



INNOCAP – Capacity building exploitation plan

D.3.1.1



Document history

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1 Introduction

The purpose of this document is to elaborate on the capacity-building plan developed in the INNOCAP project. It follows the D1.1.1 Needs Analysis and Knowledge Mapping in D 1.2.1. In particular, the efforts follow Activity 1.4. Capacity Building Programme sessions to support work in Activity 2.1 Services co-design and Activity 2.2 Service Development towards the second phase of Activity 2.3 Implementation and monitoring.

It is a parallel effort to our capacity-building programme delivery activities; we have focused on ensuring it is tailored to specific partners' needs. We started with sessions that provided an overview of a wide range of technologies to ensure partners' exposure to emerging solutions. We have also run surveys with our partners to ensure a better experience and continuous improvement. We further aligned the sessions to match the pilot's requirements. Specifically, we aimed to upskill our participants by delivering workshops and showing them the specific digital solutions available. This was followed by a series of meetings and monitoring sessions helping pilot partners to design, deploy and verify their solutions.

This exploitation plan outlines the approach to expand the outreach of the INNOCAP Capacity Building Programme, making it accessible to public sector organisations aiming to introduce disruptive innovations in digital public services.

2 Exploitation Roadmap

Our sustainability roadmap includes several key objectives, focusing first on ensuring the sustainability of services developed within pilot organisations and then with a broader set of stakeholders and organisations. Therefore, we secure adoption and integration internally within the consortium. Then, leverage these proven successes for wider outreach and impact beyond the initial consortium.

1.1 Ensuring Adoption and Integration

Support pilot organisations in adopting and integrating the piloted services into their standard service portfolios.

In this final stage of the project, we will continue to provide tailored support and guidance to pilot organisations, helping them integrate and sustainably adopt piloted services into their existing service portfolios. This ensures a seamless transition and long-term effectiveness. This is an ongoing task, and some pilots are near completion of their deployments.

Provide guidelines and documentation to support continued use and adaptation of the capacity-building resources beyond the project's end.

As the pilots finalise their deployments, we are going to provide additional guidance and help with documentation to ensure every pilot has a relevant path forward and a vision for expanded and more innovative related services. In Annex I to this document, we provide a template for partners to report on their status and sustainability plans.

1.2 Outreach and Accessibility

Establish an online repository of the capacity-building programme materials to ensure easy and ongoing access.

We will achieve that in several stages. First is the collection of the materials that will be included in the online repository containing capacity-building programme materials, including workshop recordings, training sessions, presentations, and relevant guidelines, ensuring easy and continuous access for public sector organisations. The collection of all related materials from project pilots will follow this. This may again include pictures, notes, and observations that were noted throughout the capacity building process.

In the second stage, we are going to put all the materials in one online space for easy access and exploration. To achieve that as efficiently as possible, we are going to leverage an already existing platform built for another project: The Public Link. The assets gathered and described on the platform will later be disseminated by providing relevant permanent links. Access will be provided from the INNOCAP website.

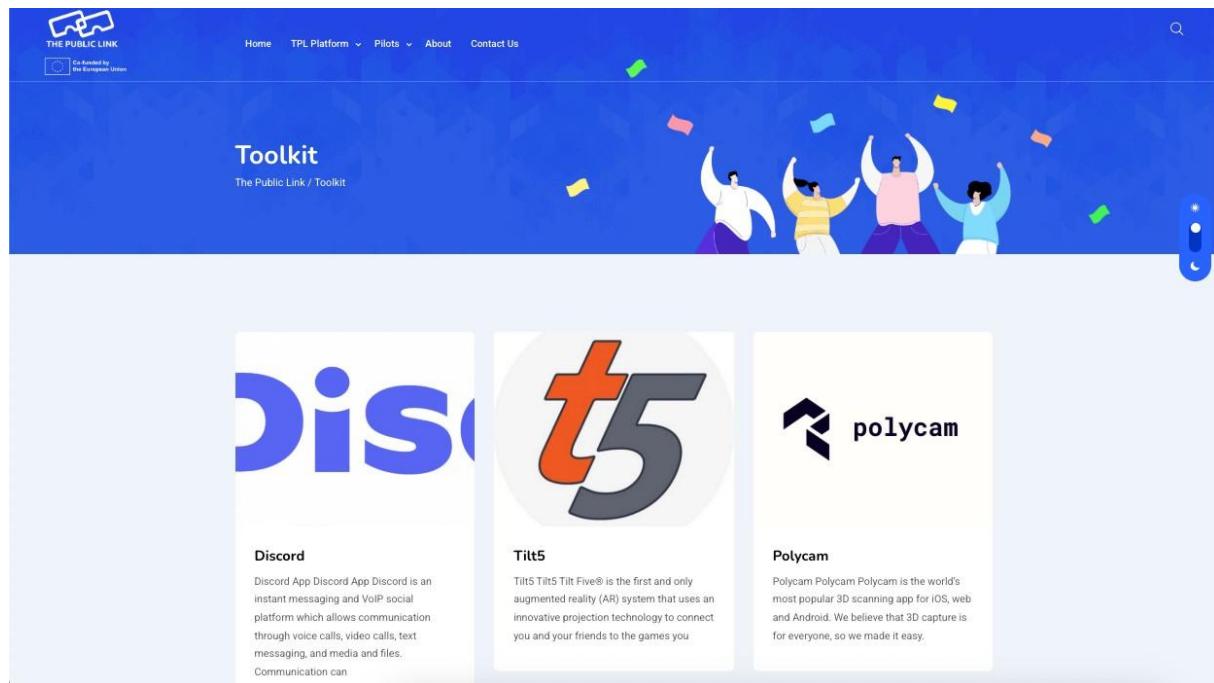


FIGURE 1: PUBLIC LINK PLATFORM

Conduct targeted communication through project channels and partner networks to raise awareness among relevant public sector organisations.

Following the collection of all essential assets and hosting on the applicable platform, we are going to run a dissemination campaign. This will further extend the existing communication and dissemination efforts with the inclusion of specific assets and links.

Share best practices, case studies, and pilot results to encourage adoption and adaptation of the INNOCAP approach by other organisations.

As the pilots progress, the dissemination campaign will include more information collected from the pilots and include case studies based on their experiences with specific technologies leveraged in the project to develop innovative services.

Facilitate knowledge transfer and liaise with additional public sector organisations interested in adopting the INNOCAP approach for their own service delivery.

For additional organisations expressing interest, we will facilitate structured knowledge transfer sessions, workshops, and networking opportunities, fostering collaborative exchanges and shared learning experiences.

1.3 Timeline

To satisfy the adoption and outreach objectives, we have allocated relevant time slots to consolidate relevant information, organise internal and external workshops and disseminate content. As presented in Figure 2, we are going to proceed with the following order:

Exploitation Timeline

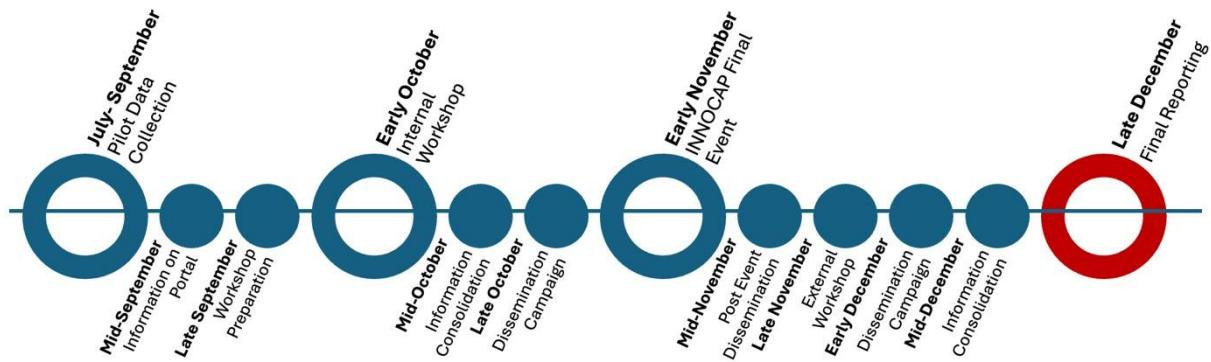


FIGURE 2: EXPLOITATION TIMELINE

- 1) **July-September** – Supporting partners in collecting information and documenting the pilot journey.
- 2) **Mid-September** – Consolidating and publishing information persistently on an accessible online portal.
- 3) **Late September** – Preparation for the Internal Workshop, aiming at wrapping up project pilots and compiling pilots' experiences into relevant, shareable assets.
- 4) **Early October** – Organisation of a workshop with particular emphasis on preparation of relevant materials to be disseminated to a broader set of organisations outside the project.
- 5) **Mid-October** – Consolidation of the workshop results.

- 6) **Late October** – Dissemination campaign through all project dissemination channels for the information analysed.
- 7) **Early November** – The Closing INNOCAP conference in Donegal.
- 8) **Mid-November** – Post-event dissemination campaign based on the discussions carried out and lessons learnt.
- 9) **Late November** – External Workshop for organisations that wish to learn more about the innovation carried out in the INNOCAP project. The workshop is aimed at awareness raising and co-creation of potential roadmaps for innovation for external organisations wanting to embark on emerging technologies to innovate with their services.
- 10) **Early December** – Dissemination campaign based on the external workshop results.
- 11) **Mid-December** – Consolidation of all the information gathered in the Exploitation stage of the project.
- 12) **Late December** – Final reporting with specific highlights of the results, sustainability beyond the duration of the project.

3 Additional Efforts: Scientific and Online Publications

1.1 Scientific Publications

Project partners, particularly research and academic institutions, will actively produce scientific publications to disseminate insights, findings, and best practices emerging from the INNOCAP project. Targeted conferences and/or journals will be identified to maximise the impact within relevant academic communities. These publications will focus on capturing theoretical advancements, empirical evidence, and methodological approaches related to disruptive innovation in digital public services.

In this context, the following publications have been submitted.

1.1.1 University of Galway - International Conference on Theory and Practice of Electronic Governance (ICEGOV)

A scientific publication submitted to an established venue, ICEGOV.

The International Conference on Theory and Practice of Electronic Governance (ICEGOV) is an annual conference concerning electronic governance coordinated by the United Nations University Operating Unit on Policy-Driven Electronic Governance (UNU-EGOV).

The conference promotes the interaction and cooperation between universities, research centres, governments, industries, and international organisations. It aims to share knowledge through the publication and presentation of academic papers. From 2007 to 2018, ICEGOV received 2025 paper submissions, published 1007 of them, and hosted more than 6000 participants from 109 countries worldwide.

Information about the project:

Title

A Disruptive Innovation Framework for the Peripheral Public Sector: A Case-Based Model from the Northern Periphery and Arctic Region

Abstract

Public sector organizations in remote and sparsely populated regions face persistent challenges in adopting digital innovation due to limited infrastructure, institutional capacity gaps, and rigid governance processes. Despite growing interest in digital transformation, few frameworks address the unique conditions of peripheral governance environments. This paper presents the INNOCAP Disruptive Innovation Framework, developed under the Interreg Northern Periphery and Arctic (NPA) Programme, as a structured model to build innovation readiness in such contexts. To address this gap, the project team conducted a qualitative analysis of 32 digital case



studies from NPA countries, collected via a digital open-ended questionnaire. Through inductive thematic coding, four key dimensions were identified: Digital Solutions, Procurement of Innovative Solutions, Delivery Models, and Skills. These dimensions form the foundation of the INNOCAP framework, guiding public authorities in embedding innovation into routine governance processes. Findings demonstrate that while digital experimentation is underway, its impact is often limited by fragmented delivery models, inflexible procurement, and skill shortages. Lessons learned highlight the importance of co-creation mechanisms, capacity-building programs, and adaptive procurement practices tailored to local needs. The framework has been piloted in select regions, and early outcomes suggest improved institutional alignment and readiness for digital service transformation. Future work will focus on evaluating pilot results, refining the framework, and exploring its transferability to other low-capacity governance settings. This study contributes a replicable and context-sensitive model for public sector innovation, with implications for both policy design and academic research on digital governance.

1.1.2 University of Helsinki's abstract presented on the 30th European Society for Rural Sociology Congress

Book

30th European Society for Rural Sociology Congress

of

Regional applications of conceptual transitions? A case study on practical complexities of twin transition in four countries

Oral

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Green and digital transitions or twin transition is perceived as providing potential solutions for the grand societal challenges such as climate change and inequality. Developments in twin transition offers opportunities also on a regional level. By drawing from recent scientific literature on green and digital transitions, our aim is to explore what kind of concrete and regionally relevant manifestations abstract and conceptual green and digital transitions could have. The analysed case demonstrates how the regional implementation of twin transition in a practical context take place and what kind of consequences are expected when the conceptual transitions meet the complexities of everyday. The qualitative data consists of different material collected during a digital services development project aiming at using digital technologies to improve regional capabilities in four countries: Finland (green transition on a map), Sweden (digital innovation service), Iceland (digital municipal waste system) and Ireland (flood monitoring system). The case analysis results show that digital and green transitions appear in different "concentrations". The transitions may escape definitions or cannot be distinguished from each other. Digital transition was perceived as an abstract and distant entity only seldom visible to people whilst green transition was perceived as more concrete, measurable and therefore customisable. More emphasis is needed on concrete transition examples, focused transition indicators and underlining the transition potential rather and the vague idea of transitions.

1.2 Online Publications and Articles

In parallel to academic publications, accessible online articles, blogs, and whitepapers will be produced to target broader audiences, including policymakers, public sector practitioners, and technology providers. These online resources will succinctly summarise project outcomes, lessons learned, and practical guidance for implementation and replication.

4 Conclusions

The INNOCAP Capacity Building Programme Exploitation Plan is structured to ensure the sustainable adoption and widespread dissemination of disruptive digital innovations in public services. By initially concentrating on effective internal adoption and integration within consortium organisations, the project establishes a strong foundation to support future outreach. The structured repository, targeted communication strategies, and proactive sharing of best practices will ensure continuous accessibility and transferability of the programme's resources.

Furthermore, complementary activities, including scientific publications and accessible online articles, will amplify the project's impact by disseminating knowledge to both academic and practitioner communities. Ultimately, the approach defined in this exploitation plan will foster lasting collaborations, encourage the replication of successful innovations, and sustain transformative impacts in digital public service delivery beyond the lifecycle of the INNOCAP project.

Annex 1 - Lessons learned and implications for the Capacity Building Programme

This section consolidates cross-cutting lessons learned from (a) pilot monitoring and evaluation evidence (INNOCAP Monitoring report D2.3.1) and (b) 31/10/25 Exploitation workshop synthesis notes (theme-based sticky-note analysis). The purpose is to translate these lessons into concrete improvements and additional assets for the INNOCAP Capacity Building Programme repository.

1.1 Method for integrating 'monitoring + workshop insights' into the programme

- Extract 'signals' from monitoring reports: barriers, enablers, outcomes, transferability recommendations, and user feedback.
- Capture workshop insights as short learning statements (one sentence each) and tag them to the five sustainability themes.
- Consolidate statements into a single 'lesson register' (Theme, Lesson, Evidence, Implication, Asset).
- Turn the register into shareable artefacts: templates, checklists, case studies, and short 'how-to' guides stored in the online repository.

1.2 Theme-based lessons and capacity-building enhancements

Theme	Observed lesson (summary)	Evidence / source	Recommendation for capacity building	Asset(s) to add to repository
Theme 1 - Organisational & Cultural Sustainability	Time constraints and limited staff capacity reduce participation and engagement.; Innovation is often perceived as an 'IT problem/solution' rather than an organisational change effort.;	Monitoring report (D2.3.1) + workshop notes	Module: 'Innovation in daily routines' (roles, timeboxing, incentives, champion model).; Toolkit: Champion/coach playbook + 'minimum viable governance' checklist.;	Champion playbook Engagement plan template
Theme 2 - Technical & Data-Driven Sustainability	A proper data process/pipeline is needed (collection, updates, monitoring).; Maintenance and currency of data	Monitoring report (D2.3.1) + workshop notes	Module: Data readiness & pipeline (sources, agreements, stewardship, update cadence).; Module: 'Dashboard	Data inventory template; Update cadence & ownership template;

	are ongoing burdens; data literacy & stewardship are essential.;		storytelling & UX' for public value and policy audiences.;	
Theme 3 Policy & Governance Integration	Pilots can remain 'islands of innovation' unless embedded into strategic plans/policy frameworks.; Communicating innovation to policymakers requires alignment with their narratives and decision cycles.;	Monitoring report (D2.3.1) + workshop notes	Module: Policy translation (from indicators to actionable decisions; 'what does this change tomorrow?').; Toolkit: Policy narrative brief, decision-maker demo script, and 'strategy-to-actions' workshop format.	Policy narrative template; Decision-maker demo script;
Theme 4 Knowledge Sharing & Replication	Ensure pilots translate into actual services; replication needs structured documentation and case studies.; Double-check that solutions are open-source/transferable; cloud platforms may scale but reduce portability.	Monitoring report (D2.3.1) + workshop notes	Module: 'Replication pack' (how-to guide + datasets + process roadmap + lessons learned).; Toolkit: Open-source/transferability checklist + vendor lock-in assessment.	Replication pack template; Open-source & portability checklist;
Theme 5 Financial & Resource Sustainability	Scaling requires continued funding and clear ownership post-project.; Combine EU/national/local funding; connect pilots to climate targets and local	Monitoring report (D2.3.1) + workshop notes	Module: Sustainability & funding strategy (business case, benefits, ownership, risk).; Toolkit: Funding landscape map (EU NPA/Horizon/LIFE + local), and a	Service sustainability canvas; Funding options checklist;

	innovation funds.; ...		'service sustainability canvas'.	
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1.2.1 Theme 1 – Organisational & Cultural Sustainability

Key lessons (workshop synthesis):

- Time constraints and limited staff capacity reduce participation and engagement.
- Innovation is often perceived as an 'IT problem/solution' rather than an organisational change effort.
- Embed light-touch innovation support into routine work via an innovation platform and internal champions/coaches (minimum effort for officers).

Supporting monitoring evidence (examples):

- User groups are busy and require active communication from the service provider.
- Final users could have been more involved in deciding technological implementation.

Capacity-building enhancements (what to add / strengthen):

- Module: 'Innovation in daily routines' (roles, timeboxing, incentives, champion model).
- Toolkit: Champion/coach playbook + 'minimum viable governance' checklist.
- Template: Department engagement plan + participation tracking sheet.

Repository assets to publish (proposed):

- Champion playbook (PDF)
- Engagement plan template (DOCX)
- Example lightweight innovation platform workflow (Miro/Notion)

1.2.2 Theme 2 – Technical & Data-Driven Sustainability

Key lessons (workshop synthesis):

- A proper data process/pipeline is needed (collection, updates, monitoring).
- Maintenance and currency of data are ongoing burdens; data literacy & stewardship are essential.
- Private/public partner data gathering can be challenging; data availability constraints shape scope.
- Data storytelling and UI/UX are as important as technical implementation—'the story of the dashboard must be immediately apparent'.

Supporting monitoring evidence (examples):

- Careful consideration is needed for what spatial data to display and whether it is available.
- Data should be used for storytelling; indicators/ad hoc data may be passed as irrelevant.
- No openly available spatial data/indicators of the digital transition limited scope.

Capacity-building enhancements (what to add / strengthen):

- Module: Data readiness & pipeline (sources, agreements, stewardship, update cadence).
- Module: 'Dashboard storytelling & UX' for public value and policy audiences.
- Toolkit: Data inventory + data governance 'RACI' + UX checklist for map/dashboard services.

Repository assets to publish (proposed):

- Data inventory template (XLSX/CSV)
- Update cadence & ownership template
- UX checklist + 'story-first' dashboard canvas

1.2.3 Theme 3 – Policy & Governance Integration**Key lessons (workshop synthesis):**

- Pilots can remain 'islands of innovation' unless embedded into strategic plans/policy frameworks.
- Communicating innovation to policymakers requires alignment with their narratives and decision cycles.
- Capacity building should go beyond technology into storytelling, UX/UI, and policy-facing communication.

Supporting monitoring evidence (examples):

- Strategies/policies are rarely refined into concrete actions; services can keep issues actively discussed.
- Interactive map service can support decision-making better than large written reports.

Capacity-building enhancements (what to add / strengthen):

- Module: Policy translation (from indicators to actionable decisions; 'what does this change tomorrow?').
- Toolkit: Policy narrative brief (1-pager), decision-maker demo script, and 'strategy-to-actions' workshop format.

Repository assets to publish (proposed):

- Policy narrative 1-pager template
- Decision-maker demo script

- 'Strategy to actions' workshop facilitation guide

1.2.4 Theme 4 – Knowledge Sharing & Replication

Key lessons (workshop synthesis):

- Ensure pilots translate into actual services; replication needs structured documentation and case studies.
- Double-check that solutions are open-source/transferable; cloud platforms may scale but reduce portability.

Supporting monitoring evidence (examples):

- Capacity-building sessions supported technology selection; however, more end-user involvement could improve decisions.
- Need to evaluate long-term sustainability: maintenance, obsolescence, ownership.

Capacity-building enhancements (what to add / strengthen):

- Module: 'Replication pack' (how-to guide + datasets + process roadmap + lessons learned).
- Toolkit: Open-source/transferability checklist + vendor lock-in assessment.

Repository assets to publish (proposed):

- Replication pack template
- Open-source & portability checklist
- Case study format (2–4 pages)

1.2.5 Theme 5 – Financial & Resource Sustainability

Key lessons (workshop synthesis):

- Scaling requires continued funding and clear ownership post-project.
- Combine EU/national/local funding; connect pilots to climate targets and local innovation funds.
- Good storytelling helps funding bodies provide sustained support.

Supporting monitoring evidence (examples):

- Need to evaluate the accessibility, maintenance, and long-term sustainability of a service; who will 'own' it and long-term benefits.

Capacity-building enhancements (what to add / strengthen):

- Module: Sustainability & funding strategy (business case, benefits, ownership, risk).
- Toolkit: Funding landscape map (EU NPA/Horizon/LIFE + local), and a 'service sustainability canvas'.

Repository assets to publish (proposed):

- Service sustainability canvas
- Funding options checklist
- Business case / cost-benefit template

1.3 Suggested ‘lightweight’ monitoring for the Capacity Building Programme (post-project)

To sustain the programme beyond the project period, we recommend maintaining a small set of consistent indicators:

- Engagement: number of participating organisations, attendance per session, and repeat participation.
- Adoption: number of pilots/services integrated into routine operations; ownership assigned (role/team).
- Repository usage: downloads/views of assets; number of case studies uploaded; most accessed templates.
- User value signals: qualitative feedback + basic usage analytics where relevant (e.g., active users, queries, feedback).
- Transferability: number of external organisations requesting knowledge-transfer sessions and replication packs.