialization of public services in the actions/objectives. GreenPowerIT will rely on this network to make known:

- upstream, the offer of prototyping services to identify administrations interested in experimentation
- during the experimentations, their progress, results and thus feed the digital experts and public/private joint unions, Public Operators of Digital Services, to guide the actors looking to launch a similar approach
- the possibilities of financing via the roadmaps, of these new services that can be carried by the actors working in the mutualization (public/private joint unions, Public Operators of Digital Services).

### 3.2 Methodology for SMEs

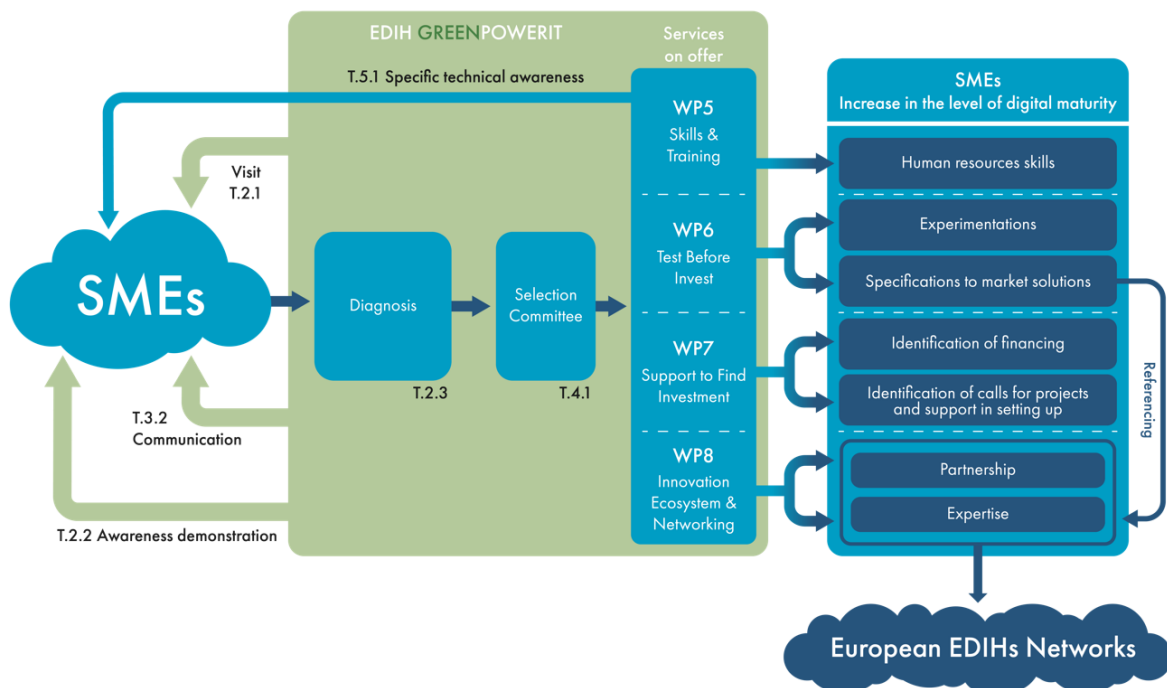


Figure 2 Methodology for SMEs.

The identification, access and awareness of the companies is carried out by the following channels:

- companies' visits according to a prospecting plan based on a strategy of "double trigger" starting from the most mature SMEs "Champion" and to embark in a second time the companies known as more "Classic" (WP2),
- communication and dissemination actions (WP3)
- and awareness actions such as visits of demonstrators (WP2).

These actions aim to identify the EDIH as an entry point for companies and to lead them to carry out a digital maturity diagnosis allowing them to position themselves according to their sector

of activity, and to identify the stakes of their transformation for a support of the EDIH on the raising of their level of maturity (EC#2: level 1 to level 4).

The activities of the project have been designed according to these two processes organization, and to respond to the 4 specific objectives of the project. In addition, the GreenPowerIT implementation plan ensures to meet the five challenges of the regional digital transformation: a better understanding of digital technologies and their benefits on competitiveness; trainings to make the best use of digital technologies, access to fundings, the possibility to test the solutions before investing in them, and the access to an international network of experts and potential partners.

*Table 2 Specific objectives VERSUS EDIH activities.*

Specific Objective	Activities
Establishing a solid and integrated regional network, acting as a transparent one-stop-shop hub between companies and local authorities, and regional and extra-regional offer. (SO#1)	<p><b>WP2 – One-stop shop</b> - Companies’ visits according to a prospecting plan, identification of territories with common challenges, DMA, demonstrators’ visits.</p> <p><b>WP4 – Operational management</b> - Selection Committee, guidance, day—to-day management of the project and partners, setting-up common methods, processes and tools to ensure a homogeneous and quality global support and services</p> <p><b>WP8 - Innovation ecosystem and networking</b> - Liaise with regional providers of solution. Liaise with other EDIH.</p>
Supporting start-ups, SMEs and ETIs in the integration of new technologies, allowing them to accelerate their digital transformation. (SO#2)	<p><b>WP5 - Skills &amp; Training</b> Awareness in professional groups, event days, Creation of continuing education modules, Project-based training development (learning by doing), Development of a label of excellence for EDIH training</p> <p><b>WP6 - Test before Invest</b> – Study and monitoring of technologies on the market, R&amp;D solutions in academic research; Qualification of technological solutions developed by start-ups and technology companies and demonstration of solutions; Realization of specific study to the project; Development of a dedicated MVP over 3 months</p> <p><b>WP7 - Support to Find Investment</b> – Create a network of partners with “Business Angels”, investment funds, banks at a regional and European level; Support fundraising and preparing for investor pitches in partnership with the French Tech; Support the response to calls for proposals to finance innovation projects</p>

	<p><b>WP8 - Innovation Ecosystem &amp; Networking</b> - Organization of events mixing Technos / business areas / Green digitalization; Inter-EDIH collaboration in France, Cross-border and Europe;</p>
<p>Helping local authorities in their approach to territorial innovation and electronic administration (e-Administration) through the provision of digital technologies. (SO#3)</p>	<p><b>WP2 – One-stop shop</b> – visit of demonstrators integrating experiments and technologies</p> <p><b>WP6 - Test before Invest</b> – Conducting experiments from WP8.</p> <p><b>WP8 - Innovation Ecosystem &amp; Networking</b> - Launch and participation in major events dedicated to public actors</p>
<p>Helping at reducing the carbon print as the factor 4 goal. (SO#4)</p>	<p><b>WP2 – One-stop shop</b> – awareness raising of companies on digital technologies supporting the green transition, visit of demonstrators integrating carbon reduction’s technologies</p> <p><b>WP4 – Operational management</b> – support project’s owners in the development of products for the green transition.</p> <p><b>WP6 – Test before invest</b> - Help companies and administrations transform themselves in a sustainable way and adapt their products, services and organizations to the twin digital and green transition</p> <p><b>WP8 - Innovation Ecosystem &amp; Networking</b> - Organization of events on Green digitalization</p>

## 4. Quality Assurance Plan

The quality management of the EDIH will be ensured on two specific levels: at the EDIH level first, but also at the level of each selected and supported companies' project. The quality assurance for these two levels are described below.

To ensure a high-quality project implementation, the EDIH has set up management committees for the proper selection and monitoring of companies' projects. It relies on collaborative tools, specific methods to guarantee a good communication and feedback between stakeholders and an efficient implementation of projects.

### 4.1 Roles and responsibilities

The consortium is composed of 13 partners, supported by a larger alliance of organizations involved in the regional digital transition that will support the EDIH depending on its needs, for example with networking or dissemination activities (Région Hauts-De-France, MEL, CETIM, Euralogistic, Euratechnologies, Transalley, French Tech, Fibre 59/62, OPSN, EEN, Orange). Among the project's partners, 10 of them will be beneficiaries, and three of them support the project with their own resources (associated partners).

*Table 3 Roles and responsibilities in consortium.*

Name and function	Organization	Role / Tasks / Expertise
<b>Project coordinator</b> Chekib Gharbi	CITC	Experienced project manager, lead of WP1 and WP4 in charge of the relations with the EC, the reporting, the development and follow-up of the action plan and the quality assurance of the whole project.
<b>WP leaders</b> Aude Aubry, Ludivine Deloux, Moïse Vouters, Marie Lhoutellier	CCI HdF, i-TRANS, TEAM2, INRIA	WP leaders are one representative of each organization that will lead the project's WPs. They are experienced project managers, with an appetite for digital and European questions.
<b>Companies senior advisors</b>	CCI HdF, i-TRANS, TEAM2, HDFID, CITC	Prospection, visits, diagnostics of the digital maturity and orientation of projects (WP2).

Nicolas Fievet, Estienne Lemaire, Marc Lebecque, Marion Masson, Danijela Doric, Franck Seels		Experienced advisors in industry and/or digital and/or green transition.
<b>Communication advisors</b> Estelle Cartignies, Amandine Caux, M. Ngom	i-TRANS, CITC, TEAM2, HDFID	Communication advisors will be in charge of the WP3 activities, the management of the websites and the support of events organisations.
<b>Technical personnel</b> Cyril Carincotte, Jérôme Coutel and 6 other persons	CITC	Expert engineers in IoT, cybersecurity and AI for the realisation and technical follow-up of POC and MVP and specification services.
<b>Funding advisor</b> Sandrine Deprez, Lorence Chuopp, T.Macé, D. Coasne	CITC, CCI HdF, HDFID	Identification of calls for projects, advisor in green and digital finance and transition.
<b>Training activities</b> Richard Béarée, Véronique Cherfaoui, Pedro Castillo	INRIA, AMVALOR, UTC	WP5 training activities in collaborative robotics and artificial intelligence in robotics. The general and specific training sessions will take benefit from our full-scale equipment (serial manipulator, mobile robot, assembly line with IOT sensors)
<b>Partnership developpers</b> Olivier Ducloux, Amélie Esperou, Vincent Demortier, S. Dominiak, E. Marcelet	i-TRANS, Faubourg du numérique, CEA, HDFID	Participation to the “Awareness” activities of the project by through the CEA showroom.
<b>Financial officer</b> Samia Cheniti, Chekib Gharbi	CITC	Financial follow-up and reporting of the EDIH, financial and administrative follow-up of the selected projects.

Experienced project manager, lead of WP1 and WP4 in charge of the relation with the EC, the reporting, the development and follow-up of the action plan and the quality assurance of the whole project.

## 4.2 Management structure

The governance structure was tailored to ensure the swift transmission of information. The proposed management approach avoids superfluous complexity, but it is sophisticated enough to guarantee the success of the project by efficient procedures and fast and fair decision-making. The management structure has been developed based on the ample experience of the project team in collaborative European support actions.

### *Coordinator*

The representative of CITC, Chekib Gharbi, oversees the scientific and technical direction of the project and the project deliverables, manages financial planning and control, and communicates with the EC's Project Officer. The CITC is in charge of leading the consortium, chairing the governance bodies (General Assembly and Executive Board) and selecting projects (Selection Committee and Ethics committee). Furthermore, it aims to ensure the overall monitoring of EDIH: Monitoring & Evaluation / Financial and to provide feedback to Europe.

### *GreenPowerIT General Assembly (GA)*

The GA is composed of one representative of each beneficiary and associated partner (see table below). Region Hauts de France and Lille (MEL), as Advisory Board Members, are also members of the GA, to ensure the coordination of the project with common regional and metropolitan policies.

The GA is competent to take the following decisions:

- Content, finances and intellectual property rights of the project evolution of the Consortium (e.g. entry or withdrawal of Parties, declaration of a Party to be a Defaulting Party)
- Appointments of Work Package Leaders (if any person named in the project proposal is not willing or able to perform its duties, respecting the provisions laid down in the proposal and the consortium agreement).

The GA guides the strategy of the EDIH and its action plan. It aims to define a vision and common objectives between the EDIH consortium to meet the challenges of the four pillars necessary for the digital transformation of companies and communities. It also defines selection criteria for projects to be supported.

### *GreenPowerIT Executive Board (EB)*

The Executive Board is composed of one representative of each beneficiary and associated partner (see table below). The coordinator chairs all meetings of the Executive Board, unless decided otherwise by a majority of 50%.

The Executive Board prepare the GA, seek consensus among the partners, be responsible for the proper execution and implementation of the decisions of the GA, monitor the effective and efficient implementation of the project, collect information at least every 6 months on the progress of the project and assess the compliance of the project with the D1.1. If necessary, it proposes modifications of the Consortium Plan to the General Assembly. The EB is responsible for the final decision concerning subcontractors and third parties project's participation.

### *Selection Committee*

The selection committee will be coordinated by the CITC and composed of the WP leaders, WP6 beneficiaries, and projects referents. A specific application file will be created for stakeholders to submit their projects ideas to the Selection Committee. The level of support for the project will depend on how the selection criteria are met and will be granted for a fixed period. The

Selection Committee will meet once a month to consider the projects proposed by the EDIH consortium. One to ten applications will be selected every month, according to the criteria defined by the General Assembly, and following Figure 4 process. Each selected project will benefit from the experience of a lead project expert selected among the consortium’s partners to follow the project and to facilitate access to the EDIH services, as described in Figure 3.

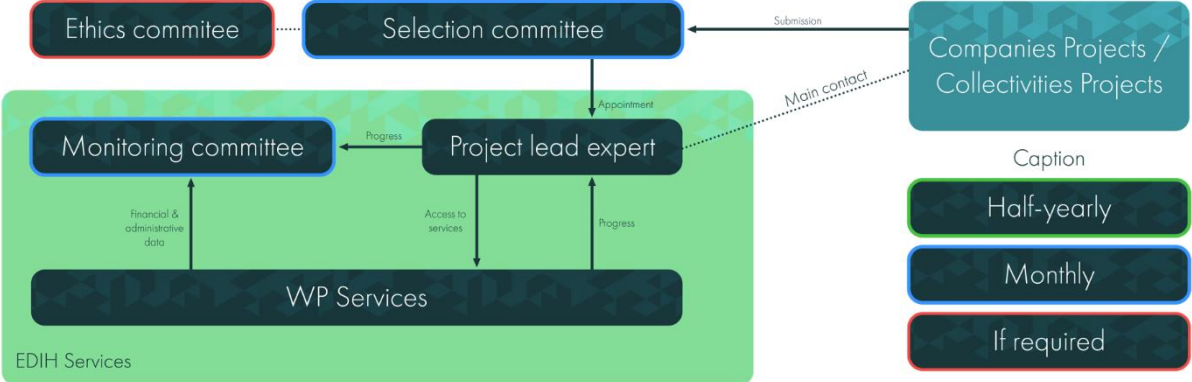


Figure 3 Selection committee in WP4 (Operational management)..

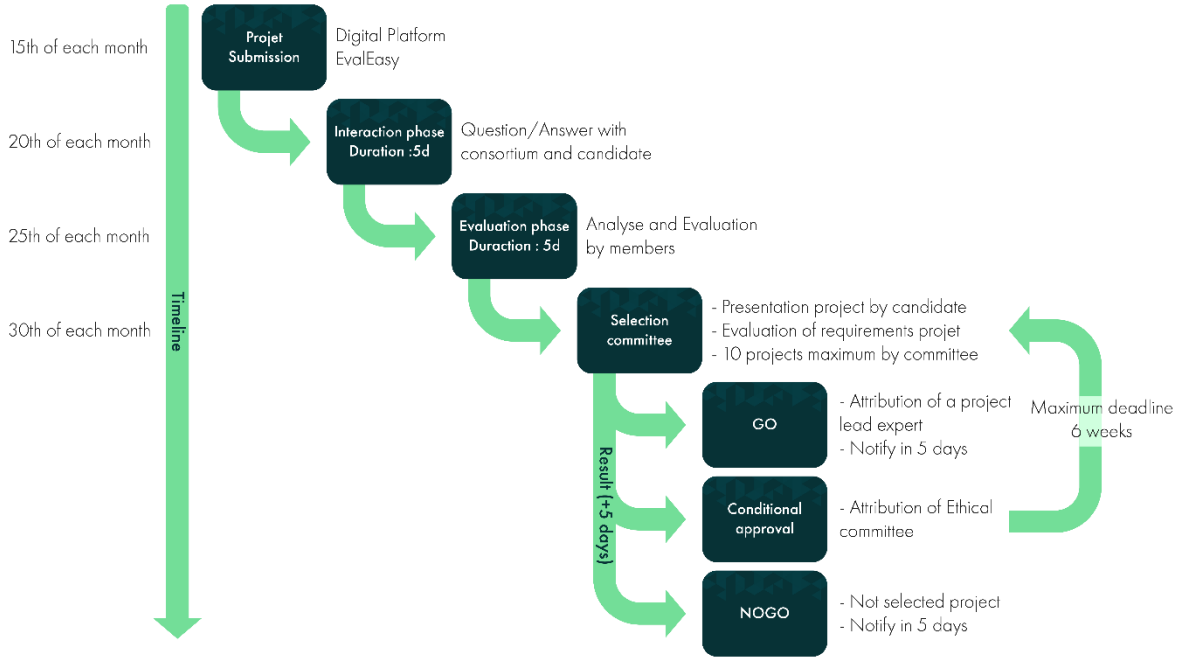


Figure 4 Selection process of supported projects.

**Monitoring Committee**

The Monitoring Committee, composed of the lead projects and members of the Selection Committee, will meet once a month. It aims at monitoring the overall progresses of each project supported through progress reports, administrative and financial review, risk management, evolution of digital maturity, remaining work etc.

## Ethics Committee

An Ethics Committee will be set-up, to provide answers to the legal and ethical issues that could be raised by the projects submitted to the Selection Committee. This concerns in particular the aspects of cybersecurity, AI, image analysis, robotics and human-machine interaction with environmental and social dimensions. A survey will be set up for each project submitted to the selection committee. Depending on the results of this survey, the Ethics Committee will be addressed, or not. The Committee may request additional information to address specific issues to validate the admissibility of the application. Its opinion will be given within six weeks and will be final.

The members of this Committee will first be identified within the consortium. We will also engage organizations such as the Cybersecurity Campus of Hauts-de-France, the AI City of Hauts-de-France, the ANSSI or the CNIL, as well as external and independent experts to guarantee the neutrality of the Committee. The committee may take the opinion of several experts if necessary for a given issue.

*Table 4 Participants and frequency of project meetings.*

Meeting type	Participants	Ordinary meeting	Extraordinary meeting
General Assembly	Coordinator Beneficiaries Associated partners Advisory Board Members	At least once a year	At any time upon request of the Executive Board or 1/3 of the Members of the General Assembly
Executive Board	Coordinator Beneficiaries Associated partners	At least quarterly	At any time upon request of any Member of the Executive Board
Selection Committee	Coordinator WP leaders WP6 beneficiaries Projects referents	Once a month	At any time upon request of any Member of the Selection Committee
Monitoring Committee	Projects referents Selection committee members	Once a month	At any time upon request of any Member of the Monitoring Committee
Ethics Committee	Consortium members External experts	On demand	N.A.

## Work Package (WP)

Each WP is coordinated by a *WP Leader*, responsible for the implementation of the respective WP in line with the work description. The WP Leader is responsible for reviewing and evaluating



intermediate and final WP outputs in conjunction with other WP partners; and for cooperating with other WP Leaders. The WPLs have the responsibility for the high quality of the respective technical deliverables and other materials related to their WPs.

*Work Package Leaders*

The Work Package Leaders are those beneficiaries responsible for the coordination, execution and reporting of the concerned Work Package activities, as foreseen in Annex 1 to the EC-GA. Work package leader responsibilities include also the communication with the work task leaders as well as a quality check of work package deliverables.

The Work Task Leaders are those beneficiaries responsible for the coordination, execution, communication and delivery of the concerned Work Task activities,

Any decision may also be taken without a meeting if

- a. the Coordinator circulates to all Members of the General Assembly a suggested decision with a deadline for responses of at least 7 calendar days after receipt by a Party and
- b. the decision is agreed by 51 % of all Parties. In case of equal repartition of votes (50-50%), the project coordinator will have a casting vote.

The Coordinator shall inform all the Parties of the outcome of the vote.

*Notice of a meeting*

The chairperson of a Consortium Body shall give written notice of a meeting to each Member of that Consortium Body as soon as possible and no later than the minimum number of days preceding the meeting as indicated below.

	Ordinary meeting	Extraordinary meeting
General Assembly	14 calendar days	7 calendar days
Executive Board	7 calendar days	2 calendar days

*Sending the agenda*

The chairperson of a Consortium Body shall prepare and send each Member of that Consortium Body an agenda no later than the minimum number of days preceding the meeting as indicated below.

General Assembly	14 calendar days, 7 calendar days for an extraordinary meeting
Executive Board	7 calendar days

### *Adding agenda items*

Any agenda item requiring a decision by the Members of a Consortium Body must be identified as such on the agenda.

Any Member of a Consortium Body may add an item to the original agenda by written notice to all of the other Members of that Consortium Body up to the minimum number of days preceding the meeting as indicated below.

General Assembly	7 calendar days, 2 calendar days for an extraordinary meeting
Executive Board	2 calendar days

During a meeting the Members of a Consortium Body present or represented can unanimously agree to add a new item to the original agenda.

Meetings of each Consortium Body may also be held by tele- or videoconference, or other telecommunication means.

### *Conflict resolution and decision-making mechanisms*

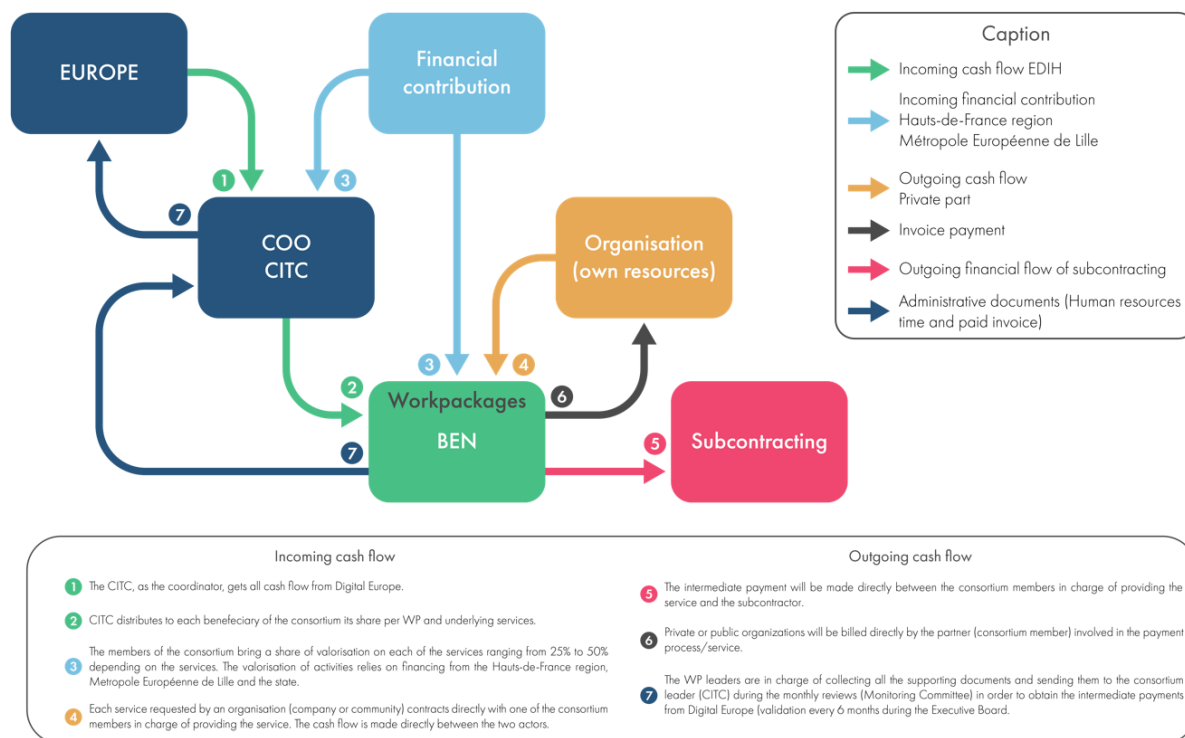
The decision-making process and conflict resolution of managerial and technical issues will be based on a regular and open internal communication with all partners of the EDIH alliance. Pragmatic negotiation will be the basis for the consortium conflict resolution. The coordinator will identify conflicts at an early stage and discuss with the concerned partners to quickly resolve them. All issues will be managed by the concerned management body, or, when necessary, through a consensus at the GA level. When consensus is not possible, decisions will be taken by vote, with a minimum of 2/3 of the partners with a qualified majority of 75% of the partners. If majority is not obtained, the project coordinator will be given the right to decide with the agreement of all the partners present in the meeting. More details will be specified in the consortium agreement.

### *Project reporting*

The progress of the project will be monitored by the coordinator and reported to the EB. The milestones, deliverables, target indicators and quality will be closely followed up and communicated to the EC via the Periodic Reports (D.1.2) and Final Report (D1.3). Deliverables are produced by the WP leaders and task leaders and submitted to the EC by the COO. All deliverables are internally reviewed by the COO. For the financial report, claimed expenses will be compared, on a regular basis, to the initial plan. All the deviations will be highlighted and reasons for deviation identified. Corrective actions will be taken if necessary. All deliverables and external documents such as communication materials will be internally reviewed.

## 4.3 Financial management

The budget will be closely monitored in T1.2, to make sure that no activity will be overconsumed at the expense of the others. The coordinator will distribute the European funds to the partners based on the achievement of objectives to ensure their involvement and the progress of actions set at the start of the project.



## 4.4 Evaluation strategy of the projects selected for support

In order to assess the impact of the increased digital maturity of businesses and administrations supported by the project, a set of indicators will be used, and the related data collected and consolidated to evaluate the observed impacts and how these results could be extended, as described in the tables below.

If needed, the digital maturity diagnostic will also be carried out with the common tool DMA – “Practical guidelines on the use of the Digital Maturity Assessment (DMA) tool & the Innovation Radar Methodology (IR)”, made available by the Digital Transformation Accelerator. If necessary, a complementary diagnostic specialized in AI or cybersecurity could also be carried out by an expert advisor.

Table 5 Digital maturity indicators of businesses - part 1.

3	Pilotage du digital	12	Stratégie numérique	61	Votre entreprise dispose-t-elle d'une feuille de route pour sa transformation numérique ?
				62	Votre entreprise effectue-t-elle une veille sur le numérique, pour identifier les risques et opportunités correspondantes, et remonter ces éléments afin de nourrir la réflexion stratégique de votre organisation ?
				63	Les initiatives numériques de votre entreprise sont-elles coordonnées et visent-elles à atteindre des objectifs stratégiques clairement définis ?
				64	Quelle est la capacité de votre entreprise à identifier et à allouer des budgets pour sa transformation numérique ?
				65	Quelles sont les ambitions de votre entreprise en matière de numérique ?
				66	Le niveau de maturité numérique de votre entreprise est-il mesuré régulièrement ?
				67	Quelle est l'ambition de votre entreprise sur le numérique par rapport aux autres entreprises ?
				68	Comment votre entreprise accompagne-t-elle les initiatives individuelles ou collectives ?
				69	Quelle est la place de l'innovation dans votre entreprise ?
		13	Animation interne du numérique	70	Quel est le niveau de communication interne sur la transformation numérique ?
				71	Dans votre entreprise, quel est le degré d'acceptation du changement induit par le numérique ?
				72	Comment les connaissances sur les sujets numériques sont-elles partagées entre les différents services de votre organisation ?
		14	Conduite de projets numériques	73	Existe-t-il une équipe dédiée à la transformation numérique au sein de votre structure ?
				74	Quelle est la démarche adoptée pour les projets numériques ?
				75	Quel est le niveau d'implication des équipes de direction dans la transformation numérique ?
				76	Comment le service financier est-il impliqué dans les projets numériques ?
				77	Comment le pilotage s'organise-t-il pour favoriser l'innovation numérique ?
				78	Comment votre organisation s'adapte-t-elle pour répondre aux exigences de réduction des silos d'information et de collaboration inter-équipes propres aux initiatives numériques ?
		15	Pilotage de la Performance	79	La performance des initiatives numériques est-elle mesurée et suivie ?
				80	La contribution du numérique dans l'atteinte des objectifs stratégiques de votre entreprise est-elle évaluée ?
				81	Dans quelle mesure des outils de prédiction analytiques sont-ils utilisés pour piloter la stratégie ?

Table 6 Digital maturity indicators of businesses - part 2.

5	Data	19	Gestion des données	95	Quelles sont les infrastructures de base de données ?
				96	Dans quelle mesure les bases de données sont-elles unifiées ?
				97	Est-il possible d'avoir une vision 360 degrés des utilisateurs grâce aux données ?
				98	Quelle est la politique de stockage des données clients suivie ?
				99	Quelle stratégie est suivie pour collecter les données clients ?
				100	A quelle fréquence les données clients sont-elles remises à jour ?
				101	Dans quelle mesure les données, y compris clients sont-elles partagées avec les partenaires ?
		20	Valorisation des données	102	Comment est-ce que la donnée client est exploitée pour adapter les business models de votre entreprise ?
				103	Comment est-ce que la donnée client est exploitée pour adapter les offres de votre entreprise ?
				104	Comment est-ce que la donnée client est exploitée pour adapter les modes de distribution de votre entreprise ?
				105	Dans quelle mesure les données sont utilisées pour constituer des profils types d'utilisateur ?
		21	Sécurisation des données	106	Quel niveau de sécurité est appliqué sur les appareils utilisés par les collaborateurs ?
				107	Quel est le niveau de sécurité des systèmes d'information ?
				108	Quelles sont les règles de gestion suivies pour les données personnelles recueillies sur les canaux numériques ?
				109	Comment les collaborateurs sont-ils sensibilisés aux problématiques de la sécurité des données ?

## 4.5 Indicators to monitor GreenPowerIT’s activities and results

Designation	Target 1 <sup>st</sup> year	Target 2 <sup>nd</sup> year	Target 3 <sup>rd</sup> year
Number of companies/administrations sensitized during events	100/50	210/150	330/200
Number of companies/administrations visited	125/30	190/30	190/30
Number of diagnoses targeted	50	80	100
Number of POC /MVP carried out for companies/administrations	7/2	15/3	15/3
Number of support to access financing	8	17	35
Number of companies/administrations trained	15	30	45
Number of collaborations with other EDIHs	5	10	15

## 4.6 Quality assurance of the project as a whole

A set of **internal management tools** will be set up to ensure the project’s success and sustainability, including:

1. **Project monitoring and goal-oriented management:** all deliverables not depending on other deliverables results will be precisely defined during the kick-off meeting while the others will be defined once all required information is available.
2. **Knowledge management processes** will be implemented, using collaborative technologies, repositories, wikis. They will allow for social interaction, storage of knowledge and data and their searching, combination, and intelligent distribution.

To be more efficient, the EDIH will see to limit the number of meetings, a reduced time between application and the selection committee and a rapid implementation. Moreover, the EDIH regularly organizes events and meetings so that its members can get to know each other better and share their expertise and experiences, in order to improve the effectiveness of project support.

### *Agile software development*

The realization of a POC or an MVP is based on the Agile method for more flexibility. This includes close collaboration between the business experts and those in charge of developing the solution in the form of incremental development prioritized by the business value. A regular technical monitoring will be implemented, and the Project Lead Expert will report the progress to the Monitoring Committee.

### *Quality assurance process*

The EDIH will set up a Quality Assurance Process (QAP) which aims to ensure:

- The level of skills of the participants in the project and the availability of the team
- To collect the opinion of the structures that have benefited from EDIH services
- To establish a feedback by the Project Lead Expert to improve the service

### *Monitoring & Evaluation*

Digital tools for monitoring indicators (administrative, financial etc.) will be used to automate processes and check the achievement of KPIs. The consumption of budgets will be monitored according to the actions carried out: time spent by consortium members, costs allocated to projects (purchase of goods and services, equipment, subcontracting and indirect costs).

Intern evaluation measures will also be implemented :

- Compliance with the project  
Compliance with deadlines and processes (Ex : update of the digital platform Digipilot)  
Compliance with public procurement procedures
- Improvement of the project identification and selection process  
Number of applications per round  
Participation rate of partners per selection committee  
Ratio of selected projects/applicants per selection committee
- Measuring the impact of the communication actions carried out  
Participation in partners' events  
Number of visits on partners websites