



Digi-Inclusion Network – Torres Vedras Integrated Action Plan

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Section 1: City Context & Vision

URBACT Network Topic

The Digi-Inclusion network addresses one of the most pressing challenges of modern urban development: the **digital divide** and its impact on social exclusion, which exacerbates vulnerabilities among already marginalised groups, including older adults, people with disabilities, migrants, and those with lower educational or economic backgrounds. As cities across Europe advance with digital transformation strategies to improve economic growth and service delivery, significant portions of the population risk being excluded, deepening existing inequalities.

The digital divide encompasses three interrelated dimensions:

1. Access divide: lack of access to infrastructure, devices, or connectivity (e.g., broadband internet).
2. Use divide: deficiencies in digital skills and knowledge to navigate and use technologies effectively.
3. Usability divide: limited ability to leverage digital opportunities to participate fully in society due to barriers like service design, literacy, and motivation

Moreover, Digi-Inclusion proposes the following overarching objectives:

- Addressing existing gaps in **digital access** and skills.
- Promoting the **inclusive design** of public e-services to ensure equity for all citizens.
- Embedding **digital inclusion** as a central pillar of local policies to ensure long-term sustainability and avoid creating new exclusionary barriers during digital transitions.

Key Overarching Challenges

The cities in the network, including Torres Vedras, face common challenges rooted in their local contexts:

1. **Lack of Strategic Frameworks for Digital Inclusion:** While many cities have digital transformation strategies, digital inclusion remains underdeveloped, leading to ad hoc initiatives rather than systemic approaches.
2. **Resource Limitations and Prioritisation:** Digital inclusion is often not a core policy priority, resulting in limited funding, fragmented efforts, and uncoordinated actions.
3. **Insufficient Data on the Digital Divide:** Reliable and granular data on who is excluded, why, and how remains a significant gap. Cities lack systematic approaches to identify target groups and measure the impact of inclusion efforts.
4. **Complex Needs of Vulnerable Populations:** Many excluded groups face multiple forms of exclusion, such as economic, educational, or social barriers. Addressing digital exclusion requires tailored interventions that respond to these interconnected challenges.
5. **Motivation and Digital Literacy:** A significant barrier to digital inclusion is not merely access but **trust and motivation**. Many individuals do not recognise the value of digital tools or struggle to adapt to rapid technological changes

The URBACT Digi-Inclusion Network Contribution

The Digi-Inclusion network aims to empower cities to tackle these challenges through a structured, collaborative, and integrated approach. By leveraging transnational learning and exchange, cities can:

- Develop **Integrated Action Plans (IAPs)** that address the digital divide systematically.
- Test and refine actions that target access, skills, usability, and motivation gaps.
- Mainstream digital inclusion as a key consideration in local governance and policymaking.

The network promotes **people-centred policies**, ensuring that digital tools and services become enablers for social participation, not barriers. This approach aligns with broader European goals outlined in the **Digital Decade 2030** and the Sustainable Development Goals (SDGs), reinforcing the principle of **leaving no one behind**.

Context and Background of Torres Vedras

Situated 53 km north of Lisbon on the Atlantic coast, Torres Vedras benefits from its proximity to the Portuguese capital and other regional hubs. This strategic location fosters economic growth, supported by a well-developed network of transport links. The municipality includes 13 parishes, predominantly rural, except for the urbanised core in Santa Maria, São Pedro and Matacães. The city serves as the economic and cultural heart of the region, concentrating social and infrastructural resources.

Demographic Statistics

The municipality of Torres Vedras spans an area of 407.1 km² and is home to 83,072 inhabitants, according to the 2021 census. The population has grown 4.54% since 2011, marking it as the municipality with the highest population increase in the Centro Region (NUTS II). Within the Oeste Region (NUTS III), Torres Vedras holds the third-highest population density, with 209.7 inhabitants per km².

The demographic structure is characterised by an ageing population, reflected in an ageing index of 172.1 in 2021, compared to 111.1 in 2001. Most residents (53.25%) are aged 25 to 64, while 22.77% are 65 or older. Children (0 to 14 years) represent 13.24%, and youth (15 to 24 years) make up 10.74%. Additionally, 7.5% of residents hold foreign citizenship, with Brazil, Nepal, and Romania being the primary countries of origin.

Economic Structure and Employment

The local economy is predominantly tertiary (68.5% of employment), driven by retail, tourism, and services. The secondary sector employs 24.42% of the workforce, primarily in manufacturing, while the primary sector accounts for 7.08%, anchored in agriculture and related industries. Tourism plays a vital role, benefiting from the municipality's Atlantic coastline and its reputation for wine and nature tourism.

Unemployment in Torres Vedras is relatively low at 6.1%, below both the regional average (6.4%) and the national rate (8.1%). Over the last two decades, tertiary employment has increased by 25%, while secondary employment has slightly declined, and primary sector employment has remained stable.

Social Challenges and Inequality

Despite its socio-economic growth, Torres Vedras faces significant challenges in addressing social inequality. Key issues include:

- **Digital Divide:** A generational gap in digital skills and access persists, particularly affecting older residents and individuals with lower educational levels.
- **Social Exclusion:** Public services across health, culture, leisure, housing and employment are increasingly digitalised, requiring adapted solutions to ensure ease of access for all.
- **Immigrant Integration:** Although migration has been consistently positive, socio-economic integration of immigrants, particularly from Brazil, Nepal, and Romania, remains an area of focus.

Relevant Strategies and Policies

The development of the Digi Inclusion Integrated Action Plan is grounded in a multi-level policy context that spans European, national, regional, and municipal strategies. These frameworks collectively shape the principles, priorities, and implementation opportunities that inform local digital inclusion efforts.

At the European level, the European Declaration on Digital Rights and Principles for the Digital Decade serves as a key reference. It calls for inclusive digital transformation that places people at the centre, promotes solidarity, and ensures that no one is left behind in the digital transition. This is reinforced by [Digital Compass 2030](#), which sets ambitious targets for digital skills, infrastructure, and public services across the EU.

As part of the URBACT IV Digi-Inclusion network, Torres Vedras also contributed to and endorsed the Digi-Inclusion Partner Declaration on Digital Rights. This declaration was co-authored by partner cities and signed in Iasi in September 2024 as an internal political commitment. It outlines a shared ambition to embed digital inclusion across all aspects of local governance, emphasising equitable access, digital safety, linguistic diversity, and meaningful citizen participation in digital spaces.

At the national and regional levels, [Portugal's Digital Strategy](#) and the [Centro Regional Circular Agenda](#) provide clear strategic guidance and funding channels for local innovation. These frameworks prioritise digital skills development, accessibility, and the strengthening of local governance capacity to foster inclusive digital ecosystems.

At the municipal level, Torres Vedras has already demonstrated a commitment to digital accessibility and social cohesion through initiatives such as the [Social Development Plan of Torres Vedras 2024-2028](#) and the [Torres Vedras Agenda 2030](#).

Positioned at the foundation of this inverted pyramid, the Digi Inclusion IAP builds upon and localises these frameworks. It translates strategic goals into concrete, participatory actions tailored to the territory's specific challenges—targeting digital exclusion among older adults, migrants, and people with disabilities through collaborative governance and place-based innovation.

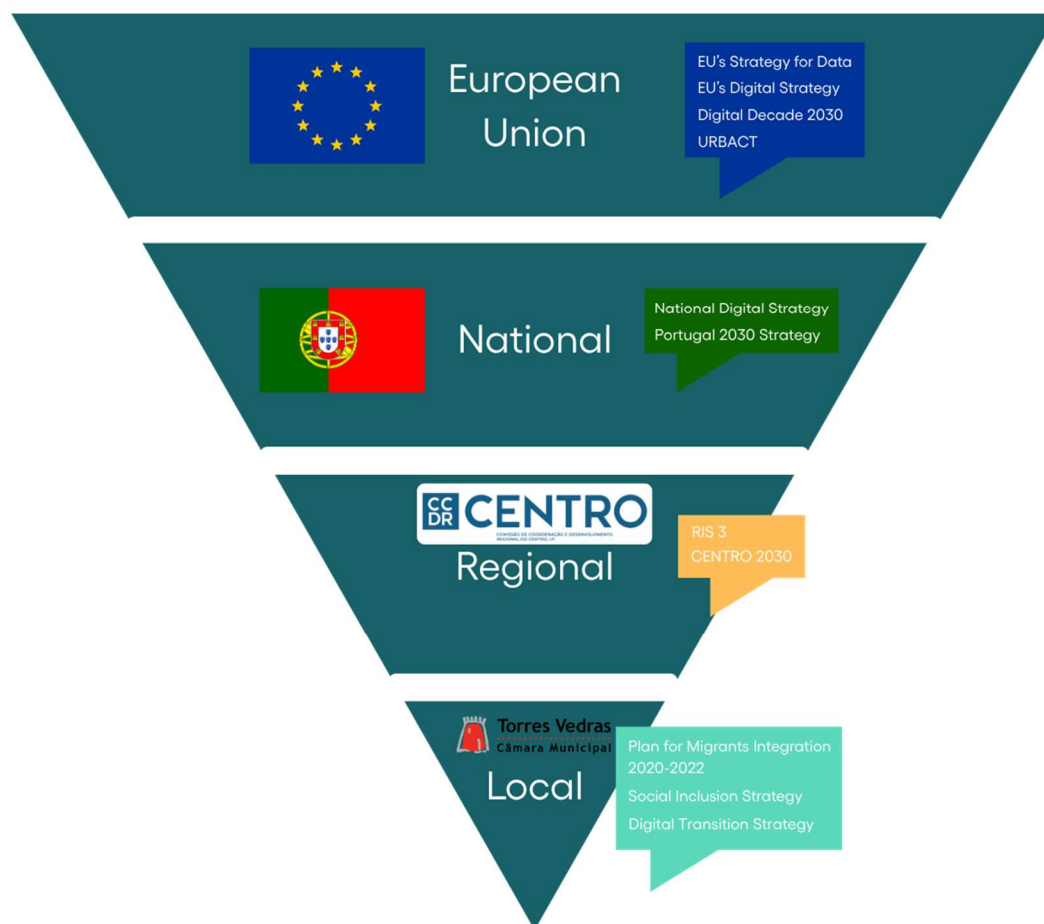


Figure 1 - Digi-Inclusion Policy Frameworks

SWOT analysis

A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis was employed to provide a comprehensive understanding of the current landscape in Torres Vedras regarding digital inclusion. By identifying strengths, weaknesses, opportunities, and threats, this analysis forms the foundation for strategic interventions within the IAP. It ensures that existing resources and capabilities are leveraged effectively while addressing critical challenges and mitigating risks

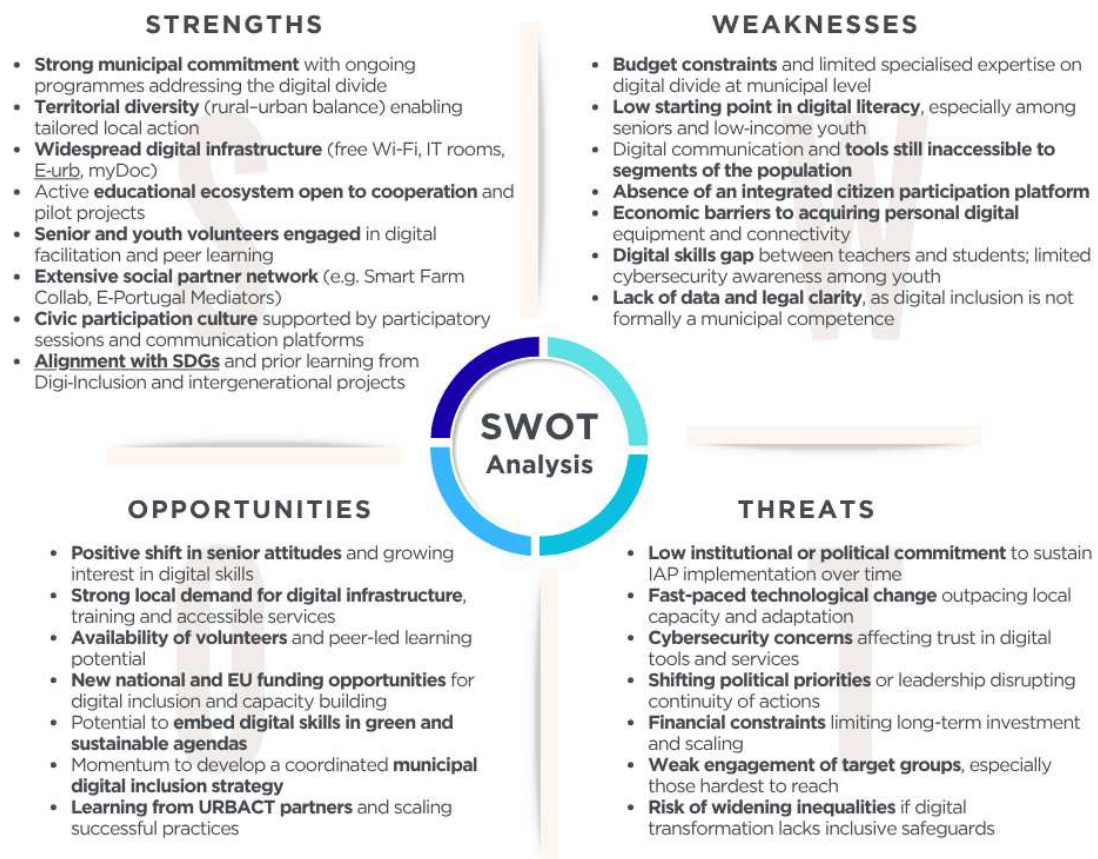


Figure 2 - Torres Vedras IAP SWOT Analysis

As a summary of the SWOT analysis the following strengths and opportunities are highlighted, namely: Strong stakeholder engagement through the newly formed URBACT Local Group (ULG) which brings together several municipal departments, NGOs, schools, and private companies. In addition, Existing projects and initiatives such as "Eu Sou Digital" and local school robotics initiatives demonstrate the potential to expand digital skills training. Moreover, the cultural adaptability of the Municipality of Torres Vedras, demonstrated by the successful work in social inclusion initiatives close with migrants and minorities, as well as its experience in addressing the rural/urban divide to tailor solutions for diverse community needs. Finally, the innovation potential brought forward by local enterprises, such as IKI Technologies and their myEyes app for people with visual disabilities, provide examples of innovative solutions that can be scaled and adapted. Regarding threats and weaknesses, an overstretched human and financial resources constrain the capacity to implement comprehensive digital inclusion programmes, which are hindered by lack of baseline data making it difficult to assess the scale of the issue and track progress. The little notions known are of the skills gap in local workforce which are unable to meet demands of modern job markets and social participation dynamics. Lastly, engagement barriers, especially with more vulnerable populations, such as seniors, low-skilled individuals and migrants may lack motivation or awareness to participate.

Local Needs and Challenges

The identification of local needs and challenges in Torres Vedras is rooted in a comprehensive analysis conducted through stakeholder engagement and local diagnostics. This process aimed to uncover the barriers that hinder digital inclusion and equity within the municipality by gathering insights from stakeholders and examining local conditions. This approach ensures that the identified challenges directly inform and shape the IAP, targeting the root causes of digital exclusion with tailored interventions.

To aid the problem framing process stakeholders were engaged in focus group sessions on the 29th of February 2024, in order to determine a set of action or initiatives which should start, others that should stop, some more which should continue and the remaining ones which should improve or change to better serve the digital needs of people with disabilities, migrants and senior citizens. The Start, Stop, Continue & Improve/Change Methodology was employed.

Digitally Vulnerable People

Start	Stop	Continue	Improve/Change
<ul style="list-style-type: none"> • Creation of an accessible queue management system. • Training on digital access for people with disabilities. • Development of a single accessible application with information on municipal services and geolocation. • Simplified, centralised and accessible information for all. • Improved coordination and awareness-raising with national entities. • Enhancing schools' accessibility and inclusivity. 	<ul style="list-style-type: none"> • Excessive and confusing information (e.g.: email signatures). 	<ul style="list-style-type: none"> • GADV/APECI/Balcão de Inclusão. • Development of accessible apps and digital tools. • Training sessions on basic access to digital equipment/tools. 	<ul style="list-style-type: none"> • Improve accessibility to Municipality of Torres Vedras' website. <ul style="list-style-type: none"> • Media content not accessible. • Torres Vedras' newsletter not accessible. • Public services information not displayed online. • Simplification of emails. • New features in the "My Eyes" app. <ul style="list-style-type: none"> • Installation of beacons at bus stops, municipal facilities, and streets. • Capacity building and creation of practice groups for digital access. • Survey issues regarding to the accessibility of national public service apps (Portal das Finanças, Segurança Social Direta). • Municipal public service not available or not easily accessible online.

Migrants			
Start	Stop	Continue	Improve/Change
<ul style="list-style-type: none"> • Mobile projects – promoting schooling and digital integration. • Digital content adapted to different languages. • Capacity building for public portals/websites access. • Capacity building for public sector employees regarding migrant inclusion. • Creation of an app for road safety for migrants. • Application with geolocation and diverse information about the municipality, scalable to the country (e.g., public transportation, healthcare, public transportation, emergency contacts). • Create a reporting portal for precarious housing, employment or other socially vulnerable situations. • “Digital Skills for Life” – decentralised training to support tasks such as writing letters, accessing tax services, immigration procedures (AIMA), Social Security, and municipal services. • Create a municipal job posting online forum. 		<ul style="list-style-type: none"> • <u>Digital academy for parents</u> – through Centro Qualifica. • Short computer literacy modules within Portuguese Language courses for foreigners (PLA). 	<ul style="list-style-type: none"> • Apps to facilitate English communication for public services/employees. • Municipal digital platforms connected to schools/education, with language selection options. • Find cultural mediators to facilitate migrants’ digital integration and access to public services.

Seniors			
Start	Stop	Continue	Improve/Change
<ul style="list-style-type: none"> • Provision of IT equipment for everyone. • Intergenerational training sessions with young people. • Peer-to-peer capacity-building actions (group-based). • Training/capacity-building on “Digital skills for life”. • Training on online safety and cybersecurity. • “<u>Aqui, acolá por onde andará</u>” toolkit. 		<ul style="list-style-type: none"> • Courses/basic knowledge on digital devices. 	<ul style="list-style-type: none"> • More spaces for computer use.

Table 1 - Start, Stop, Continue & Improve/Change Methodology – Digitally Vulnerable People

Based on the suggestions gathered from the focus groups, the following critical gaps, including generational disparities in digital skills, limited access to technology, and the exclusion of vulnerable groups from essential services and opportunities were highlighted.

- **Generational digital divide**

The ageing population in Torres Vedras faces considerable difficulties in acquiring digital skills. Senior adults, who account for 22.7% of the population, often struggle to engage with technology, largely due to lower education levels, lower digital literacy and lack of motivation. As a result, many seniors experience social isolation and limited access to essential services and opportunities, exacerbating their exclusion.

- **Digital integration of migrants**

Migrants, representing 7.5% of the population (mainly from Brazil, Nepal, and Romania), face additional barriers for digital inclusion. Language and cultural differences, cases of low digital literacy, and a lack of culturally adapted tools hinder their ability to integrate socio-economically. These challenges limit access to public services, their understanding (tax, social security, healthcare) as well as knowledge on citizen rights and duties, limited access to education and better employment opportunities, further marginalising this group.

- **Improving the capacity of social economy organisations**

Social economy organisations in Torres Vedras are vital in supporting vulnerable populations but often operate with low levels of digitalisation. For instance, nearly 50% of these organisations do not have a website, and 80% do not use digital document management systems. This digital gap undermines their efficiency and restricts their capacity to deliver services to the community more efficiently.

- **Access to digital public services**

Despite efforts to develop digital tools for public services, accessibility remains a challenge for many citizens in Torres Vedras. Limited digital literacy and inadequate infrastructure create barriers, particularly for vulnerable groups. The absence of user-friendly, inclusive digital services increases inequalities, preventing many residents from accessing municipal resources and support systems.

This can be summarised in the problem tree displayed below:

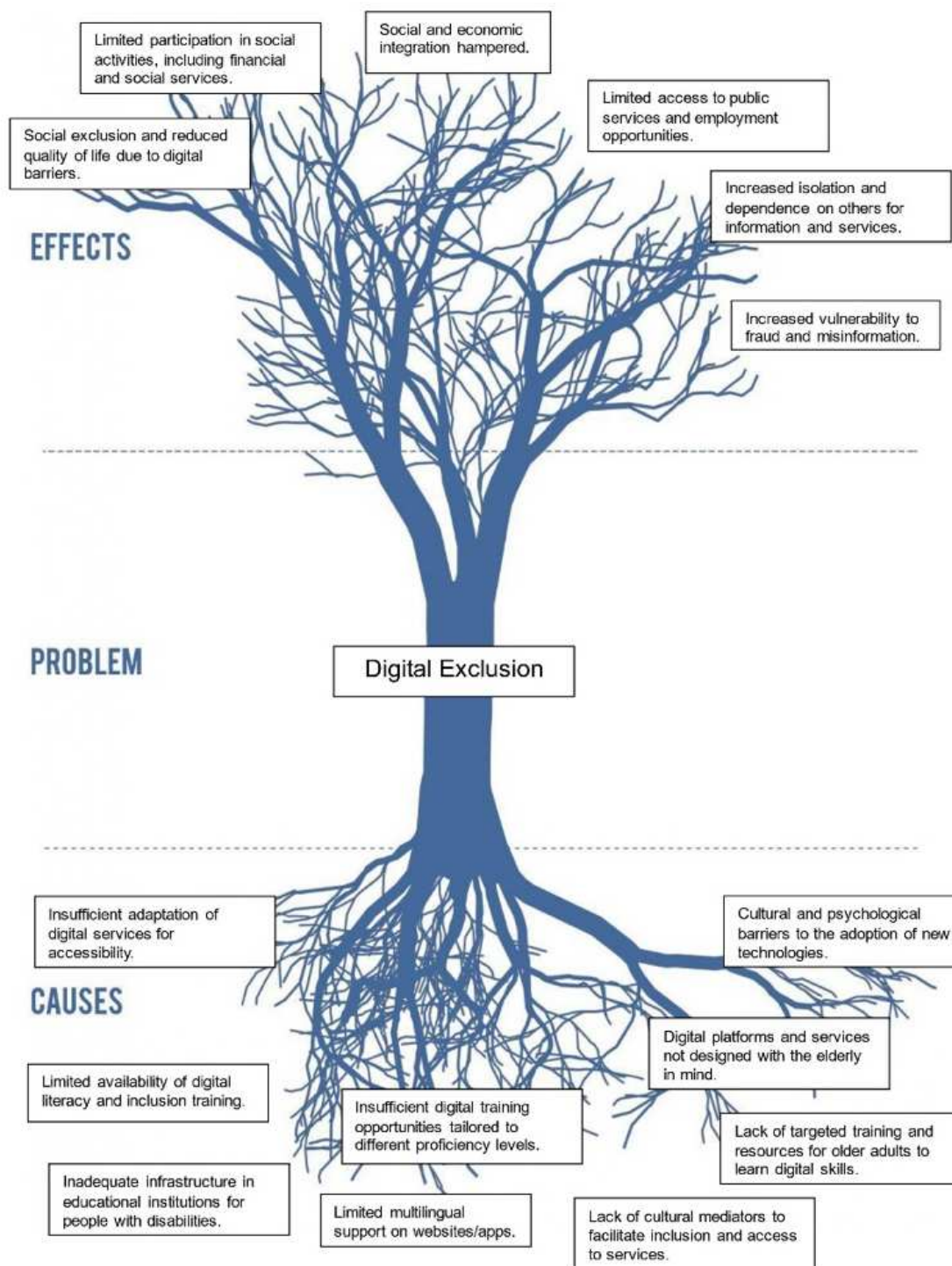


Figure 3 - Torres Vedras Problem Tree: A visual representation of the root causes, central problem, and consequences of digital exclusion in the municipality.

ULG Stakeholders list

The URBACT Local Group (ULG) in Torres Vedras has been established as a collaborative and inclusive platform to co-design solutions that promote digital inclusion for all residents. The ULG has an evident focus on participation and diversity, bringing together a wide range of local stakeholders. That is mirrored in the group's composition, with representatives from local associations, as well as technology startups, schools, and community-based organisations. The involvement of educational institutions, for instance, supports the development of intergenerational initiatives, while local tech companies contribute to the design of inclusive digital tools. The ULG is adaptable to provide a comprehensive response to targeted issues, by inviting specialist organisations, including migrant associations and interpreters, to evaluate and provide inputs on more culturally and linguistically appropriate actions.

The ULG operates through a collaborative format, placing emphasis on interactive and outcome-oriented workshops designed to generate ideas, identify priorities, and foster co-responsibility, with participants being regularly divided into **thematic working groups** to explore specific issues. The group works closely with various municipal departments, including Information Technologies, Education, and Social Services, ensuring that digital inclusion efforts are coordinated and aligned with existing policies and service delivery. Additionally, the ULG actively seeks regional and national partnerships, such as with the Asylum, Migration and Integration Fund (FAMI), to secure resources that enhance the implementation and sustainability of pilot actions.

Moreover, **meetings are held biannually**, with biannual reviews to assess progress and realign priorities as needed.

The work of the ULG has directly contributed to the design and refinement of the pilot actions discussed on section 3, through the following suggestions which came as outcomes of previous meetings. The following points are some examples of those outcomes:

- For people with disabilities, the installation of accessible queue management systems in municipal services and the delivery of assistive technology workshops, in partnership with ACAPO was suggested.
- For migrants, multilingual digital literacy sessions and the creation of digital welcome kits with key information on housing, health, and education, accessible via QR codes in schools and health centres was raised.
- For seniors, the ULG has championed intergenerational mentorship programmes and the "Digital for Life" workshops, delivered in collaboration with institutions such as Caixa Geral de Depósitos to improve digital confidence in managing banking and other essential services.

In addition, cross-cutting proposals suggested the development of a single accessible municipal application, "Torres Vedras para Todos", offering centralised information with features like voice navigation and service geolocation, as well as training for public service employees to promote inclusive service delivery.

The URBACT Local Group (ULG) in Torres Vedras includes representatives from:

ULG Structure			
Torres Vedras City Council	Local Organisations	Private Sector	Education, Capacity Building and Social Innovation Stakeholders
<p>Social Development Office. IT Department. Communications Office. Education Department. Environmental Department. Local Enterprises Support Centre. Visual Support Office.</p>	<p>Associação Para a Educação de Crianças Inadaptadas (APECI). <ul style="list-style-type: none"> • People with disabilities <p>Centro de Acolhimento (CAS) S. Pedro Cadeira. <ul style="list-style-type: none"> • Nursing home. • Represents the other nursing homes in the area. <p>Junta de freguesia (parish) Santa Maria São Pedro Matacães. <ul style="list-style-type: none"> • Represents all the other parishes. </p></p></p>	<p>Campus Neurológico Sénior (CNS) – Elderly health unit. <ul style="list-style-type: none"> • Digital health inclusion. iKi technologies. • Local enterprise for inclusion and innovative technology (MyEyes App developers). </p>	<p>Agrupamento de Escolas de São Gonçalo (AESG) – School group of São Gonçalo. <ul style="list-style-type: none"> • Robotics. • Action plan for digital development. • Represents all the other schools. <p>Oeste Respira. <ul style="list-style-type: none"> • Social Innovation Incubator. <p>Centro Qualifica. <ul style="list-style-type: none"> • Capacity building centre to fight low levels of education. </p></p></p>

Table 2 - ULG Stakeholder List

Local priorities

The local priorities were defined based on the identified strengths, challenges, and stakeholder input. These priorities represent targeted areas of intervention that address the most pressing needs while leveraging existing opportunities. They aim to provide a clear roadmap for achieving digital inclusion and equity in Torres Vedras through actionable and strategic measures. The following priorities were identified:

Enhancing Digital Literacy among seniors, people with disabilities, migrants, and unemployed citizens to promote social inclusion and employability.

1. For example, implementing tailored training programmes for visually impaired individuals and seniors to equip them with the necessary skills to confidently use digital tools and services, enabling greater independence and social inclusion, or promoting digital tools for socio-economic integration of migrant populations through tailored language and cultural solutions.

Improving Digital Public Services

2. Developing and implementing inclusive, user-friendly, and multilingual public digital services to ensure all residents, including those with limited digital literacy, can effectively access municipal resources.

Building the Digital Capacity of Social Economy Organisations

3. Supporting NGOs, community groups, and social enterprises in adopting and utilising digital tools to enhance their efficiency, outreach, and capacity to serve vulnerable populations effectively.

Assess and Enhance Digital Accessibility in Public Spaces

4. Diagnosing the state of digital access in public spaces across the municipality and addressing infrastructural barriers to ensure equitable access to digital tools and internet connectivity for all citizens.

Section 2: Overall logic & integrated approach

Intervention logic model

Vision

Following on the vision's preview, the most basic premise the IAP addresses is “all citizens of Torres Vedras are digitally included, with equal access to digital technologies, possessing the necessary skills to fully use digital services”.

Strategic axes

The vision is broken into three key strategic axes, each supported by one or more pilot actions:

1. **Assess Digital Accessibility and Literacy**
2. **Tailor Digital Solutions for Vulnerable Populations**
3. **Improve Digital Public Services**



Figure 4 - Digi Inclusion Strategic Axes

Derived from these three strategic axes and eight SMART (Specific, Measurable, Achievable, Relevant, and Time-bound aims) objectives were proposed with their respective tangible goals and related high-level actions, showcased on the following table. Moreover, the transversal axis of sustainability was added, with the objective to evaluate, monitor, communicate and disseminate results.

Nº1	Strategic axes	Objective	High-level action	Timeline	Budget	Action owner(s)
1	Assess Digital Accessibility and Literacy	Diagnosis - Digital Access in Public Spaces	PILOT 1: Survey of spaces, digital equipment, and capacitor support available, as well as a user needs assessment.	December 2024 - April 2025	2500 €	Torres Vedras Municipality
		Acquisition and/or consolidation of digital skills	Digital skills certification: Development of a course for basic digital proficiency (4 modules of 25h)	October 2025 – May 2026	3000 €	Centro Qualifica and AEHN
			Digital Skills within the "Local Project Promoting Qualifications B1, B2, B3"	January 2025 – January 2026	3000 €	Centro Qualifica and AEHN
		Subtotal				8500 €
2	Tailor Digital Solutions for Vulnerable Populations	Digital Empowerment of Visually Impaired People	Co-design and deploy a digital toolkit (apps, audio guides, accessible interfaces) for visually impaired users, ensuring at least 50 users test and validate the solution. Co-design a unique accessible app (Torres Vedras for All) with public service information (city-level) and geolocation, including beacon implementation at bus stops	April 2026 - June 2027	24000 €	Torres Vedras Municipality,
			PILOT 2: 5 training sessions on digital access for groups with specific needs: blind/low vision, intellectual disability, others in Torres Vedras for All app (50 participants)	March 2025 – April 2025	2500 €	Torres Vedras Municipality, ACAPO, Cabra Cega Association
			4 Training sessions on digital access for groups with specific needs: blind/low vision.	January 2026 - March 2027	5000 €	Torres Vedras Municipality
		Improvement of migrants' access to public services information	Torres Vedras' Digital welcome kit: Easy access to general information regarding public services, health care, emergency information and culturally relevant sites & events in 5 different languages	October 2025 – June 2027	18000 €	Torres Vedras Municipality

		Increasing digital skills among elderly	PILOT 3: Project Click No Age: Training 150 seniors in essential digital skills (e.g., using smartphones, accessing e-health services, online banking) through x monthly training sessions	January 2025 – May 2025	2800 €	Torres Vedras Municipality
			Project I Am Digital: Implementation of a training programme comprised of 4 sessions per academic year, led by schools and their students to promote intergenerational exchange	September 2025 – May 2026	5000 €	AEHN
		Subtotal				57300 €
3	Improve Digital Public Services	To create inclusive digital service improvement	Digital Inclusion Taskforce: Municipal staff, service users, and local NGOs, with the mandate to monitor and co-create inclusive digital service improvements—holding quarterly review meetings and publishing an annual impact report	October 2025 - December 2027	7000 €	Torres Vedras Municipality
		To create inclusive digital service improvement	Ensure that 100% of key municipal digital public services (e.g., tax, social services, health appointments) are audited for usability and accessibility, leading to at least 3 service redesigns based on citizen feedback	October 2025 - December 2027	7000 €	Torres Vedras Municipality
		Improvement of Digital access in public spaces through the creation of Digital Kiosks	Increase the number of digitally accessible public spaces (with free Wi-Fi, public access computers, and assistive technologies) by 30% across target neighbourhoods	January 2026 - June 2027	8000 €	Torres Vedras Municipality
		Subtotal				22000 €
Sustainability		Monitoring and Evaluation	External Evaluation	January 2025 – December 2027	15000 €	Torres Vedras Municipality

	Communication and outreach	Communication Plan	June 2023 – December 2027	5000€	Torres Vedras Municipality
	Subtotal			20000 €	
	Total			107800 €	

Table 3 - Digi-Inclusion SMART Objectives and Actions

BUDGET OVERVIEW

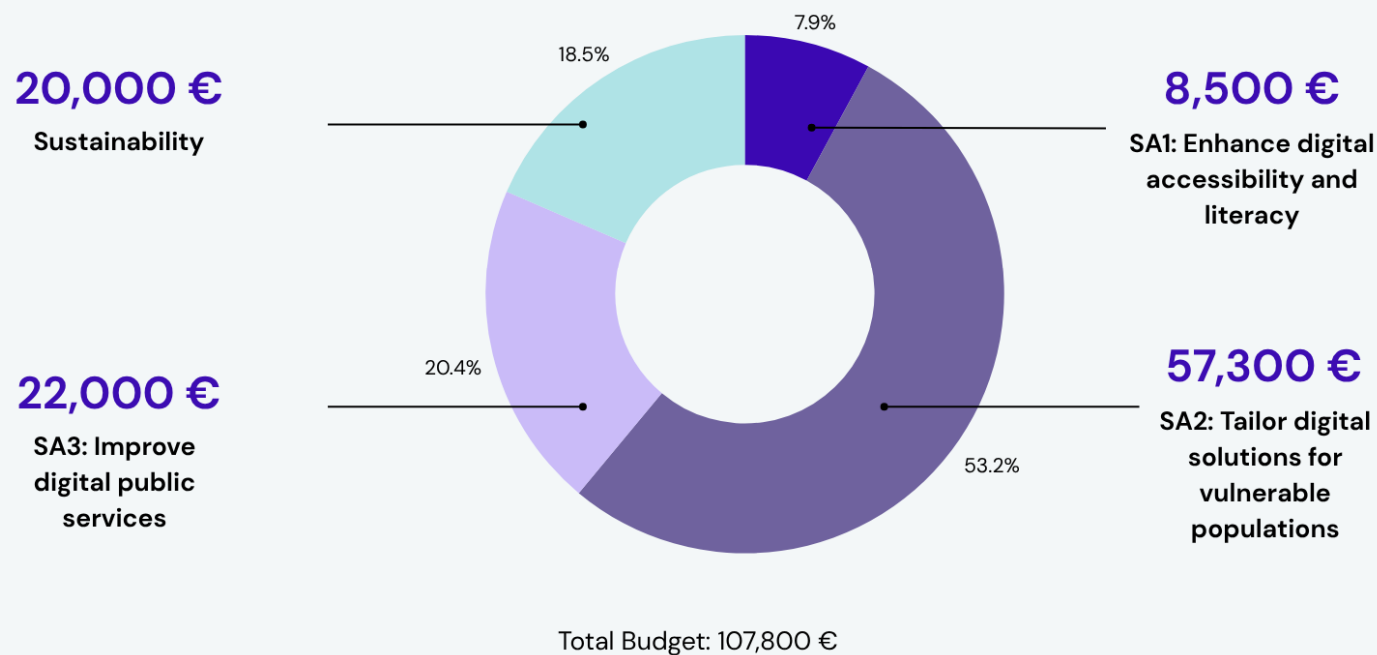


Figure 5- Budget Overview per Strategic Axis (SA)

BUDGET PER ACTION

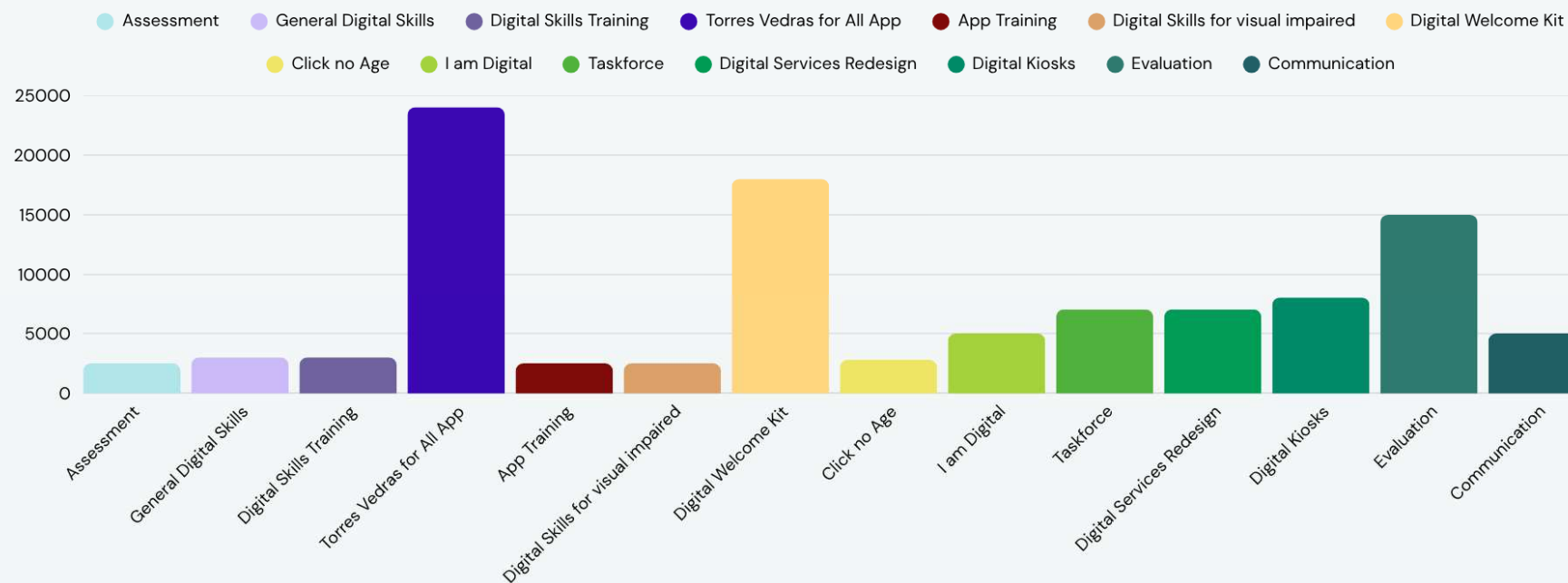


Figure 6 - Budget per Action

Funding Strategy

A blended funding approach will be adopted to finance the IAP activities, combining local, national, EU, and private sources. The Torres Vedras City Council will allocate resources from its operational and investment budgets **for the pilot actions to fully fund them**. External funding, especially in the form of working hours from partners, will be actively sought to scale and sustain the actions over time and mostly beyond 2026.

Funding Source	Estimated Contribution	Purpose
Municipality of Torres Vedras	26800€	Staffing, venues, operational coordination
ITI RAI	12000€	Migrant digital literacy actions, adapted and translated design materials
Partners (staff working hours)	22000€	Capacity Building, Evaluation
EU Programmes from the Municipality and Partners (e.g., ERDF, Horizon Europe, LIFE, CEF, ESF+)	47000€	Capacity building. Digital tools, adapted training materials, focus group session

Table 4- Funding Sources for the IAP Implementation

FUNDING SOURCES

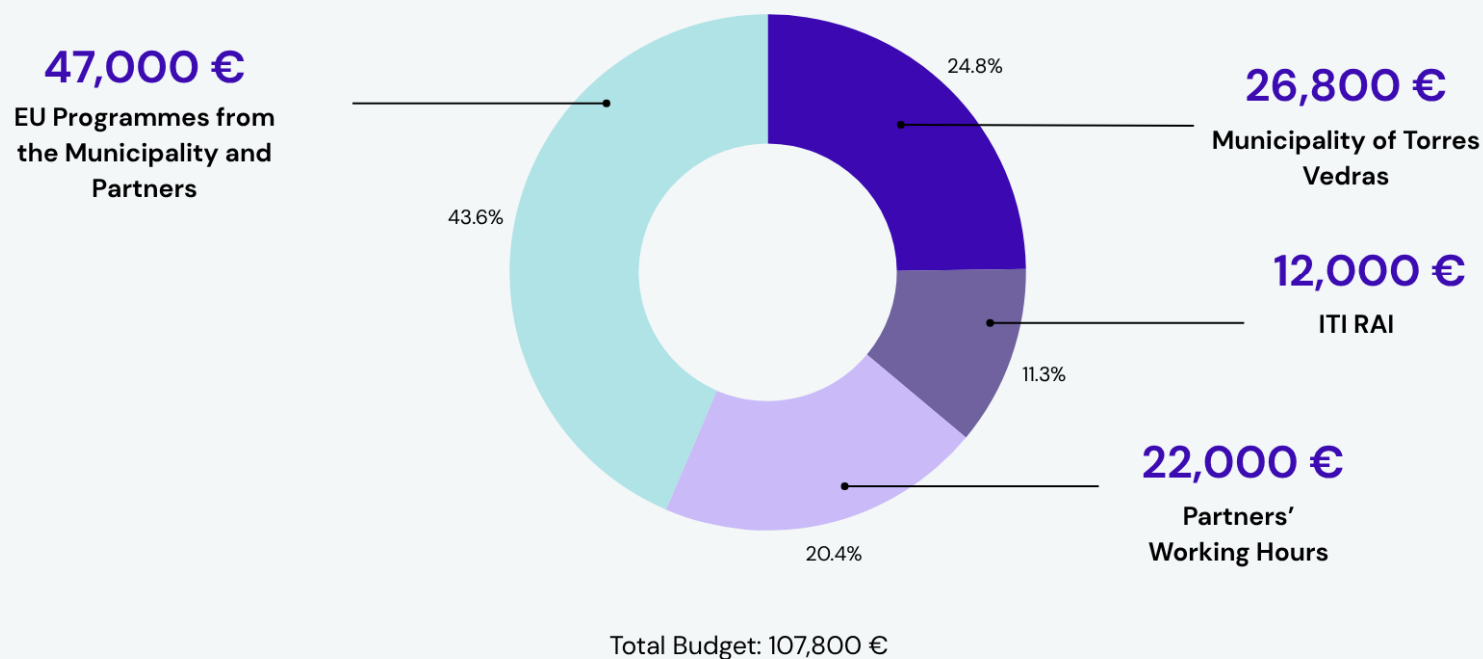


Figure 7 - IAP Funding Sources

Section 3 - Action plan details

Analysis of pilots actions

Following the productive discussions in the ULG meetings, the team identified several innovative pilot actions to address the strategic axes for Torres Vedras within Digi-Inclusion. The following actions were designed to jumpstart and test the vision for the city's future:

- Diagnosis - Digital Access in Public Spaces
- Digital Empowerment of Visually Impaired People
- Click No Age

Pilot Action 1: Diagnosis - Digital Access in Public Spaces

The pilot action 1 is directly aligned with **Strategic Axis 1: Assess digital accessibility and literacy** and **Strategic Axis 3: Improve digital public services**. Ensuring equitable access to digital infrastructure is a fundamental step towards inclusive digital transformation. This pilot sought to evaluate the current conditions of digital access in public spaces across the municipality, to identify key barriers and lay the groundwork for targeted improvements.

The main objective of the pilot was to diagnose the state of digital inclusion infrastructure, particularly access to public equipment and free internet (Wi-Fi) to understand where gaps exist and how they affect residents' ability to participate in the digital world. This diagnosis was not only technical, but also social in nature, aiming to capture user experiences and perceived obstacles, thereby fostering a deeper understanding of the real conditions faced by citizens.

The reasoning behind this approach stems from the need to map existing resources, identify unmet needs, and support the design of context-sensitive strategies to face the digital divide. Through a systematic methodology combining both quantitative tools (checklists) and qualitative assessments, the pilot collected comprehensive data on the availability and usability of digital infrastructure in public spaces. For instance, the following key questions guided the inquiry:

- What is the current availability of public digital equipment and Wi-Fi across the municipality?
- What are the key gaps and limitations?
- What barriers, physical, technological, or social, prevent effective digital inclusion?
- How can access to digital tools be improved in underserved areas?
- What training and capacity-building methods are best suited to local needs?

The ultimate contribution of this pilot, beyond its immediate outputs, lies in its potential to influence future planning and resource allocation. By clearly identifying needs and opportunities, it enables the municipality to define new actions and support decentralised digital capacity-building in parishes. This, in turn, opens pathways to empower local communities, bridging the digital divide sustainably. In the post-project phase, the data and recommendations from this pilot will serve as a critical foundation for integrated infrastructure planning, partnership mobilisation, and the design of further tailored training initiatives.

Activity number	Activity Name			
1	Assess digital access in public spaces			
Link to vision		This pilot directly supports Digi-Inclusion's goal of fostering equitable digital access by identifying and addressing barriers in public spaces, ensuring no citizen is excluded from the digital society.		
Area of intervention		Torres Vedras		
Task description				
Task 1 - Meetings with the Parish Council Presidents of the municipality				
Task 2 - Identification of the needs of the Parish Councils				
Task 3 - Request for information from the Municipal Council's Technology and IT Department				
Task 4 - Data analysis and report writing				
Task 5 - Presentation of findings and strategic recommendations				
Leader		Partner		Role
City Council of Torres Vedras Social Development Division				Management and data analysis
		City Council of Torres Vedras Technology and IT Department		Digital Space Information Collection
		Henriques Nogueira School Group		Technical inputs
		Local Parish's Councils		Ground support
Contact	dds@cm-tvedras.pt / 261 320 772			
Implementation timeframe				
Start date: December 2024			End date: April 2025	
Cost			Funding	
Category	Amount	Total	Secured	Needed
Staff hours and coordination	2000€		2000€	0€
Resources used / vehicles	500€		500€	0€
		2500€	2500€	
			Funding Sources	
			Municipality of Torres Vedras	
Monitoring				
Output indicator	Monitoring mechanism		Baseline (date:)	Target (date:)
Nº of meetings	Survey		No data / December, 2024	13 / March, 2025
Nº of public spaces identified with Wi-Fi	Survey		No data / December, 2024	28 / February, 2025
Nº of public spaces assessed as needing Wi-Fi	Survey		No data / December, 2024	23 / February, 2025
Nº of public spaces identified with computer equipment	Survey		No data / December, 2024	3 / February, 2025
Nº of public spaces assessed as needing computer equipment	Survey		No data / December, 2024	5 / March, 2025

Nº of tools developed	Project documentation review	No data / December, 2024	1 / January, 2025
Result indicator	Monitoring mechanism	Baseline (date:)	Target (date:)
Nº Report on increased knowledge of local reality	Report	No data / December, 2024	1 / April, 2025
Nº Increase in number of digitally accessible public spaces (measured 1 year after)	Follow-up survey/ survey	No data / December, 2024	28 / December 2027
Risk assessment			
Risks	Odds	Impact	Mitigation measures
Low participation from Parish Councils	Medium	Medium	Schedule meetings in advance; Explain the importance of digital inclusion for everyone.
Lack of access to private/public spaces for evaluation	Medium	High	Formal letters of support from municipality; involve authorities early
Checklist fails to capture real accessibility barriers	Low	High	Pilot test checklist in 2-3 locations before full rollout
Delays in implementation, data analysis and report writing	Medium	Medium	Clear timeline with realistic and not overly ambitious milestones and responsible persons assigned

Table 5 - Pilot Action 1: Assessment of Digital Access in Public Spaces

Pilot Action 2: Digital Empowerment of Visually Impaired People

This pilot action is aligned with **Strategic Axis 2: Tailor digital solutions for vulnerable populations** and **Strategic Axis 3: Improve digital public services**, by addressing the specific digital inclusion needs of people with visual impairments. It aims to reduce structural barriers and promote equity in access to digital resources, ultimately contributing to greater social participation and quality of life for this community.

The main objective was to deliver peer-led training for visually impaired individuals, focusing on assistive technologies that support autonomy and digital inclusion. Recognising that mainstream approaches to digital literacy often exclude people with disabilities, this pilot centred the experience and expertise of the target group—using a participatory design and delivery model grounded in empathy, relevance, and accessibility.

The reasoning behind this initiative is rooted in the idea that digital exclusion reinforces social exclusion, and that digital empowerment is essential to independent living. The pilot sought to both identify individual and collective needs, and to test strategies that respond effectively to those needs.

The peer-to-peer model was chosen to build trust, motivation, and relatability among participants, with training sessions covering tools such as screen readers, mobile accessibility features, and other assistive technologies. Participants were encouraged not only to learn but also to share strategies adapted to their personal circumstances, making the sessions dynamic and relevant. The following key questions were sought to be addressed by the pilot:

- What specific digital needs exist among visually impaired citizens?
- Does the peer-led approach produce tangible learning outcomes?
- Which topics and tools are most valued by participants?
- How can we scale this training to other vulnerable groups?
- Is there interest in further sessions, and which formats or themes would be most effective?

The expected outcomes include a measurable increase in the digital skills and confidence of participants, with broader impacts in terms of social inclusion, independence, and well-being. Even though the pilot generated valuable knowledge about the appropriateness of the methodology and provided indicators of demand and satisfaction, such as the number of participants, their preferred themes, and reported benefits. During implementation, it became evident some participants still lack access to digital equipment waiting for support from Social Security. This is the first major hurdle which must be overcome. Although some participants grasp basic knowledge, still struggle to effectively teach others and propagate results beyond the sessions. Moreover, looking beyond the project's duration, this pilot lays the groundwork for replication and scaling.

Finally, to strengthen the impact and long-term value of the pilot, several benchmark initiatives were identified as potential tools for integration or inspiration:

- Projeto Digiteca, a free digital library for people with visual impairments, could be integrated into future training modules to promote reading, access to information, and lifelong learning.
- Lego Braille Bricks, developed by the LEGO Foundation, provide a tactile and inclusive method of early digital and literacy education, particularly valuable in intergenerational or school-based formats.
- SmartLazarus, created by the University of Salamanca, offers an indoor guidance system using smart technologies such as Wi-Fi, GPS, and ZigBee. Its application could support mobility in public buildings or training centres used by the pilot.
- Be My Eyes, a free mobile app connecting visually impaired users to sighted volunteers via video calls, was presented as a practical tool that supports independent problem-solving in everyday contexts.
- DOSVOX and JAWS, already widely used screen reader software, were central to the training and remain critical for digital navigation and internet use.

Activity number	Activity Name		
2	Digital Empowerment of Visually Impaired People		
Link to vision		This pilot promotes equitable digital inclusion by empowering visually impaired citizens with the skills and confidence to independently access digital technologies.	
Area of intervention		Torres Vedras	
Task description			
Task 1 - Organise focus groups			
Task 2 - Application of instruments in focus groups			
Task 3 – Preparation of report based on identified data			
Leader		Partner	Role
City Council of Torres Vedras Social Development Division			Management and data analysis
		City Council of Torres Vedras Office for Visual Impairment Support	Conduct needs assessment and organise focus groups
		Associação Cabra Cega	Organise focus groups Conduct needs assessment, co-design app and assess
		ACAPO	
		GADV	
		APECI	
		CLAIM	
		Gabinete de Apoio à Deficiência Visual	Design peer-led training framework

			Iki Technologies (MyEyes App)		Design and Implementation of Torres Vedras for All App	
					Torres Vedras for All App user capacity building	
			University research centres		Evaluation and reporting	
Contact	dds@cm-tvedras.pt / 261 320 772					
Implementation timeframe						
Start date: March 2025				End date: May 2025		
Cost				Funding		
Category	Amount	Total	Secured		Needed	
Staff hours and coordination	2000€		2000€		0	
Resources used / vehicles	500€		500€		0	
		2500€	2500€			
			Funding Sources			
			Municipality of Torres Vedras			
Monitoring						
Output indicator	Monitoring mechanism		Baseline (date:)		Target (date:)	
Nº of attendances	Survey		No data / March 2025		19 / May, 2025	
% of people who own a mobile phone	Survey		No data / March 2025		89 % / May, 2025	
% of people who know how to use basic mobile phone features	Survey		No data / March 2025		58 % / May, 2025	
	Survey		No data / March 2025		47 % / May, 2025	
% of people who own a computer						
% of people who know how to use basic computer features	Survey		No data / March 2025		52 % / May, 2025	
% of people who would like to learn more about using a mobile phone	Survey		No data / March 2025		63 % / May, 2025	
% of people who would like to learn more about using a computer	Survey		No data / March 2025		32 % / May, 2025	
Nº of tools developed	Project documentation review		No data / March 2025		1 / May, 2025	
Result indicator	Monitoring mechanism		Baseline (date:)		Target (date:)	
% of participants reporting increased digital skills (measured 1 year after training)	Post-training survey / self-assessment		No data / March 2025		20% / May 2026	
% of community involvement	Attendance sheets / Surveys		No data / March 2025		63 % / May, 2025	

Increased digital access to useful information and social inclusion of visually impaired users (measured 1 year after)	Survey	No data / March 2025	20% / December, 2026
Risk assessment			
Risks	Odds	Impact	Mitigation measures
Participants do not have digital device	Medium	High	Support the process of acquiring digital devices through social assistance programmes
Difficulty recruiting peer-trainers	Medium	High	Early engagement with NGOs; small incentives (recognition certificates, stipends)
Inadequate accessibility of training materials	Medium	High	Consult accessibility experts during development; pre-test materials with target group
Low participant attendance	Medium	Medium	Flexible scheduling, transportation support if needed, awareness campaigns

Table 6 - Pilot Action 2: Digital Empowerment of Visually Impaired People

Pilot action 3: Click No Age

The 3rd pilot action, Click No Age, is directly aligned with **Strategic Axis 2: Tailor digital solutions for vulnerable populations**, focusing on the digital empowerment of seniors. The pilot recognises that digital exclusion is particularly acute among the elderly, who often face greater barriers in accessing technology and navigating online services.

The central objective was to equip seniors with the practical digital skills necessary for everyday life, such as using smartphones, managing online banking, or accessing health services, thereby improving their autonomy, social connection, and quality of life. The pilot was grounded in the understanding that digital literacy is now a fundamental competence for full participation in society, and that the complexity of digital tools often marginalises those with limited prior exposure.

To ensure relevance and effectiveness, the project began with a needs assessment, including a focus group to gather qualitative insights from the target audience. This informed the design of a pedagogical framework and the selection of appropriate trainers. The following key guiding questions were sought after:

- What is the current level of digital literacy among older adults in the municipality?
- Which topics and tools are most relevant to their everyday needs?
- Does the methodology adequately address their learning styles and pace?
- Should these actions be maintained or expanded to other vulnerable groups or territories?
- What is the impact of digital training on participants' lives and autonomy?

A training schedule was developed, enrolment was opened, and training sessions were conducted using a hands-on, supportive methodology tailored to the learning pace and preferences of older adults. The methodology was carefully chosen to be inclusive, patient, and responsive, fostering a learning environment where seniors felt safe to ask questions and engage with unfamiliar technologies. The

content focused on areas most relevant to their daily lives and independence, promoting both technical competence and confidence in using digital tools. This pilot hopes to generate valuable insights to support the definition of future and complementary training actions, including opportunities to scale the approach to other vulnerable populations or apply it in additional municipal territories.

Finally, to strengthen the impact and long-term value of the pilot, several benchmark initiatives were identified as potential tools for integration or inspiration:

- Cyber_Sénior: Based in the municipality of Pombal, Cyber_Sénior is a Digital Inclusion Centre offering a dedicated space for older community members to develop digital skills through intergenerational exchange and learning. A particularly valuable component is the free telephone helpline, providing ongoing support to seniors using digital tools.
- Oficinas Digitais: Implemented by the Municipality of Arouca, the “Digital Workshops” target individuals aged 65 and over, equipping them with skills in using laptops, tablets, and smartphones. The initiative delivers 15 structured sessions led by an IT specialist and is expected to reach at least 240 participants. Its systematic approach and direct municipal investment offer a solid template for scalable and publicly backed senior digital education.
- Reconnected Programme: Developed by Telefónica in Spain, this initiative delivers digital training to seniors via online courses, in-person workshops in cities like Madrid and Málaga, and digital literacy resources for family members and care professionals. This multichannel and inclusive model demonstrates how engaging the broader support network of older people can reinforce learning outcomes and confidence.
- Intergenerational Digital Inclusion Projects: Funded by the Social Innovation and Entrepreneurship Development Fund (SIE Fund) from Hong Kong, these projects explore innovative formats for bridging generations through technology:
 - Gerontechnology and Rehabilitation: Trains unemployed youth to support elderly individuals through digital tools aligned with occupational therapy.
 - Digital Care Teams: Youth-led groups offer guidance to seniors on digital health, cognitive tools, and entertainment.
 - Immersive Digital Learning: Combines theoretical instruction with co-designed extracurricular activities tailored to senior learners.
 - Satellite Digital Centres and Mobile Classrooms: Deliver training and technical support in remote or underserved areas.
- MOAI: A RegioStars Award-winning initiative, MOAI leverages emerging technologies to combat isolation and loneliness among senior citizens. Through an open innovation model, it brings together community actors and technological developers to deliver solutions such as AI-based prediction tools, chatbots, and social robotics.
- Comunidade Criativa para a Inclusão Digital in Guimarães, features a mobile digital inclusion unit, a van equipped with computers and connectivity, that travels to underserved areas. This model exemplifies flexible capacity building and decentralised outreach and could inspire Torres Vedras to explore a similar approach with its proposed Digital Kiosks, particularly to reach seniors, migrants, and visually impaired residents in rural or hard-to-access parishes.

Activity number	Activity Name			
3	Click No Age			
Link to vision		This pilot project enables a diagnosis of the municipality, ensuring that seniors are not digitally excluded by equipping them with practical digital skills for everyday life and promoting their active citizenship in the digital society.		
Area of intervention		Torres Vedras		
Task description				
Task 1 - Design training materials tailored for seniors				
Task 2 - Conduct focus groups to identify participant needs				
Task 3 - Process the collected data				
Task 4 - Recruit and train facilitators (trainers/volunteers) based on identified needs				
Task 5 - Deliver training sessions				
Task 6 – Analyse feedback and prepare report				
Leader		Partner		Role
City Council of Torres Vedras Social Development Division				Management and data analysis
		City Council of Torres Vedras Quality of Life in Aging Unit (Senior Groups)		Design training and identify participants
		City Council of Torres Vedras Physical Activity Unit		Conduct needs assessment and organise focus groups
Contact	dds@cm-tvedras.pt / 261 320 772			
Implementation timeframe				
Start date: January 2025			End date: May 2025	
Cost			Funding	
Category	Amount	Total	Secured	Needed
Staff hours and coordination	2000€		2000€	0
Resources used / vehicles	500€		500€	0
Training sessions (facilitation)	300€		300€	
		2800€	2800€	
			Funding Sources	
			Torres Vedras Municipality	
Monitoring				
Output indicator	Monitoring mechanism		Baseline (date:)	Target (date:)
Nº of focus groups conducted	Survey		No Data / January 2025	16 / March, 2025
Nº of seniors surveyed in focus groups	List of survey		No Data / January 2025	213 / April, 2025
Nº of training sessions delivered	Survey		No Data / January 2025	11 / April, 2025
Nº of seniors trained	Survey		No Data / January 2025	10 / April, 2025
Result indicator	Monitoring mechanism		Baseline (date:)	Target (date:)
Nº of seniors reporting greater	Participant feedback / surveys		No Data / January 2025	20 / December, 2026

confidence using mobile phones (measured 1 year after training)			
Nº of seniors maintaining use of digital services 6 months after training	Post training long term impact	No Data / January 2025	5 / December 2025
Nº of tools developed	Project documentation review	No Data / January 2025	2 / May 2025
Risk assessment			
Risks	Odds	Impact	Mitigation measures
Seniors' resistance to technology	Medium	High	Focus on practical, everyday applications and use patient, peer-friendly trainers
Limited availability of suitable venues and equipment	Medium	Medium	Early reservation of municipal spaces; explore partnerships with local schools, libraries
Trainers not adapting to participants' learning pace	Medium	High	Provide trainer orientation focused on adult education methods
Dropout during the training programme	Medium	Medium	Flexible scheduling, motivating environment, emphasize benefits

Table 7 - Pilot Action 3: Click No Age

Integrated nature of the actions

The actions are designed to tackle three key components of digital inclusion: **Access**, through the diagnosis of gaps in public digital spaces (pilot action 1), Torres Vedras ensures that physical and infrastructural barriers are identified and addressed. This foundational step enables the design of targeted improvements to expand accessibility for all citizens. **Skills**, through pilot actions 2 and 3 which focus on equipping vulnerable population, such as visually impaired individuals and seniors, with tailored digital skills training. These initiatives aim to enhance the participants' ability to navigate and utilise digital tools confidently and effectively. Finally, **usability**, a critical element across all pilot actions on ensuring public digital spaces and services meet diverse user needs. The incorporation of the "mystery client" methodology, wherein trained individuals pose as service users to evaluate the inclusiveness and accessibility of digital public services, in pilot action 1 highlights a commitment to gathering real-world user feedback to refine service delivery.

Section 4 – Implementation Framework

Governance and Oversight Structure

The implementation of the Torres Vedras Integrated Action Plan (IAP) under the Digi-Inclusion network will follow a participatory governance model grounded in shared responsibility and collaboration. The lead coordinating entity is the Municipality of Torres Vedras, working in close partnership with local stakeholders and thematic experts. A permanent structure will be maintained through the URBACT Local Group (ULG), which will shift its role from co-design to co-implementation. Note that it is of the best interest of Digi-Inclusion that the ULG has additions of new relevant stakeholders, as required. The ULG will meet quarterly to review progress, provide feedback, and support adaptive management of the actions. Its members include representatives from municipal departments, education institutions, NGOs, social economy organisations, and private enterprises involved in digital innovation.

The pilot action will have the Municipality of Torres Vedras as the main responsible party for execution, monitoring, and reporting. These leads will be supported by thematic working groups mobilised around specific topics, such as senior digital inclusion, accessibility, or migrant integration. To ensure transparency and accountability, an **Annual Implementation Report** will be produced and shared with all stakeholders. Additionally, periodic public events and workshops will be organised to share updates, collect citizen feedback, and maintain momentum.

Roles and responsibilities

- **Municipality of Torres Vedras:** overall programme leadership; coordination and secretariat to the ULG; contract and budget oversight; stakeholder convening; progress reporting and escalation.
- **URBACT Local Group (ULG):** co design and advice; mobilisation of partners and facilities; review of progress, risks and learning; proposal of adjustments. Membership may be expanded to include additional stakeholders where relevant.
- **Delivery partners:** provision of venues, trainers and specialist expertise; contribution to data for monitoring and learning. Partners include schools, Centro Qualifica, ACAPO and community facilities.

Decision making and review

Operational decisions are taken by the municipal lead in consultation with the relevant partners and validated in ULG sessions. The ULG meets quarterly as stated above and may convene ad hoc checkpoints when needed to resolve issues between meetings.

Pilot leads and key partners

- **Pilot 1,** Diagnostic of public digital access: Lead, Municipality of Torres Vedras; Partners, parishes and local facilities that host public access points.
- **Pilot 2,** Digital capacity for people with visual impairment: Lead, Municipality of Torres Vedras; Partners, ACAPO and the Visual Support Office.
- **Pilot 3,** Click No Age: Lead, Municipality of Torres Vedras; Partners, local school groupings and Centro Qualifica.

Monitoring and Evaluation

The monitoring and evaluation framework will use a combination of quantitative and qualitative tools to track outputs, outcomes, and impacts.

For each pilot action, specific indicators will be monitored, ranging from participation numbers and training hours to satisfaction levels and long-term behavioural changes. Baselines and targets have been set during the design phase and will guide performance assessment.

Key tools include:

- Pre- and post-action surveys to measure skill improvement and confidence
- Participation tracking (number of users, sessions, devices deployed)
- Structured feedback from ULG reviews
- Community-based reporting (for accessibility gaps and user suggestions)

Monitoring will be read directly against the outcomes set out in Section 2 and the pilot outputs described in Section 3. The Municipality will maintain a simple internal dashboard that brings together survey results, participation data and partner feedback so that progress is visible and timely adjustments can be prepared for the URBACT Local Group.

The ULG will meet twice a year to consider the dashboard and evidence, agree any adjustments, and record learning for the next delivery wave. Where a quick change is needed, the Municipality may convene focused checkpoints between these reviews to unblock issues. **For the diagnostic of public digital access**, attention will be on the number of locations mapped across the territory, the kinds of needs identified, the share of sites with a feasible improvement option, and the follow through on agreed fixes. **For the digital capacity offer for people with visual impairment**, the focus will be on participation and topics covered, satisfaction with the sessions, and reported confidence using assistive technologies after participation. **For Click No Age**, emphasis will be on seniors completing modules, continuity between sessions, and qualitative feedback about everyday digital tasks that participants can perform more independently. If participation or completion remains materially below target across two checkpoints, delivery will be adapted by adjusting venue, timing or content focus; if satisfaction or confidence dips, the content will be revised and an extra mentoring touchpoint added in the next cycle.

Data will be collected consistently using shared templates and definitions. Personal information will be minimised, stored securely under consent and (GDPR) General Data Protection Regulation, and used only for the stated purposes. Public facing summaries will be written in clear language and made accessible. Findings from the twice-yearly reviews and from the Annual Implementation Report will feed into municipal planning cycles and inform the evolution of the local digital inclusion approach after the project period.

To support consistent performance tracking across the Integrated Action Plan, a set of general indicators has been defined. These align with the three strategic axes and transversal sustainability priority, complementing the detailed indicators presented under each pilot action in Section 3.

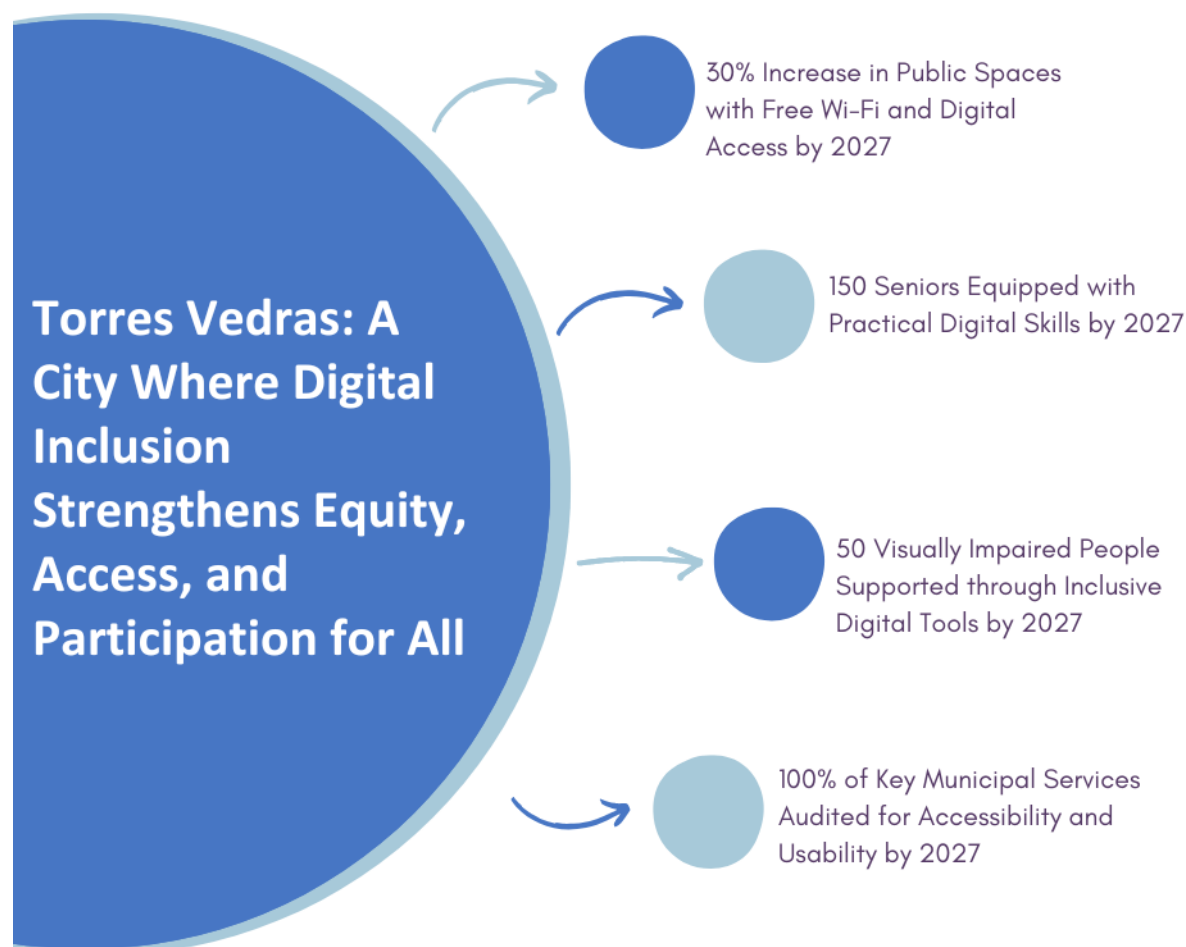


Figure 8 - Digi Inclusion Expect Impact

Strategic Axis	Indicator	Target (by 2027)
Digital Accessibility and Literacy	Nº of public spaces with Wi-Fi or digital access	+30%
	Nº of participants in basic digital literacy training	300 individuals
	Nº of certified digital skills training modules completed	4 modules
Tailored Solutions for Vulnerable Populations	Nº of visually impaired people supported through digital tools	50 individuals
	Nº of migrants accessing digital welcome kit	200 individuals
	Nº of seniors completing digital training sessions	150 individuals
	Nº of inclusive digital tools or applications developed	2 tools
Inclusive Digital Public Services	% of municipal digital services audited for accessibility	100%
	Nº of redesigned or improved digital public services	3 services
	Nº of digital kiosks or access points installed or upgraded	At least 10 new/improved locations
Sustainability	Nº of URBACT Local Group meetings held	6 meetings (biannual)
	Nº of annual implementation reports produced	3 reports
	Nº of community feedback inputs integrated into actions	50 contributions

Table 8 - IAP Monitoring and Evaluation Indicators

Estimated Cost Overview

Implementing the Pilot Actions and remaining activities in the IAP in a complex, evolving digital landscape involves managing behavioural, operational, and financial risks. A proactive risk mitigation approach has been developed, involving early identification, collaborative troubleshooting, and flexibility. As previously mentioned, the pilot actions will be fully funded by Torres Vedras City Council.

Pilot action	Cost Category	Estimated Cost (€)
Diagnosis – Digital Access in Public Spaces	Staff hours and coordination for Surveys, fieldwork, reporting, analysis tools	2000€
	Resources used / vehicles	500€
Subtotal - Pilot 1		2500€
Digital Empowerment of Visually Impaired People	Staff hours, coordination and capacity building	2000€
	Resources used / vehicles	500€
Subtotal - Pilot 2		2500€
Click No Age	Focus group, needs assessment and capacity building	2000€
	Resources used / vehicles	500€
	Training sessions (facilitation)	300€
Subtotal - Pilot 3		2800€
Total Estimated Cost		7800€

Table 9 - Digi-Inclusion's Pilot Actions Budget Overview

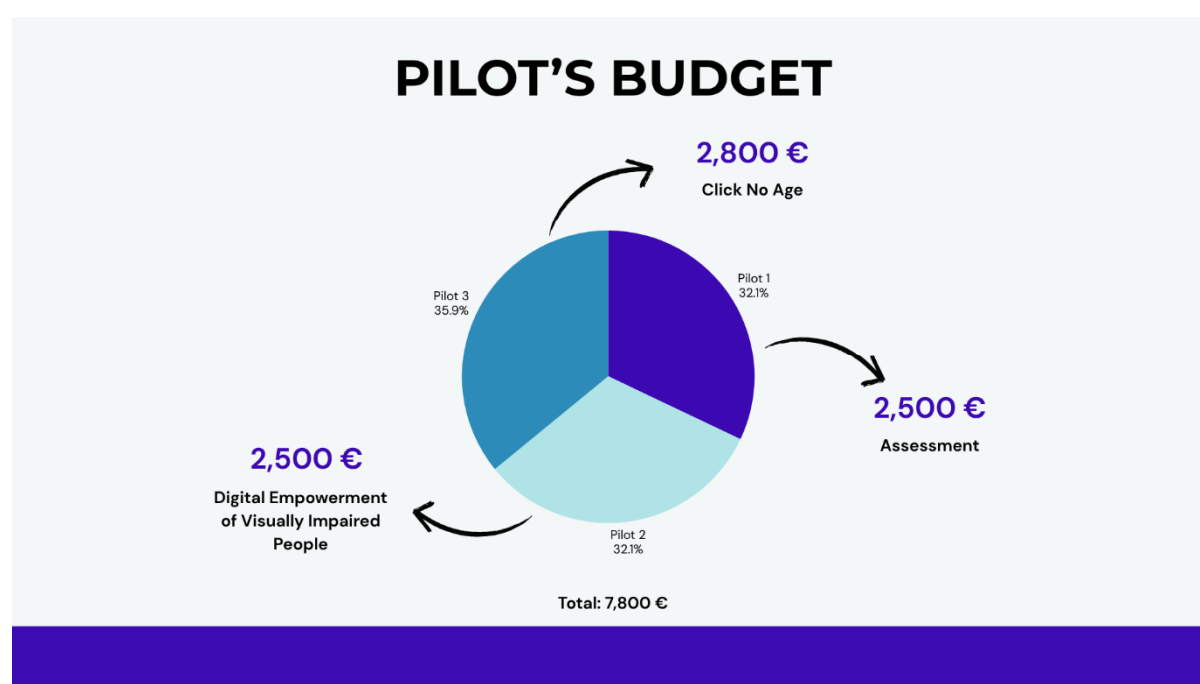


Figure 9 - Pilot Actions Budget

Risk Management

Implementing the IAP in a complex, evolving digital landscape involves managing behavioural, operational, and financial risks. A proactive risk mitigation approach has been developed, involving early identification, collaborative troubleshooting, and flexibility.

Risks are reviewed twice a year in the ULG, using a short register that records the owner, early warning signs, planned mitigation and a simple contingency if the risk materialises. Between reviews, the Municipality may call focused checkpoints where a quick decision is needed. New risks can be logged by any delivery partner and are validated in the next ULG session. For each risk, record: description; likelihood and impact; owner; early warnings; mitigation; contingency; review date. Keep entries brief so the register is usable.

Risk	Type	Probability	Impact	Mitigation	Responsible Entity
IAP: Funding shortfall during delivery	Financial	Medium	High	Phase delivery, sequence no regret actions first, align with active national or European calls referenced in the plan, and confirm in kind support from partners before launch.	Municipality of Torres Vedras (Finance Unit + Social Development Division)
IAP: Data protection and privacy when handling participant records	Data and legal	Medium	Medium	Use shared templates and clear data minimisation rules, store data securely, brief all partners on basic GDPR duties, and pause collection until records are complete and correct.	Municipality of Torres Vedras (IT Dept. + Social Dev. Division)
IAP: Accessibility compliance gaps in municipal content and forms	Service quality	Medium	Medium	Apply an accessibility checklist to priority pages and PDFs, schedule quick fixes, and test with assistive technologies with specialist organisations; provide assisted channels while fixes are deployed.	Municipality of Torres Vedras (Comms Office) with ACAPO / APECI
IAP: Low participation from target groups	Participation	Medium	High	Use culturally appropriate outreach, simple language materials and trusted venues; mobilise intergenerational formats and community partners to boost motivation.	Municipality of Torres Vedras (Social Dev. Division) with ULG partners
IAP: Overload on municipal staff	Organisational	Medium	Medium	Distributed leadership model; collaboration with NGOs and schools	Municipality of Torres Vedras (Social Dev. Division)
IAP: Evidence quality and missing baselines weaken results	Data and legal	Medium	Medium	Use shared enrolment templates to capture a minimal baseline; define plain-language indicators; keep a light internal dashboard	Municipality of Torres Vedras (Social Dev. Division)
IAP: Policy reprioritisation slows implementation	Organisational	Low	High	Anchor delivery across multiple departments via the ULG; maintain brief progress notes to keep actions visible in planning cycles.	Municipality of Torres Vedras (Social Dev. Division) with ULG partners

Pilot 1 Infrastructure unreliability at public access points	Technical	Medium	Medium	Use the diagnostic to map outages and constraints, agree fixes with site owners, maintain a simple service log, and signpost users to alternative sites during incidents.	Municipality of Torres Vedras (IT Dept. + Parish Councils)
Pilot 1 Procurement or venue lead times delay the schedule	Delivery	Medium	Medium	Plan purchases early, prioritise existing municipal and partner facilities, and agree simple booking processes so sessions are not postponed.	Municipality of Torres Vedras (Social Dev. Division)
Pilot 1 Limited collaboration from parishes blocks the diagnostic or fixes	Delivery	Medium	Medium	Engage sites early with a simple visit plan and clear benefits; share a short “what to expect” note; escalate persistent cases via the ULG.	Municipality of Torres Vedras (Social Dev. Division) with ULG partners
Pilot 2 Low confidence using assistive technologies after training	Participation	Low	Medium	Build in practice time with real tasks, add a follow up call after the session, and offer a light refresher clinic in the next cycle.	ACAPO + Municipality of Torres Vedras (Social Inclusion Unit)
Pilot 2 Compatibility barriers with assistive technologies and devices	Technical	Medium	Medium	Test on common devices and readers in advance, prepare step by step aids in accessible formats, and provide a fallback option during sessions.	ACAPO + ULG Partners
Pilot 3 Attendance drop off between sessions	Participation	Medium	High	Keep sessions short, use familiar venues, send reminders, and pair learners with mentors to sustain motivation.	Municipality of Torres Vedras (Social Dev. Division) + Parishes
Pilot 3 Volunteer or facilitator fatigue	Delivery	Medium	Medium	Rotate facilitators, recognise contributions, keep a small reserve list through the ULG network, and space delivery waves appropriately.	Municipality of Torres Vedras + Centro Qualifica
Pilot 3 Practical access barriers for seniors (transport, timing, venue familiarity) reduce attendance	Participation	Medium	Medium	Schedule at familiar venues, daylight hours; coordinate local transport or buddying; send reminders; offer short sessions with clear progression.	Municipality of Torres Vedras + Parish Councils

Table 10 - Digi-Inclusion's Risk and Mitigation Strategies