D6.1 Long-term Sustainability Strategy (V1)

Version 1.0

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About the Digital4Sustainability project

Digital4Sustainability is a pioneering initiative aimed at accelerating Europe's twin transition by equipping the workforce with the essential skills needed to drive sustainability-focused innovation. In response to the pressing need to achieve climate neutrality and meet the Sustainable Development Goals (SDGs), the project will develop a forward-thinking Digital Sustainability Skills Strategy as well as cutting-edge learning programmes. These efforts will address the urgent and emerging skills needs of the European industry, empowering the workforce to develop sustainable technologies that support Environmental, Social, and Governance (ESG) practices. By aligning closely with industry needs throughout the project, Digital4Sustainability will help European companies, particularly small and medium-sized enterprises (SMEs), achieve long-term competitiveness and growth through digital and sustainable transformation.

Funded by the Erasmus+ Programme of the European Union, this 4-year project unites 29 members of the Digital Large-Scale Partnership (Digital LSP) under the Pact for Skills, spanning 13 EU countries. The consortium includes digital and sustainability experts, business associations, universities, and Vocational Education and Training (VET) providers.

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The Digital4Sustainability Project Consortium

The Digital4Sustainability project consortium is an Erasmus+ Alliance for Sectoral Cooperation on Skills, bringing together 29 partners and Associated partners from 13 EU countries.

	Partners	Acronym	Country
1	Adecco Formazione Srl	Adecco Training	Italy
2	Adecco Italia Holding Spa	Adecco Holding	Italy
3	As Bcs Koolitus	BCS KOOLITUS	Estonia
4	Asociatia Cluj IT	CLUJ IT CLUSTER	Romania
5	Badgebox Srl	BadgeBox	Italy
6	CEFRIEL Societa Consortile A Responsabilita Limitata	CEFRIEL	Italy
7	Cooperatie Eduserpro U.A.	Eduserpro	Netherlands
8	Digital Technology Skills Limited	DTSL	Ireland
9	DIGITALEUROPE AISBL	DIGITALEUROPE	Belgium
10	European DIGITAL SME Alliance	DIGITAL SME	Belgium
11	Fast Lane Institute For Knowledge Transfer GmbH	FAST LANE	Germany
12	Gospodarska Zbornica Slovenije	GZS CCIS	Slovenia
13	Gospodarska Zbornica Slovenije Center Za Poslovno Usposabljanje	GZS CPU	Slovenia
14	IVSZ - Digitalis Vallalkozasok Szovetsege	IVSZ	Hungary
15	Matrix Internet Applications Limited	MATRIX INTERNET	Ireland
16	National College Of Ireland	NCI	Ireland
17	Profil Klett D.O.O.	PK	Croatia
18	Sdruzenie Bulgarska Asociacia Na Softuernite Kompanii - Basscom	BASSCOM	Bulgaria
19	Stichting Hogeschool Utrecht	HU	Netherlands
20	Tekenable Limited	TEKenable	Ireland
21	Universidad De Alcala	UNI ALCALA	Spain
22	Universidad Internacional De La Rioja SA	UNIR	Spain
23	Universität Koblenz	UNI KO	Germany

24	National University of Science and Technology Politehnica Bucharest	POLITEHNICA Bucharest	Romania

	Associated partners	Acronym	Country
1	Asociacija Infobalt	INFOBALT	Lithuania
2	Fraunhofer Gesellschaft Zur Förderung Der Angewandten Forschung e.V.	Fraunhofer	Germany
3	SKILLNET IRELAND Company Limited By Guarantee	SKILLNET IRELAND	Ireland
4	The Council of European Professional Informatics Societies	CEPIS	Belgium
5	Universidad Complutense De Madrid	UCM	Spain

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List of abbreviations and acronyms

Abbreviation	Term
WP6	Work Package 6 – Long Term Sustainability Strategy & Scale Up
Digital LSP	Digital Large Scale partnership ecosystem under the Pact for skills
NQFs	National Qualifications Frameworks
VET	Vocational Education and Training
SDGs	Sustainable Development Goals
MSMEs	Micro, small or medium-sized enterprises
KERs	Key Exploitable Results

1. Introduction

The primary objective of **Work Package 6 – Long Term Sustainability Strategy & Scale Up** is to develop a comprehensive action plan for the roll-out, implementation, and self-sustainment of activities that ensure the exploitation of the project's outputs both during its duration and beyond. This plan aims to secure sustainability in the area of industry-education cooperation while leveraging EU funding opportunities to support its implementation.

For the development of deliverable D6.1, several tasks under WP6 were considered starting from task T6.1, whose implementation plays a key role in the development of deliverable D6.1. The detailed tasks from WP6 that contribute to D6.1 V1 and V2 are presented below as they stands in GA:

Task 6.1 - Design and implementation of a long-term sustainability strategy

Main objective: develop a long-term sustainability strategy to ensure the post-project exploitation of key project outputs, sustainable governance of the digital sustainability stakeholder community, and a long-lasting collaboration with the Digital LSP.

Key implementation actions:

- identification of key exploitable assets among the project's outputs.
- Definition of individual exploitation plans for each consortium partner.
- Design of a joint exploitation plan, aimed at the consortium's collaborative exploitation, project results' promotion, use and exploitation by the community of the engaged stakeholders, Digital LSP members and other external partners.
- Post-project governance model for a created digital sustainability skills community, and its functioning with (or within) the Digital LSP.
- Model for financial (or voluntarily kept) sustainability, which would include a commitment from the engaged stakeholders to exploit and update the project results.
- In coordination with T6.4, a clear pathway for Digital4Sustainability results' use by the Digital LSP.

In addition to T6.1, there are two other tasks in WP6 whose implementation is linked to the development of D6.1. These are **T6.2 - Sustainability of Key Project Outputs** and **T6.4 Coordination and Alignment with Pact for Skills**, as both the sustainability of the project's outputs and coordination with the Pact for Skills are crucial to ensure the post-project exploitation of key outputs and a long-lasting collaboration with the Digital LSP. The details of these two tasks can be found in the following section.

Task 6.2 - Sustainability of Key Project Outputs

- The review of key project outputs will be conducted by the WP leads and the project coordinator, with updates made where necessary.

- The latest data, evolving EU policies and legislation, changing stakeholder needs, new tools, and feedback received will all be considered to determine if updates to the deliverables are required.
- Any required updates will be discussed annually at one of the Steering Committee meetings to identify key deliverables needing updates and to plan actions to maintain the relevance of the project's outputs
- The Digital Sustainability Skills Strategy will be updated annually using the strategy review process established in WP2.

Actions within T6.2 were taken into consideration to draft this version of the deliverable but were not implemented as they are linked to D6.1 at a later stage and thus will be implemented during the course of the project and outlined in D6.1 V2.

Task 6.4 – Coordination with Pact for Skills

Main objective: ensure a smooth coordination with the Pact for Skills priorities, goals, and the overall community, especially the Digital Large Scale Partnership ecosystem.

Key implementation actions:

- support the Digital Ecosystem Large Scale Partnership under the Pact for Skills and its members to progress towards its commitments to upskill and reskill the current and future workforce with skills needed to reduce the carbon footprint of the digital sector and reinforce the positive enabling effect of digital technologies on the climate.
- contribute to the growth of the Digital LSP by onboarding interested organisations from the Community established within the Digital4Sustainability project to join the LSP and become Pledgers under the Pact for Skills.
- Animate Digital LSP members and increase knowledge and best practice sharing regarding digital sustainability skills, through at least 4 annual engagement activities organised (16 in total). Such activities would include a Strategy validation workshop (with T2.4), online webinars for knowledge exchange, organisation of feedback sessions for project deliverables, webinars, etc.
- engage the Digital LSP members across all relevant project activities and thus ensure timely feedback on and uptake of the project results among the Ecosystem. A dedicated focus group (or a similar body) will be created in the LSP, while key LSP members will be invited to join the project's Advisory Board.
- engage the Ecosystem members' skills intelligence (esp. skill needs), in co-designing the European Digital Sustainability Skills Strategy and implementing its activities and gather feedback from Ecosystem members on the training programmes.
- Liaise with the coordinators of other Large-scale Partnerships to engage other ecosystems and support Europe's green and digital transitions across all industrial ecosystems.
- Engage in Pact for Skills community events to present the Digital4Sustainability outcomes, gather best practices and information on relevant initiatives, and encourage other actors and stakeholders to take up Digital4Sustainability results.

2. Scope of the Deliverable

The Digital4Sustainability project lasts four years and aspires to become a pivotal instrument in equipping the current and future European workforce with the skills needed to lower the digital sector's carbon footprint while amplifying the positive impact of digital technologies on the climate. Achieving these objectives requires identifying the most pressing training needs and developing effective methods to deliver this knowledge to students and professionals, cultivating a new generation of digital sustainability experts capable of navigating and mastering the green and digital transition.

To guarantee the availability and impact of the project's outputs beyond its lifespan, a comprehensive long-term sustainability strategy must be established. This strategy should include actions aimed at ensuring the financial and structural sustainability of the project; measures to exploit and, when necessary, update the project's results; and initiatives to foster a community of digital sustainability stakeholders. This community should actively engage members of the digital LSP and encourage organisations already involved in the project community to integrate into the broader ecosystem.

The end goal of the long-term sustainability strategy is thus, on the one hand, to ensure that the key project outputs are promoted and exploited by the consortium members, the community of engaged stakeholders, by the members of the Digital LSP under the Pact for Skills and other relevant external partners. On the other hand, it aims to ensure that by the end of its lifetime, the project will have a financial model in place to provide the necessary resources for continuing the promotion and updating of its key outputs, as well as an organisational structure capable of keeping the community of Digital4Sustainability stakeholders, created and populated during the project, alive within the Large Scale partnership for the digital ecosystem under the Pact for Skills. This will allow the Digital LSP members to continue benefiting from the key Digital4Sustainability outputs, and Digital4Sustainability to consolidate the collaboration with the Pact for Skills community and contribute to the Pact for Skills' objectives.

This document presents the first version (V1) of D6.1 and sets the way forward for the exploitation of key project outputs and the sustainability of the whole Digital4Sustainability project. It serves as a roadmap for implementing exploitation activities ensure the uptake of projects outputs and outlines preliminary ideas for establishing a financial and organisational structure to support the project in the post-funding period. Specifically, the document:

- Explains the process through which the key exploitable assets produced by the project were identified.

- Presents the individual strategies developed by consortium partners for the exploitation of these key outputs.

- Outlines initial directions for activities that can be undertaken by the consortium and members of the Digital LSP to maximise the exploitation of the project's outputs.
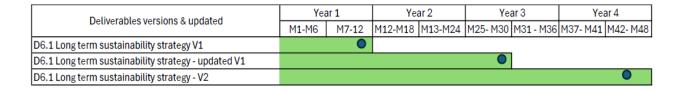
- Provides preliminary concepts for designing the organisational structure and financial model required to sustain the project after the funding period.

- Summarises the activities conducted with the consortium and the Digital LSP to co-create this deliverable.

This version, however, does not constitute the final version of the deliverable, which will need to be submitted by month 46 of the project. Before the final version of the deliverable that consolidates the project's strategy to achieve its self-sustainability, an update to this version is scheduled for the midpoint of the project. This update will not constitute the official deliverable of the project but will serve the internal purpose to continuously evolve the document, and trigger partners' focus on outputs' sustainability throughout the project. Through the second year of the project in fact, WP6 will work with the consortium to discuss and review preliminary ideas on sustainable funding, decide how to combine different funding approaches, start working on the identification of funding sources and explore commercialisation opportunities for project's outputs. Additionally, preliminary ideas on the organisational structure that will enable ongoing governance, coordination of actions, management of resources, future tasks, and the continuous growth of the Digital4Sustainability Alliance community will be discussed and reviewed to provide a stronger foundation for the final version of the strategy.

The timeline for the delivery of the various versions of the long-term sustainability strategy can be found in the image below.

Figure 1 – Deliverable timeline

Deliverables versions & updated	Year 1		Year 2		Year 3		Year 4	
	M1-M6	M7-12	M12-M18	M13-M24	M25- M30	M31 - M36	M37- M41	M42- M48
D6.1 Long term sustainability strategy V1		●						
D6.1 Long term sustainability strategy - updated V1					●			
D6.1 Long term sustainability strategy - V2								●

3. Development approach

The following chapter outlines the approach applied in the development of D6.1 (V1). First, it presents the method used to design the co-creational activities needed for the co-creation of the deliverable. Second, this section highlights the series of co-creation activities organised to engage the consortium in developing individual exploitation plans, as well as a joint exploitation plan for the project. Additionally, it covers the activities organised to engage the Digital LSP members and establish a clear pathway for them to effectively utilise the project's outputs.

3.1 Define method for co-creation activities

Before exploring the activities associated with the co-creation of the strategy, it's important to clarify our understanding of sustainability and exploitation. While these two concepts are interconnected and mutually influential, they serve distinct purposes.

Sustainability refers to a project's ability to continue utilising its outcomes beyond the funding period. This entails ongoing use and exploitation of results, potentially through commercialisation, accreditation, or mainstreaming. A project is considered sustainable if its outcomes—or some of them—persist after the funding concludes. Not all aspects of a project may require sustainability; certain results may be maintained while others do not need ongoing support. Therefore, a project can be deemed sustainable if it actively pursues relevant results and maintains or develops products after EU funding ends.

Exploitation, on the other hand, refers to the utilisation of a project's outcomes at different levels (regional/national/European), both during and after its implementation. It involves actions aimed at enhancing the project's visibility to engage target groups, end-users, and stakeholders, while also ensuring that the project's results or products are integrated into their professional domains. The concept of exploitation focuses on persuading key actors to adopt and use the project's main outputs. Additionally, it is closely linked to the project's long-term sustainability, as exploitation activities should ensure that the results continue to be used by the intended audience and potentially adapted to other contexts (e.g., different countries, educational fields, or sectors)

In essence, exploitation refers to the dissemination and adoption of results by key end-users and the shaping of national and European policies and systems. Sustainability, by contrast, involves ensuring the project's long-term financial independence after the conclusion of EU funding and fostering a community of stakeholders committed to continuously utilising and updating the project's outcomes.

With this distinction in mind, the planned actions for the strategy have been categorised into two broad areas: sustainability and exploitation as shown in the table below.

Table 1 – Division of actions

Exploitation	Sustainability
Partners' individual exploitation plans	Community
Consortium joint exploitation plan	Funding
Digital LSP Exploitation Pathway	Governance

In the next sections, you will find a detailed overview of the activities that were carried out for the implementation of T6.1 and the development of D6.1. (V1)

3.2 Implementation of co-creational activities

This section outlines the consultation activities implemented to co-create the content for the deliverable, distinguishing between those organized to engage the consortium and those organised to involve members of the Digital LSP under the Pact for Skills.

3.2.1 Digital LSP Engagement

As the Digital LSP ecosystem includes key stakeholders who could benefit from the project outputs as well as from the individual and joint exploitation activities carried out by the partners, the work of WP6 has started by gathering ideas on how the Digital LSP members could leverage the results of Digital4Sustainability to progress towards their commitments to upskill and reskill the current and future European workforce.

On October 24, 2024, WP6 conducted a workshop with Digital LSP members to gather input on their organisational needs and priorities. Participants provided details on their organisation type, location, and job roles, and offered feedback on the following: the types of Digital4Sustainability resources that could support their goals; ranking project outputs by importance; identifying the most and least impactful outputs for their organisation; target groups most likely to benefit from assets exploitation; outputs with the highest potential to be used by the Digital LSP members; potential contributions to exploiting project outputs during and after the project; and additional ideas to enhance exploitation efforts.

Overall, the results of the survey highlighted that according to Digital LSP members:

- the learning programmes are the main kind of resources they think could help their organisations support their goals,
- The Roles and Skills Needs Analysis Report, and the European Digital Sustainability Skills Strategy are the output with the highest potential to be used by the Digital LSP community
- The European Digital Sustainability Skills Platform is the most important output to help the Digital LSP members advance in their commitments
- They could contribute to the exploitation of project outputs by participating in the implementation of urgent upskilling programmes
- Remaining actively engaged with the Digital4Sustainability community within the Digital LSP and integrating Digital4Sustainability learning materials into teaching and training courses are the main ways in which Digital LSP members intend to contribute to the exploitation of the project's results after its conclusion.

3.2.2   Consortium Engagement

Below is a list of the activities carried out to consult with consortium members and gather their input for the co-creation of this deliverable is presented. The activities implemented to engage the consortium in the co-creation of the deliverable were:

- **Survey for partners' exploitation plans**: to identify which of the project's key exploitable results (KERs) are most important for the partners, DIGITAL SME created a survey that was distributed to them for completion at the beginning of November 2024. The survey's results helped develop a version of each partner's individual exploitation plan. In the survey, each partner had to indicate which KERs they considered most important on an individual level, as they can be most effectively exploited by their own organisation. They also had to

outline the expected use of the identified KERs, explain how they plan to encourage end-users to adopt and apply these results, and how they will promote them to relevant decision-makers at the national level

- **Joint exploitation plan workshop:** the workshop was organised on the 20th November 2024 to identify the activities that partners could jointly undertake to exploit the project results during its course and encourage key target groups to adopt and use them, as well as the activities through which the Digital LSP members could contribute to project KER exploitation.
- **Workshop on Alliance community expansion**: on the 17th December 2024, DIGITAL SME organised a workshop to discuss with the consortium strategies to set up and grow the project community. The workshop focused on three key objectives: identifying and prioritising potential partners for the Digital4Sustainability Alliance, developing tailored value propositions to demonstrate the specific benefits of joining and supporting the partnership, and defining essential aspects such as the naming of community members, the timeline for opening the community, onboarding sessions, and the types of contributions can be offered to members.

The data gathered during the activities to engage the consortium and the Digital LSP members has been collected and utilised to formulate the exploitation plans which can be found in the next chapter.

4. Exploitation

This section provides information on the project's Key Exploitable Results (KERs) that have been identified following partners' input. It encompasses both the joint exploitation plan and the Digital LSP exploitation pathway, providing also information on the trends that emerged for the definition of partners' individual exploitation plans.

4.1 Key Exploitable Results (KERs)

To evaluate which of the project's outputs are most relevant for the long-term exploitation and sustainability of the project, WP6 partners have analysed all project outputs and established a preliminary list of 15 Key Exploitable Results (KERs). The chosen KERs are those public outputs which have the highest probability of being utilised and used after the project, rather than serving purely project-focused goals. The 15 KERs were shared with partners to provide input on how they will exploit the project outputs both as an individual organisation and as a consortium. The preliminary list of KERs that was presented to partners for input encompassed 15 KERs which are:

1. D2.1 Roles and Skills Needs Analysis Report
2. D2.2 European Digital Sustainability Skills Strategy
3. D5.2 European Digital Sustainability Skills Platform (EDSSP)
4. D3.1 Digital4Sustainability educational profiles and core curricula

5. D3.2 Accreditation criteria and process for learning programmes
6. D3.3 Digital sustainability certification micro-credentialling framework
7. D3.4 Digital sustainability learning materials
8. D3.5 Train the Trainer Programme
9. D4.1 Learning programmes to address urgent Digital Sustainability needs
10. D6.2. European mobility programme
11. D4.2 Pilot learning programmes for emerging occupational roles
12. D5.3 Large-scale European Digital Sustainability Skills Dissemination event
13. D4.3 Ready to Use VET Training Package for EU Rollout
14. D5.4 EU-wide campaign dissemination and rollout programmes
15. D5.5 European Digital Sustainability Stakeholder Conference

This initial list was determined using the identification criteria outlined in the next section.

4.1.1 Criteria for Key Exploitable Results (KERs) Identification

To identify the KERs of the project and enable partners to determine their individual exploitation plans, a set of criteria was established to assess which project outputs were most relevant for the long-term exploitation of Digital4Sustainability. All KERs included in the survey, which was distributed to the partners, were evaluated against these criteria to ensure the long-term availability and accessibility of the produced results beyond the project's conclusion.

Criteria:

- **Easily accessible results:** materials are public and available for widespread use, they can be shared freely and without requiring additional financial resources.
- **Easily transferable results**: materials that can be utilised beyond the project's initial scope and timeline, allowing for application in various contexts (both national and organisational) without requiring additional funding.
- **In-demand results**: Materials developed in line with the needs of the stakeholders specifically tailored to the actual needs of stakeholders.

4.1.2 Refined list of KERs

Following the input received both through Consortium and Digital LSP engagement activities, it was possible to cluster similar KERs and downsize them from 15 to 10. The final list of KERs can be found below.

Final list of KERs:

1. Roles and Skills Needs Analysis Report
2. European Digital Sustainability Skills Strategy
3. VET urgent upskilling learning programmes
4. VET learning programmes

5. EU Recognised Micro-Credentials & Certifications
6. Train-The-Trainer Programme
7. Ready-To-Use Training Package
8. European Mobility Programme
9. European Digital Sustainability Skills Platform (EDSSP)
10. Partnership Development & Stakeholder Events

4.2 Partners' Individual Exploitation Plans

The data that feeds into the partners' individual exploitation plans was collected through the survey that partners were requested to complete at the beginning of November 2024. In the survey, partners had to provide inputs regarding their planned activities to disseminate the project results and promote their adoption throughout the project and after its end, specifying also which target groups/audiences those activities were addressing. Following the analysis of the input received by the partners it was possible to formulate 23 partners' individual exploitation plans that can be found in Annex 1. For the time being, partner Fast Lane was not yet able to design its individual strategy, hence, no contribution was obtained via the survey. DIGITAL SME, who serves as WP6 lead and the project coordinator, has been supporting partner Fast Lane during the process with multiple guidelines and reminders. The coordinator will continue to implement risk management approach and work with the partner to obtain their contribution for the updated version of the deliverable by M30. Overall, the results of the survey highlighted the following trends:

- The Roles and Skills Needs Analysis Report, the European Digital Sustainability Skills Strategy, the VET urgent upskilling programmes, the VET learning programmes, and the Ready-To-Use Training Package are expected to be the outputs most extensively utilised by partners at the organisational level.

- The majority of partners will contribute to the project's assets exploitation at the individual level, through the organisation of and participation in a wide variety of events (Capacity building Workshops/Webinars, Ad hoc Train the trainer sessions, online matchmaking, Partnership Flagship & recurring events, third party events).

- Some additional exploitation activities emerged from the survey, beyond the usage of concrete deliverables, and were common to two or more partners. These activities include: internal knowledge sharing, online presence and promotion of outputs, engagement with standardisations bodies, liaising with management councils of universities and training centres to obtain project certification, connecting with other projects and similar initiatives to share knowledge, consideration and adoption of lessons learnt and best practices.

- The primary target audiences for the partners' individual exploitation activities include their organisations' staff, as well as professionals from both industry and the education sector.

4.3 Joint Exploitation Plan

Digital4Sustainability's exploitation plan is guided by the Key Exploitable Results (KERs) identified in collaboration with project partners. Since each KER addresses the needs of distinct target groups, tailored exploitation pathways have been proposed to ensure the most effective and targeted use of the project outcomes during the course of the project and after its end.

A total of 10 KERs representing the project's most significant outputs have been identified. To ensure consistency and efficiency across all KERs, a unified exploitation framework has been implemented. This framework follows a standardized process for identifying and utilizing project outcomes effectively which encompasses

- **Description of KER**: explanation of what the KER is;
- **Targeted stakeholders**: Determining the primary groups that will benefit the most from this KER;
- **Expected impact**: details the purpose of the KER and the impact it aims to achieve;
- **Partners responsible for the exploitation**: partner organisations responsible for the overall exploitation of the KER;
- **Channels for dissemination**: proposed channels to increase the reach of the KER;
- **Exploitation activities**: A detailed list of the key actions, partners can undertake to promote and exploit project's KERs.

Table 2- KER 1 - Roles and Skills Needs Analysis Report

KER 1	Roles and Skills Needs Analysis Report	
Description	The report highlights key trends based on the latest labour market data available, identifying both current and emerging skills and roles essential for digital sustainability professionals. It lays a strong foundation for the development of learning-outcome-based programmes and provides data-driven insights to inform and shape the European Digital Sustainability Skills Strategy.	
Expected impact		**Targeted stakeholders**
It establishes the groundwork for designing learning-outcome-based programmes and offers knowledge-driven insights to support the development of the European Digital Sustainability Skills Strategy. Moreover, it provides regional and national authorities with insights about key needs that need to be addressed in terms of digital sustainability skills, offers industry guidance on main trends and needs to consider when shaping hiring practices and staff training strategies and gives other EU-funded projects ideas on how		EU policy-makers National and regional authorities Education and training providers Digital LSP members Related projects

to integrate digital sustainability in their training development.	

Partners responsible for the exploitation	Channels for dissemination
WP Leaders & Co-leaders All Partners	Partners networks Social media Project's platform Workshop & Events, in-person meetings Press

Exploitation Activities

- Create a shorter and more visually engaging version of the report to maximise its impact.
- Transfer results to education and training providers to equip them with the necessary insights to update existing training curricula.
- Produce a series of video pills outlining key findings to make the report content more accessible.
- Transfer results to policy-makers and national authorities to provide knowledge when considering sustainability skills related topics and strategies.
- Share key findings with the national press to create awareness at the country level.
- Share analysis of the results in workshops and events to create synergies with similar EU projects and relevant organisations that could populate the project's Alliance community.

Table 3-KER 2 - European Digital Sustainability Skills Strategy

KER 2	European Digital Sustainability Skills Strategy	
Description	The strategy, based on the Need Analysis Report and aligned with the goals of the Digital LSP under the Pact for Skills, will include a roll-out plan with actions, milestones, outputs, and policy recommendations to address skills gaps and labour market changes brought by the twin transition.	
Expected impact		**Targeted stakeholders**
Empower the digital sector to upskill, reskill, and equip the current and future workforce with the skills needed to reduce the sector's carbon footprint, while also reinforcing the positive impact of digital technologies on climate, economy, and society. Support the Digital LSP and policy makers on all levels in the implementation of an ecosystem-wide upskilling and reskilling framework to Improve the competitiveness of all		EU policymakers National and regional authorities Education and training providers Digital LSP members Digital industry associations and network organisations Related projects

actors involved while enhancing job retention and attractiveness within the Digital sector	
Partners responsible for the exploitation	**Channels for dissemination**
WP Leaders & Co-leaders All Partners	Partners networks Social media Project's platform Workshops, meetings and events
Exploitation Activities	

- Engage with national and regional authorities to inform their decision-making, allowing them to define policies and initiatives aligned with the strategy recommendations.
- Translate the strategy into Consortium partner languages to support regional and national authorities in the decision-making process on future learning actions in the field.
- Engage with EU policymakers to inform their decision-making, allowing them to define priorities for policies and initiatives aligned with the strategy recommendations.
- Produce short testimonial videos involving the strategy exploitation's targeted stakeholders to highlight key actions and the impact of the strategy for the sector.

Table 4 – KER 3 – VET urgent upskilling learning programmes

KER 3	VET urgent upskilling learning programmes
Description	VET learning programmes to address the immediate skills demands within the digital sustainability sector arising from the green and digital transition.
Expected impact	**Targeted stakeholders**
Support youth, adults/workers in upskilling and reskilling with the urgent skills needed to master the twin transition and help them access new opportunities in digital sustainability	Education and training provider Chambers of Commerce, industry associations, EDIH and employment services
Partners responsible for the exploitation	**Channels for dissemination**
WP Leaders & Co-leaders All Partners	Partners networks Social media Project's platform Partnership & third-party events
Exploitation Activities	

- Translate learning materials into Consortium partners' languages to foster uptake and integration at the national level.

- Team up with other consortium members in academia to present the learning programmes to associated universities.
- Scale pilot opportunities by inviting targeted stakeholders to replicate the piloting across European countries represented and not in the consortium.
- Leverage testimonials and results from successful pilots to showcase the programmes' value.
- Organise ad hoc meetings to present learning materials to national authorities to shape future learning offers.
- Engage policymakers to foster the adoption of learning programmes within institutions.
- Liaise with education and training providers to make them integrate the urgent upskilling learning materials into existing learning programmes.
- Encourage companies, MSMEs, Chambers of Commerce, industry associations and employment services to integrate the urgent upskilling learning materials into existing training offerings.

Table 5 – KER 4 – VET learning programmes

KER 4	VET learning programmes	
Description	VET learning programmes focused on meeting the sector's demand for digital sustainability skills and roles in the medium and long term, ensuring a pipeline of highly skilled professionals capable of supporting the successful realisation of the twin transition.	
Expected impact	**Targeted stakeholders**	
Support youth, adults/workers in skilling, upskilling and reskilling in emerging digital sustainability roles and acquire the skills needed to meet the sector's demand.	Education and training providers Chambers of Commerce, industry associations, EDIH and employment services Policymakers	
Partners responsible for the exploitation	**Channels for dissemination**	
WP Leaders & Co-leaders All Partners	Partners networks Social media Project's platform Partnership & third-party events	
Exploitation Activities		

- Translate learning materials into Consortium partners' languages to foster uptake and integration at the national level.
- Team up with other Consortium members in academia to present the learning programmes to associated universities.
- Scale pilot opportunities by inviting targeted stakeholders to pilot part of the programmes in European countries represented and not in the consortium.

- Leverage testimonials and results from successful pilots to showcase the programmes' value.
- Organise ad hoc meetings to present learning materials to national authorities to shape future learning offers.
- Engage policymakers to foster the adoption of learning programmes within institutions.
- Liaise with education and training providers to make them integrate the learning materials into existing learning programmes.
- Encourage companies, MSMEs, Chambers of Commerce, industry associations, EDIH and employment services to integrate the learning materials into existing training offerings.

Table 6 – KER 5 – EU Recognised Micro-Credentials & Certifications

KER 5	EU Recognised Micro-Credentials & Certifications	
Description	A suite of Digital Sustainability Skills Micro-Credentials & Certifications for each module of the urgent and not urgent learning programmes.	
Expected impact		**Targeted stakeholders**
Ensure the recognition of acquired micro-credentials and certifications at both EU and national levels by integrating the learning into a country's formal VET education system or by equipping learners for certification through continuing VET programmes.		Education and training providers Certification providers
Partners responsible for the exploitation		**Channels for dissemination**
Education and training providers DIGITALEUROPE, Matrix		Partners networks Social media Project's platform Partnership & third-party events
Exploitation Activities		

- Create a virtual badge that certification-awarded learners can display on their online channels to showcase and increase their recognition as digital sustainability professionals as well as the programmes' visibility.
- Promote the Digital4Sustainability methodology for the development of certification framework to certification providers, enabling them to apply it to a wide range of learning programmes beyond those developed within the project.
- Provide for the certification framework referencing qualifications to NQFs of European countries that are not represented in the consortium such as to facilitate the recognition of qualification across all Europe.

Table 7 - KER 6 - Train-The-Trainer Programme

KER 6	Train-The-Trainer Programme	
Description	training materials, tools and online resources to allow teachers, trainers, managers and HR staff to deliver the learning programmes	
Expected impact		**Targeted stakeholders**
Upskill teachers, trainers and organisations to set up and run the new VET learning programmes with the supporting teaching resources and tools they need.		education and training providers, chambers of commerce, industry associations, employment services.
Partners responsible for the exploitation		**Channels for dissemination**
Education and training providers All Partners		Partners networks Social media Project's platform Partnership & third-party events
Exploitation Activities		
- Organise joint train-the-trainer sessions for teachers and trainers working with education and training providers within the partnership. - Organised joint train-the-trainer sessions for stakeholders interested in piloting parts of the programmes. - Collaborate with representatives from companies, MSMEs, chambers of commerce, industry associations, and employment services to organise tailored train-the-trainer sessions, equipping them to effectively deliver the learning programmes to their members and employees.		

Table 8 - KER 7 - Ready-To-Use Training Package

KER 7	Ready-To-Use Training Package	
Description	A ready-to-use package of online and offline training materials designed for companies and education and training providers to easily adapt and implement in their respective countries. The online materials make the learning resources available for a wide range of young people and adults seeking careers in the digital sustainability sector	
Expected impact		**Targeted stakeholders**
Support teachers and trainers in tailoring and localising the Digital4Sustainability learning programmes to suit the unique needs of their audience.		Education and training providers Large enterprises and MSMEs Digital industry associations and network organisations Workers who look to upskill/reskill in digital sustainability

	Students or young professionals seeking a career in the digital sustainability sector
Partners responsible for the exploitation	**Channels for dissemination**
WP Leaders & Co-leaders All Partners	Partners networks Social media Project's platform Partnership & third-party events
Exploitation Activities	

- Encourage education and training providers, large enterprises and MSME to pilot the materials in-house
- Explore national and EU funding programmes (e.g., Erasmus+, ESF+) to support the development and expansion of a 'spin-out' VET training project.
- Provide the Ready-To-Use materials in an accessible format that enables easy customisation at national and regional level.

Table 9- KER 8 - European Mobility Programme

KER 8	European Mobility Programme
Description	a framework to support cross-border mobility of trainers based on existing EU mobility programmes, tools and platforms
Expected impact	**Targeted stakeholders**
Contribute to cross-border mobility of trainers, students and professionals.	trainers, students, and professionals education and training providers
Partners responsible for the exploitation	**Channels for dissemination**
Consortium education and training providers All partners	Partners networks Social media Project's platform Partnership & third-party events
Exploitation Activities	

- Actively promote the European Mobility Programme to trainers, students, and professionals, encouraging them to apply and take advantage of mobility opportunities.
- Develop a recognised certification framework that facilitates the mobility of trainers, students, and professionals.
- Build connections with other education and training providers across Europe to participate in mutual mobility schemes.

Table 10 – KER 9 - European Digital Sustainability Skills Platform (EDSSP)

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KER 9	European Digital Sustainability Skills Platform (EDSSP)
Description	website to support the promotion and adoption of learning materials, and exchange of best practices among education and training providers.

Expected impact	Targeted stakeholders
Facilitate all project dissemination, serving as a hub for stakeholder engagement and community-building among target audiences and stakeholders both within the EU and globally.	EU policymakers National and regional authorities Education and training providers Digital LSP members Digital industry associations and network organisations Related projects Large enterprises MSMEs Workers who look to upskill/reskill in digital sustainability Students or young professionals seeking a career in the digital sustainability sector

Partners responsible for the exploitation	Channels for dissemination
WP Leaders & Co-leaders All Partners	Partners networks Social media Project's platform Partnership & third-party events

Exploitation Activities

- Create an alumni network with a dedicated space on the platform to foster interaction and exchange of best practices and ideas.
- Optimise the platform for search engines to ensure prominence in web searches, positioning it as a one-stop shop for digital sustainability learning resources.
- Develop a special section on the platform for Digital4Sustainability Alliance community members to showcase their digital sustainability skills training opportunities.
- Create a dedicated space on the platform for Digital4Sustainability Alliance community members to feature job opportunities for digital sustainability roles, connecting talent with organisations effectively.
- Build a robust social media presence to ensure Digital4Sustainability is highly visible and easily discoverable by the general audience, driving traffic to the platform.
- Promote **EDSSP** through relevant platforms such as the European Digital Skills and Jobs and the Digital LSP one

Table 11 – KER 10 – Partnership Development & Stakeholder Events

KER 10	Partnership Development & Stakeholder Events

Description	Dissemination & outreach events to promote and raise awareness on the key project outputs and lessons learned
Expected impact	**Targeted stakeholders**
Disseminate and promote the project outputs to foster their uptake.	EU policymakers National and regional authorities Education and training providers Digital LSP members Digital industry associations and network organisations Related projects Large enterprises MSMEs
Partners responsible for the exploitation	**Channels for dissemination**
WP Leaders & Co-leaders All Partners	Partners networks Social media Project's platform Partnership & third-party events

Exploitation Activities

- Collaborate with public and regional authorities to host events that promote digital sustainability skills within their countries or regions.
- Secure speaking opportunities at Digital4Sustainability events for Digital4Sustainability Alliance community members.
- Organise online matchmaking events to connect programmes' learners with organisations who seek talent for digital sustainability roles.
- Participate in third-party events to promote the results of the project and their uptake.
- Organise dedicated sessions at the partnership's flagship & recurring events to promote Digital4Sustainability results and their uptake.
- Collaborate with academic partners to co-author research papers on the project, presenting findings and insights at academic conferences to raise awareness in academia.

4.4   Digital LSP exploitation pathway

Based on the input gathered from both the consortium and Digital LSP members, it was possible to identify the needs of the Digital LSP members and design a clear pathway for the exploitation of the project results. The key actions that Digital LSP members need to undertake to contribute to the successful exploitation of the project results (during the project and after its lifetime) are:

- Participate in the implementation of urgent upskilling programmes
- Support the roll-out of the Digital Sustainability Skills Strategy
- Become part of the Digital4Sustainability Alliance community

- Follow the Train-the-trainer programme
- Disseminate online Digital4Sustainability news and developments
- Promote Digital4Sustainability outputs and objectives in events
- Join the commercialisation of the project's outputs as partners in their country/regions.
- Help develop new spin-out training projects in their regions.
- Act as key content contributors/users of the European Digital Sustainability Skills Platform (EDSSP)
- Presenting the outputs to policymakers to influence their own recommendations
- Integrate strategy, and good practices into their existing learning programmes
- Serve on the Digital4Sustainability Advisory Board to providing insight into emerging trends and skill needs and contribute to the update of project's resources.

5. Sustainability

This chapter outlines preliminary ideas on which organisational and financial model could be considered to ensure the long-term sustainability of the project and outlines the process to set up and launch the Digital4Sustainability Alliance community.

5.1 Securing sustainable funding

The Digital4Sustainability project seeks to secure long-term funding to extend its activities and ensure its impact continues beyond the initial funding period. To achieve financial stability and operational continuity with a combination of the following activities is needed:

1) **EU Funding:** Develop an EU funding strategy to ensure financial sustainability through a process of EU policy and programme tracking, pipeline development, and identifying opportunities to directly target new EU grants to support digital sustainability skills development.

2) **Pursuing Funding with Partners:** Build partnerships with a network of organisations to pursue EU funding opportunities together and integrate Digital4Sustainability resources into new EU-funded education, communication and capacity building programmes.

3) **National & Regional Funding**: This option focuses on identifying and categorizing various training and educational institutions, analysing the unique characteristics, roles, and responsibilities of each stakeholder to develop a comprehensive national and regional funding strategy to integrate digital4Sustainability programmes into national policies and training programmes while fostering their adoption at regional and local levels.

4) **Train-the-Trainer programme**: Develop a commercial model that motivates education and training providers to adopt and promote Digital4Sustaiuanability learning programmes to their student's audience and charge a fee for delivering customised Train

the Trainer Programmes and support to organisations and companies that want to uptake the programmes.

5) **Freemium Model:** Offer the learning programmes in two formats: a free "Do It Yourself" version providing essential materials to build a broad user base and establish the program as a standard for digital sustainability skills and a "Premium" version which provides in-house training service for companies and organisations willing to pay a fee to receive a more customised training experience.

While this list of ideas provides a starting point, it is not exhaustive as further options may emerge through consultations with the Digital LSP and other interested stakeholders. So from Y2, the work of WP6 will focus on gather feedback on this list, see how different funding options can be combined to design the funding strategy, identify possible funding sources and explore opportunities for project's outputs commercialisation.

Through the second year of the project, WP6 will collaborate with the consortium to discuss and assess the initial concepts for sustainable funding, decide how to combine different funding approaches, begin identifying potential funding sources, and explore commercialisation prospects for the project's outcomes.

5.2 Ensuring a sustainable organisational structure

To achieve the longevity and impact of the Digital4Sustainability project beyond its initial funding period, various organisational models have been evaluated. These models aim to provide a robust framework for governance, resource management, and continued engagement with stakeholders. The following options have been considered:

1) **Association Model:** A formal membership-based association could be established to unite stakeholders committed to advancing digital sustainability skills. Members would contribute fees to sustain the organisation, which would focus on expanding its network, offering training, and driving local and regional initiatives.

2) **NGO or foundation**: As an NGO or foundation, Digital4Sustainability would focus on promoting sustainable digital transformation through education, policy advocacy, and capacity building. By partnering with public institutions, and businesses, this new entity will disseminate the programmes throughout Europe and provide support for organisations who wish to adopt and customise them.

3) **Commercial Entity Model**: a commercial organisation dedicated to marketing and providing premium, customised learning content to run in-house training sessions with Digital4Sustainability resources. It also offers paid train-the-trainer programmes for other education and training providers or businesses looking to adapt and uptake the materials

These preliminary options for setting an organisational structure that allows ongoing governance, coordination of actions, management of resources, future tasks, and the continuous growth of the Digital4Sustainability Alliance and its community will be discussed and reviewed to provide a stronger foundation for the final version of the strategy

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5.3   Updating key project's outputs

Key project outputs will be reviewed by the WP leads and the project coordinator, with updates made as needed. Factors such as the availability of the latest data, changes in EU policy and legislation, evolving stakeholder needs, new tools, and received feedback will be taken into account when determining whether updates are necessary. These updates will be discussed annually at one of the Steering Committee meetings, coordinated by DIGITAL SME, to identify the key deliverables that require revision and to plan actions that ensure the ongoing relevance of the project outputs. Additionally, the Digital Sustainability Skills Strategy will be updated annually, following the strategy review process established in WP2.

5.4   Setting up the Digital4Sustainability Alliance community

Establishing the Digital4Sustainability Alliance community and populating it with external partners that share the project's objectives and values is crucial for broadening the project's scope and amplifying its impact. These additional partners can bring innovative ideas, access diverse networks, and even provide more resources that could significantly enhance the quality and sustainability of the project's outputs both during its life-cycle and beyond the funding period. Similarly, by becoming part of the Digital4Sustainability Alliance, interested organisations can support the project in achieving the critical mass necessary for future self-sustainability while fostering the overall development of the Digital Sustainability sector.

To achieve this, the project community should function as a volunteer stakeholder group under the Digital LSP. On one hand, it should encourage existing members of the digital ecosystem within the Pact for Skills to join the Alliance community, and on the other, facilitate the involvement of Alliance community members in the LSP, enabling them to become Pledgers under the Pact for Skills. In fact, as also envisaged in T6.4, Digital4Sustainability will actively contribute to the expansion of the Digital LSP by recruiting interested organisations from its community to join the LSP and pledge their support under the Pact for Skills. The goal is to onboard a minimum of 50 new organisations from the 33 program countries into the Digital LSP by the end of the project.

However, setting up and populating a successful community that can significantly contribute to the long-term sustainability of the project relies on selecting the right partners. The first step is to pinpoint stakeholders who can have the greatest influence on the project's enduring success. This approach ensures that new partners contribute meaningful value rather than simply increasing numbers. Once key stakeholders are identified, it's crucial to understand what aspects of the project appeal to them. Effectively communicating this value proposition will clarify how they can benefit from participation and what they can contribute to the project's growth. Timing and approach are equally important, as engaging potential partners at the right moment and in the right manner increases the likelihood of success.

The ultimate objective is to sustain the long-term commitment of these partners by involving them in specific activities that provide mutual benefits. These activities should align with the partners' strengths and interests while also advancing the project's goals, ensuring a collaborative and sustainable path forward.

5.4.1 Identifying the right partners

During the workshop dedicated to setting up the community, different categories of potential partners were presented to the consortium. These types of partners come from the categories of organisations that can join the Pact for Skills and its industrial ecosystems to fulfil the requirements of T6.4 and make at least 50 new organisations join the Digital LSP. The initial list of potential Alliance community members presented to the partners included:

- Education & training providers
- Large enterprises
- Micro, small or medium-sized enterprises (MSMEs)
- Public authorities (local, regional or national)
- Public or private employment service
- Trade Unions and Employer's organisations
- Chambers of commerce & Industry associations
- European clusters
- European Innovation Hubs
- Related Projects
- Non-governmental organisations (e.g. for environmental and consumer protection)

At the workshop consortium partners were also asked to suggest additional categories of potential Alliance community members. The only input received concerned the involvement of student organisations.

The volume of input gathered during the workshop allowed us to identify the types of partners that should be prioritised for recruitment into the Alliance community. These are as follows:

- Education & training providers
- Large enterprises
- Micro, small or medium enterprises (MSMEs)
- Public authorities (local, regional or national)

While the other types of partners, for which the input received was less substantial, do not fall under the priority category, they remain important targets for recruitment. These partners can serve as bridges, connecting the project to the identified priority partners and acting as multipliers to enhance the exploitation and sustainability of the project's outputs. Non-priority partners include:

- Public or private employment services
- Trade Unions and Employer's organisations
- Chambers of commerce & Industry associations

- European clusters
- European Innovation Hubs
- Related Projects
- Non-governmental organisations (e.g. for environmental and consumer protection)
- Student organisations

5.4.2 Creating a Value Proposition

To design a compelling value proposition to recruit Alliance community members for each proposed type of partner the Consortium had to reply to this set of questions:

- **What is the value proposition for this partner? What do they need?**
- **How can we reach them?**
- **How can we keep them engaged long-term?**
- **What roles and activities can we give them?**

Based on the volume of input received in response to these questions, it was possible to prioritise the partner categories for which to create a value proposition. Accordingly, this section presents four distinct value propositions, each tailored to a specific type of partner identified as a priority based on the workshop results.

Education and training providers

What is the value proposition for this partner? What do they need?

Education and training providers' needs may vary depending on their level of expertise in digital sustainability and the learning programmes we can offer. Therefore, our value proposition highlights adaptability and support, enabling training providers to leverage the skills of experienced educators and trainers. These experts can advise them on how to deliver top-quality trainings that align with sustainability regulations and workforce demands. Additionally, we could offer them dedicated "train-the-trainer" programmes utilising materials from our Ready-To-Use package. Education and training providers already offering degrees or established learning programmes on digital sustainability-related topics could also consider integrating specific modules from Digital4Sustainability's learning programmes to enrich their offerings. Lastly, Digital4Sustainability allows education & training providers to collaborate with like-minded partners, exchange best practices, and enhance their visibility as pioneers in digital sustainability education.

How can we reach them?

- Connect with them through industry associations, education networks and vocational training platforms.

- Use direct outreach tools such as targeted email campaigns to show the value of joining the community.
- Engage them through conferences and events focused on sustainability and digital transformation.

How can we keep them engaged long-term?

- Provide continuous access to updated resources, tools, and industry insights.
- Involve providers in curriculum design, piloting, and feedback to ensure.
- Highlight their contributions, provide opportunities to connect with peers, and create visibility for their efforts.
- Involving providers in curriculum design, piloting, and feedback to ensure training programmes are impactful and aligned with industry needs.
- Offering them a space on the website where they can share their digital sustainability training opportunities.

What roles and activities can we give them?

We can offer education and training providers a range of activities to engage and involve them in the project actively:

- Training providers can pilot and provide feedback on our VET learning programmes. This collaboration ensures the resources are fine-tuned to meet their needs and allows the providers to integrate them into their offerings at an early stage.
- Give them access to our comprehensive learning materials, enabling them to conduct their sessions using our high-quality resources.
- We can work together to promote the project and its outcomes, highlighting the providers' expertise and contributions as key partners.
- Education and training providers can be recognised as points of reference for digital sustainability skills, offering training, resources, and guidance to others in the field.

Large enterprises

What is the value proposition for this partner? What do they need?

- Gain insights into skills needs and leverage ready-to-use learning resources to upskill their workforce and address the growing demand for digital sustainability professionals.
- Support in aligning their digital transformation strategies with EU sustainability objectives, ensuring compliance with regulatory requirements and positioning the enterprise as a leader in digital sustainability.

- Collaborate with us to offer internships or apprenticeships to VET learners, creating a talent pipeline and enhancing employment pathways in digital sustainability.
- Make use of ready-to-use materials to deliver in-house training sessions or request customised and localised content to meet specific workforce needs, available for a fee upon request.

How can we reach them?

- Use targeted online campaigns to raise awareness and generate leads.
- Leverage the network of partners in Digital industry organisations and representative bodies to build connections with target enterprises.
- Collaborate with industry bodies, sustainability councils, and business networks to build credibility and reach a broader audience.
- Actively participate in industry events and conferences to network, share knowledge, promote our initiatives build relationships with large enterprises.

How can we keep them engaged long-term?

To keep large enterprises engaged in the long term, fostering continuous value and collaboration we could:

- Partner with enterprises to design and implement tailored training programmes that address their unique needs, providing resources and expertise to ensure long-term success.
- Involve them in internship initiatives tied to pilot training programmes. This approach offers them fresh perspectives and ideas through direct engagement with emerging talent while supporting students' professional growth.
- Establish an alumni network and create an online forum for peer-to-peer learning, enabling enterprises to share best practices, exchange ideas, and stay connected within a professional community.

What roles and activities can we give them?

- Collaborate with us to verify the quality of our learning programmes, ensuring they are impactful and aligned with industry requirements.
- Serve on the Digital4Sustainability Advisory Board, providing insights into emerging trends and skill needs to continuously enhance our resources.
- Pilot our learning programmes within their organisation, allowing them to test and adapt the materials to their specific needs while providing valuable feedback for refinement.
- Participate in the draft of the Digital4Sustainability newsletter or blog posts, share success stories, or contribute to video and social media content.

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- Secure speaking opportunities at Digital4Sustainability events to showcase their expertise and thought leadership.

Micro, small or medium enterprises (MSMEs)

What is the value proposition for this partner? What do they need?

- MSMEs can benefit from affordable and practical training programmes focused on digital sustainability. These programmes are designed to provide the necessary skills to help businesses improve their knowledge at the intersection of digital and sustainability without breaking the budget.

- Collaborate with us to offer internships or apprenticeships to VET learners, creating a talent pipeline and enhancing employment pathways in digital sustainability.

- As large organisations' supply chains increasingly adapt to new sustainability norms; SMEs face regulatory pressures as well. Digital4Sustainability helps SMEs understand and align with these regulatory requirements, ensuring that their processes are compliant and sustainable.

- Provide their workers with expertise in sustainability metrics enhancing the company's positioning in digital innovation and sustainability and their attractiveness to investors.

- By offering modular learning programmes aligned with trends and needs of the industry, Digital4Sustainability enables MSMEs to reduce costs for upskilling and reskilling their workers, improve efficiency, and align their business growth strategies with environmental goals, creating a harmonious balance between profitability and sustainability.

How can we reach them?

- Use targeted online campaigns to raise awareness and generate leads.

- Leverage the network of partners in Digital industry organisations and representative bodies and the collaboration with clusters and EDIH to access MSMEs and establish connections

- Engage with MSMEs at conferences, workshops, and similar networking events to build relationships and promote our initiatives.

- Publish editorials or advertorials in local or national business magazines, newspapers, or other relevant media to reach SMEs at the local and/or national level.

How can we keep them engaged long-term?

- Partner with them to design and implement tailored training programmes that address their unique needs, providing resources and expertise to ensure long-term success.

- Involve them in internship initiatives tied to pilot training programmes. This approach offers them fresh perspectives and ideas through direct engagement with emerging talent while supporting students' professional growth.

- Establish an alumni network and create an online forum for peer-to-peer learning, enabling enterprises to share best practices, exchange ideas, and stay connected within a professional community.

- Establish cooperation at a national level by meeting MSME's representatives in person or online to discuss relevant topics in their local language and strengthen connection

What roles and activities can we give them?

- Collaborate with us to verify the quality of our learning programmes, ensuring they are impactful and aligned with industry requirements.

- Serve on the Digital4Sustainability Advisory Board to provide insights on emerging industry trends and skills needs, contributing to the continuous improvement and relevance of our learning resources.

- Pilot our learning programmes within their organisation, allowing them to test and adapt the materials to their specific needs while providing valuable feedback for refinement

- Participate in the draft of the Digital4Sustainability newsletter or blog posts, share success stories, or contribute to video and social media content.

- Secure speaking opportunities at Digital4Sustainability events to showcase their expertise and thought leadership.

Public and regional authorities

What is the value proposition for this partner? What do they need?

Our value proposition for public and regional authorities lies in our commitment to inform and update them about the current and future demand for digital sustainability roles and skills as well as about the growth of the sector. By joining the Digital4Sustainability Alliance community, public and regional authorities can be empowered to

- advance SDGs through the exploitation of modular and easy-to-use learning programmes

- Contribute to the growth of local talent and encourage the workforce to upskill and reskill in digital sustainability by integrating Digital4Sustainability learning programmes into existing educational offerings

- Receive intelligence on skills needs and emerging jobs in the region to strengthen the local VET ecosystem

- Receive dedicated assistance from the project's training providers on specific topics

- Leverage the project's resources to solve issues at the local level and increase employment in the digital sustainability sector

How can we reach them?

- Directly promoting our learning programmes to representatives of public and regional authorities, showcasing their value and relevance.
- Participate in relevant EU and national and regional events and initiatives to connect with public and regional authorities' representatives.
- Launch online campaigns targeted to engage the public and regional authorities, encouraging them to adopt our programmes.

How can we keep them engaged long-term?

- Assist authorities in identifying their regional training needs, allocating funding for developing digital sustainability skills, and defining policies to achieve their sustainable development goals.
- Create opportunities for regions to connect and share insights, enabling peer-to-peer learning about digital sustainability roles and skill development.
- Position ourselves as leaders in Digital Sustainability skills providing cutting-edge learning materials and strategic recommendations that authorities can rely on for guidance and long-term planning.

What roles and activities can we give them?

- Strengthen the collaboration at the local level through the organisation of joint events aimed at promoting digital sustainability skills within their regions.
- Collaborate with authorities to co-create tailored learning programmes that address specific needs at the regional level and can be supported by local funding.
- Offer simple and ready-to-use learning materials that authorities can easily test and uptake.
- Secure speaking opportunities at Digital4Sustainability events to showcase their national and/or regional initiatives and best practices in digital sustainability skills development.

5.4.3 Naming and definition of contributions

Through a poll launched during the workshop organised to set up the Alliance community, consortium members were asked to provide their opinion on how to call the community members, how many level contributions to offer, when we should launch the community and how often the applications screening and onboarding session for community members should be organised.

Taking into consideration the results of the survey then, the Digital4Sustainability Alliance community will be launched in **the second quarter of 2025** and offer interested organisations three different levels of contribution:

- **Basic:** contribute to Digital4Sustainability workstreams up to 20 hours per year
- **Standard**: contribute to Digital4Sustainability workstreams up to 20 hours per year
- **Champion:** contribute to Digital4Sustainability workstreams with more than 50 hours per year

The members of the community will be named **Digital4Sustainability Alliance community partners** and will be introduced to the community in dedicated onboarding sessions which will be organised at least every six months. Last but not least, the Alliance manager, will meet with other members of the Steering Committee at least once every three months to screen the application to the community and discuss the relevance of potential partners. The details of community governance and recurring meetings can be found in the next section

5.5   Community governance & meet-ups

In this section, the governance of the Alliance community is outlined, along with a schedule of meetings to be held in order to fulfil the contractual requirements set forth in the proposal. These meetings aim to maintain engagement with Alliance community partners throughout the project and establish a strong foundation for continued collaboration with the Alliance community partners beyond the funding period.

5.5.1 Community governance

The governance of the Digital4Sustainability Alliance community is structured to ensure effective engagement and collaboration among all stakeholders involved. This structure involves the participation of several actors, such as:

Alliance Community Manager: As the WP6 leader, DIGITAL SME will serve as the Community Manager of the Alliance. The Alliance manager will be responsible for building and maintaining the community, as well as liaising with the Digital LSP members to support their integration into the Alliance as community partners.

Steering Committee: As the leader of WP6, the Alliance Manager is part of the project's Steering Committee, alongside other work package leaders and co-leaders. The Alliance Manager will meet with the other Steering Committee members at least once every three months to review community partners' applications and discuss the relevance of applicants to the project's outcomes.

Alliance Community Promoters: members of the project consortium will act as Alliance community promoters and foster the growth of the community by:

- Shaping and sharing best practices based on the project's results that align with their organisation's goals to support the community in the exploitation of the project's outputs

- Promoting information on Digital4Sustainability KERs to their networks

- Participating in or contributing to, events and meetings organised by Digital4Sustainability for its Alliance community partners

- Presenting Digital4Sustainability output and the opportunity to join the Alliance community at events, meetings, conferences

- Informing their own stakeholders' network on the opening of the community

- Responding to inquiries from potential community members within their network or stakeholders or forwarding these inquiries to the relevant consortium partner

Alliance Community Partners: External stakeholders whose organisation's culture, goals, and activities are aligned with the objectives and topics of the project, and who are interested in promoting the project results and contributing to its workstreams.

5.5.2 Community meet-ups

To strengthen the exchange of knowledge and best practices among Alliance partners and foster long-term partnerships throughout the 4 years of the project, a series of meetings will be organised. A minimum of 20 online partner meetings or events and at least 4 face-to-face gatherings will be organised to bring together the Alliance partner. These meetings will serve to share the latest news and developments related to Digital4Sustainability, identify synergies between partners, and explore potential post-funding collaboration opportunities. Additionally, they will provide a platform to align on the expected contributions from community partners and showcase the project's results, raising awareness of its impact and outcomes.

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6. Next steps

To further develop and consolidate the project's long-term sustainability strategy before delivering D6.1 (V2), several steps need to be taken. From M13 onwards, the work of WP6 will be focused on strengthening the foundation for the project's sustainable organisational structure and funding as well as on growing the Alliance community. To achieve this WP6 will:

- Coordinate with the consortium for mapping potential community partners, establish a contact database to securely store the contacts of mapped potential partners and monitor consortium members' progress in reaching out to them.

- Explore and evaluate options to formalise the integration of Alliance community partners, (i.e. Letter of Intent, Memorandum of Understanding, or similar agreements), and select the most suitable approach to ensure clear and effective collaboration.

- Bringing in Digital LSP members engaged through previous project activities to formally join the Digital4Sustainability Alliance community.

- Collaborate with Matrix to create a dedicated webpage on the EDSSP, serving as a comprehensive reference point for potential community partners.

- Collaborate with DIGITALEUROPE and Matrix to design and carry out a social media campaign aimed at highlighting the benefits of joining the Digital4sustainability Alliance to potential community partners.

- Consult the consortium to discuss and assess initial ideas for sustainable funding to see how to achieve the most from their combination.

- Identify and prioritise the most viable long-term funding methods from EU programmes.

- Establish a business development team within the consortium that will be in charge of tracking and assessing short-term opportunities, building consortia, and developing proposals.

- Consult consortium partners to explore opportunities for commercialisation of the project's outputs.

- Map training and educational institutions at the national and regional levels, develop a database with contacts of identified training and educational institutions and reach out to them to pursue regional and national funding opportunities.

- Consult the consortium to discuss and assess initial ideas for the project's sustainable organisational structure.

- Establish a sustainable financial model and organisational structure for the project's post-funding continuation by M36, so at least one year before the project ends.

- Ensure that the individual exploitation plans are reviewed and refined if needed. Since at this stage of the project, most KERs are not yet finalised, it might be that in the future partners find other ways to exploit them. Thus, it's necessary to revisit the individual exploitation plans to adapt to any changes and ensure the overview of KERs remains relevant and actionable.

- Implement a system within Task 6.1 to monitor exploitation activities throughout the project life-cycle, ensuring continuous alignment with project goals.

- Review and expand the joint exploitation plan to establish a more detailed and actionable set of steps, ensuring alignment with the chosen financial model.

- Actively consult the Digital LSP ecosystem on potential financial models. This involves proposing specific paid services (e.g., premium trainings, certification schemes) and testing their interest and willingness to adopt such models.

7. Annex

The annex is presented as a separate document due to its extensive size and can

be consulted here: https://cloud.digital4sustainability.eu/s/j4B8jDqKc5NGXQE

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