

Toolkit for National and Local Coalitions



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.....



Grand Coalition
for Digital Jobs



Grand Coalition for Digital Jobs

About the Grand Coalition for Digital Jobs

The European Commission is leading a multi-stakeholder partnership to tackle the lack of digital skills in Europe and the thousands of unfilled ICT-related vacancies across all industry sectors.

The Secretariat of the Grand Coalition has been established to support the initiatives of the European Commission's Grand Coalition for Digital Jobs.

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Statement of Originality

This deliverable contains original unpublished work except where clearly indicated otherwise. Acknowledgement of previously published material and of the work of others has been made through appropriate citation, quotation or both.

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Table of Contents

1	PURPOSE OF THIS TOOLKIT.....	4
2	WHY A GRAND COALITION FOR DIGITAL JOBS?	5
3	WHAT ARE NATIONAL AND LOCAL COALITIONS?	6
3.1	COMPOSITION AND GOVERNANCE.....	6
4	WHY ESTABLISH A NATIONAL OR LOCAL COALITION?	7
5	NATIONAL AND LOCAL COALITIONS - KEY PRINCIPLES	8
5.1	LEGAL AND ORGANISATIONAL CONSIDERATIONS	8
6	LAUNCHED NATIONAL AND LOCAL COALITIONS.....	9
7	HOW TO SET UP A NATIONAL OR LOCAL COALITION?	10
7.1	PHASE 1: BUILDING THE PARTNERSHIP	10
7.1.1	EXAMPLE OF ESTABLISHED PARTNERSHIP	12
7.2	PHASE 2: DEVELOP AN ACTION AND DISSEMINATION PLAN	12
7.2.1	EXAMPLE OF ACTION AND DISSEMINATION PLAN.....	14
7.2.2	Suggested activities for National & Local Coalition	15
7.3	PHASE 3: GETTING THE WORD OUT	16
8	WHERE TO FIND SUPPORT?	18
8.1	MENTORING AND NETWORKING	18
8.2	FUNDING	19
8.3	LIST OF CONTACT POINTS FOR EXISTING AND PLANNED COALITIONS	22
9	ANNEXES	24
9.1	TEMPLATE FOR CONCEPT NOTE.....	24
9.2	TEMPLATE FOR COALITION PROFILE.....	25
9.3	TEMPLATE FOR ACTION PLAN	26

1 Purpose of this toolkit

One of the main objectives of the [Secretariat of the Grand Coalition for Digital Jobs](#) (Secretariat) is to support the dissemination of the activities and actions of the Grand Coalition at a national level. This will be achieved by setting up National and Local Coalitions for Digital Jobs.

This toolkit clarifies the role of National Coalitions and Local Coalitions and gives guidance on how to set them up. It describes the support that the Secretariat will provide to those stakeholders who are interested in setting up either a National or a Local Coalition. The toolkit provides practical examples and solutions that can be adapted by National and Local Coalitions to respond to country or regional specific needs.

The toolkit for National and Local Coalitions is structured as follows:

- **Overview** on the Grand Coalition for Digital Jobs and its main goals;
- **Introduction** to the nature and scope of National and Local Coalitions, including the differences between the two;
- **Guidelines** for stakeholders interested in setting up a National or a Local Coalition, and recommendations on how to ensure their successful implementation. This section also describes some available tools to help National and Local Coalitions stakeholders develop their specific actions. The sustainability of National and Local Coalitions is key, therefore role of Regional Clusters in this is also examined;
- **Mentoring plan** providing stakeholders with detailed information about the support they can receive from the Secretariat, but also information about funding opportunities available to implement the activities of National and Local Coalitions;
- **Templates** to help stakeholders to define the profile and Action Plan of the emerging Coalition.

The toolkit is intended as a guide for stakeholders, but it is not at all a binding document. Stakeholders are encouraged to use their own ideas, to extend areas of focus, to be creative and innovative in order to reach the expected results.

The toolkit will be updated periodically, including with new case studies and/or examples of successful activities.

2 Why a Grand Coalition for Digital Jobs?

The role of information and communications technology (ICT) in raising productivity and living standards is critical. The largest obstacle to harnessing the power of ICT is the shortage of digital skills. While demand for ICT practitioners is growing by around 3% a year, the number of fresh ICT graduates and skilled ICT workers is not keeping up.

By 2020, Europe might face a shortage of almost 825,000 ICT professionals in Europe. Meanwhile, about 25 million Europeans are currently unemployed. This is what is termed the digital skills gap.

To address this problem the European Commission together with key stakeholders launched a Grand Coalition for Digital Jobs in March 2013. The Grand Coalition is a multi-stakeholder partnership supporting businesses, education providers, and the public sector to collaborate to attract young people into ICT education and increase the supply of ICT practitioners in Europe.

The Grand Coalition encourages stakeholders to “pledge” concrete actions. Pledges are concrete commitments by companies, universities, and other stakeholders to address the digital skills gap. Actions such as industry-led training, encouraging cross-border mobility for ICT workers, certifying skills, modernising school and university curricula and raising awareness need the active engagement of all stakeholders at national level.

With the support of the Secretariat of the Grand Coalition, these actions are implemented at national level through National and Local Coalitions. Such Coalitions have already been launched in Bulgaria, Greece, Italy, Malta, Latvia, Lithuania, Poland and Romania, to name a few. More are expected to kick off in the near future.

For more information on the Grand Coalition, see: <http://ec.europa.eu/digital-agenda/en/grand-coalition-digital-jobs>.



3 What are National and Local Coalitions?

National Coalitions (NCs) and Local Coalitions (LCs) are multi-stakeholder partnerships which aim to promote and implement the objectives of the Grand Coalition for Digital Jobs in each Member State by means of concrete action plans.

Any actions that can contribute to helping bridge the gap between people looking for jobs in the ICT market and industry (all sectors) can be considered. NCs and LCs can focus on those actions most appropriate to their local circumstances.

Concrete national or local action plans can also benefit from and support pledges made by stakeholders from industry, academia and civil society. Pledges can be made in relation to the five key priority areas of the Grand Coalition: ICT training, Mobility, Certification, Awareness Raising, and Innovative Learning and Teaching.

For more information on the key priorities, see: <http://ec.europa.eu/digital-agenda/en/key-priorities-grand-coalition> and chapter 4 below.

3.1 Composition and governance

NCs and LCs are formed and function based on similar principles. They are generally composed of several stakeholders coming from various horizons. These include:

- national and local authorities (education, enterprise, employment and information society services)
- ICT and ICT-using industry players (large to small companies, Chambers of commerce),
- education and training providers
- public and private employment services
- the [Digital Champions](#) and other relevant ambassadors
- representatives from the European Commission's local offices
- civil society (youth associations, federations of employers)

There are however a few small functional differences between the two. These are articulated in the table below:

National Coalitions	Local Coalitions
Cover a whole Member State territory	Cover a Member State's region or several regions and rarely the whole country
Normally include a Member State Ministry or Agency, which often leads the Coalition	The involvement of Governmental institutions is optional
There can be only one NC for Member State	There can be several LCs in each Member State
National outreach: the activities are implemented at a national level	Local, regional or national outreach: the level at which activities are implemented depends on the partners involved and the resources available
Normally focus on all five key priorities of the Grand Coalition for Digital Jobs	May have a narrower focus compared to NCs

Whilst there is no rule, LCs are often considered as a first step to creating NCs. This is usually because of the shorter time it takes to convene constituents from the private sector and local authorities and organisations than it does to ensure the involvement of a Government. For examples, see chapter 6 below.

4 Why establish a National or Local Coalition?

Although the composition and governance of NCs and LCs may differ, they both respond to the same needs and aim to achieve the same goals: increase the supply of ICT practitioners, improve digital literacy of citizens, workers and learners, and close the digital skills gap in their respective country.

In order to achieve these goals, either at national or local level, NCs and LCs support the implementation of the main objectives of the Grand Coalition. These are grouped around five areas:

1. Training and matching for digital jobs

- Promote Europe-wide student placement programmes with ICT and ICT-using businesses
- Work with existing ICT training providers to broaden and scale their offering to students

2. Mobility

- Match people to ICT and digital jobs across borders
- Offer mobility assistance services to ensure successful recruitment and a smoother transition

3. Certification

- Stimulate take-up of a European certification scheme for digital skills of ICT professionals, based on the European e-Competence Framework (e-CF)
- Promote ICT professionalism and further develop the European e-CF

4. Awareness raising

- Organise awareness raising campaigns to attract young people to ICT education, jobs and careers
- Involve young people in "real" ICT projects to help them discover fascinating domains and ultimately choose a career in ICT
- Organise promotional events that target kids, students, teachers, and adults to promote the importance and relevance of digital skills and ICT professional skills

5. Innovative learning and teaching

- Boost the supply of ICT practitioners and a digitally skilled labour force through structural changes inside educational systems
- Promote dialogue between industry and education providers to develop new curricula that are better aligned with labour market needs

NCs and LCs will choose those themes they wish to focus on, depending on the identified needs. Some might need to tackle all of them, others may concentrate on just a few.



5 National and Local Coalitions - Key principles

NCs and LCs will be founded on the basis of key principles established by the European Commission.

NCs and LCs should:

1. Be open to all new relevant stakeholders;
2. Be willing to share best practices and to exchange knowledge with other NCs and LCs;
3. Should a Memorandum of Understanding be signed (see below), follow the terms of the agreement;
4. Ensure participation inside the Coalition (in meetings, events, actions);
5. Prepare a communication and awareness raising strategy in order to ensure that the members of the Coalition increase efforts to stimulate the development of digital skills and careers;
6. Promote modernisation of education curricula in order to better meet the labour market's needs;
7. Promote the delivery of industry training programmes;
8. Promote the use of the European e-Competence Framework
9. Monitor and evaluate the impact of the Coalition.

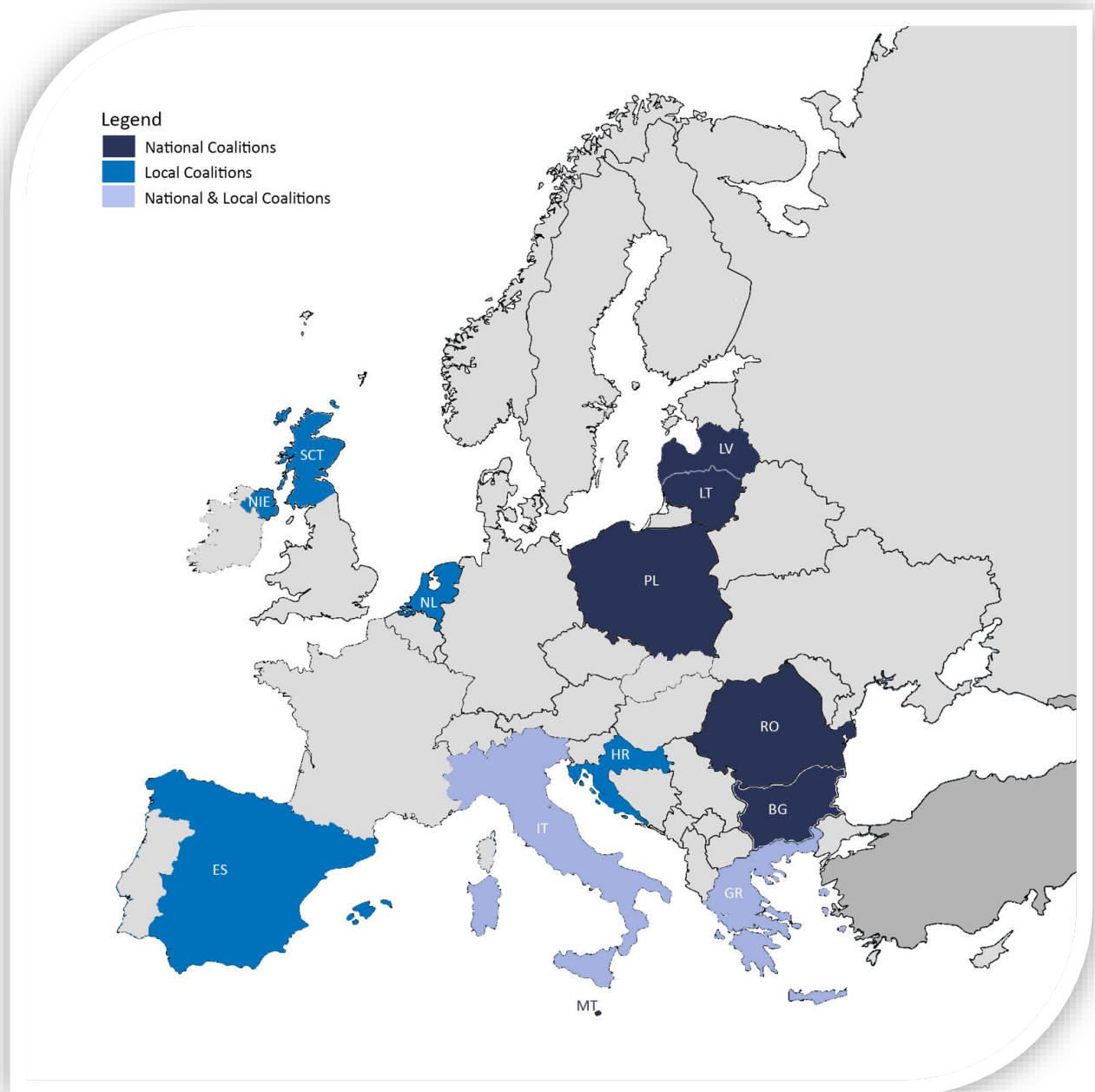
5.1 Legal and organisational considerations

- NCs and LCs are 'loose' organisations. They are networks of various constituents. As such, they are not or do not need to be officially recognised legal companies (private, public or NGOs). They are informal partnerships among stakeholders from multiple sectors who share a common objective.
- When NCs or LCs are formed, a Memorandum of Understanding (MoU) is usually signed. This describes the roles of the stakeholders and how they will interact with each other. While NCs and LCs can decide how they wish to govern themselves, they are however encouraged to agree on some working rules or a MoU. It is often helpful to set up a secretariat to assist in the management of the NC or LC.
- To improve the chances to attract necessary funding and support for actions, and to ensure effective coordination, LCs or NCs might choose to register as legal entities. The most relevant type of legal entity would be that of an NGO or social enterprise.

6 Launched National and Local Coalitions

Several NCs & LCs are currently operating across Europe. In some cases (e.g. in Latvia, Lithuania and Romania), NCs have been established based on the activities of a previously existing LC, as result of an effort to ensure the participation of their respective Governments.

The figure below highlights where NCs and LCs are currently established.

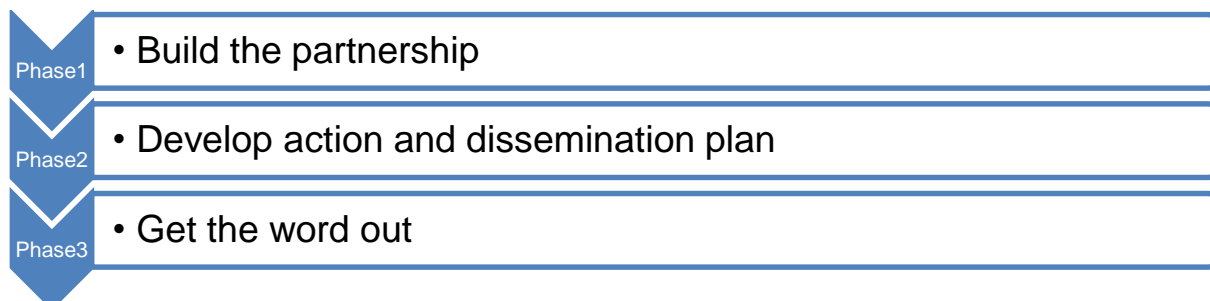


A full list of Contact Points for each NC and LC are available in ANNEX 8.3

In addition to these existing Coalitions, 4 additional NCs are currently under formation in Cyprus, Hungary, Portugal, Spain. Furthermore, many other Member States are considering to establish a NC, such as Austria, Croatia, Germany, Ireland and Slovenia.

7 How to set up a National or Local Coalition?

Stakeholders interested in setting up a NC or a LC can follow the process illustrated below:



The sections below contain a detailed description of the actions to be undertaken to implement this process, as well as concrete examples for each phase that could be replicated by new stakeholders. These examples have been extracted from the [Sector Skills Agreement \(SSA\) for Northern Ireland](#), which is considered as a best practice in terms of multi-stakeholder partnership aimed to address the digital skills gap.

The SSA has been brought together by the Sector Skills Council e-skills UK, a not-for-profit, employer-led organisation which operates under government licence. The purpose of the SSA is to support the forecast needs of the IT skills landscape in Northern Ireland through a joint action plan.

7.1 Phase 1: Building the partnership

In order to build the partnership, stakeholders should initially:

- **Identify the problems that the Coalition needs to address.** Having in mind the Grand Coalition for Digital Jobs priorities and key actions, the emerging Coalition would need to identify the key challenges it needs to address at local, regional or national level. This will depend on the specific economic and social contexts of each country, but also on the capacities and resources the emerging Coalition has at its disposal. The process of identifying, prioritising and selecting the problems to be addressed is extremely important, as it allows the Coalition to develop effective plans and adapt tailored solutions.
- **Develop a concept note** about the type of Coalition that interested stakeholders intend to set up, clarifying whether they will go for a NC or a LC. This concept note would then need to be circulated among all interested stakeholders, together with a **call for expression of interest**, which will serve to attract more stakeholders to the emerging Coalition.
- **Organise a meeting** (in person or virtual) with potentially interested stakeholders to better explain the concept note about the Coalition and ensure buy-in.
- **Fill the profile template** attached to this document to define the profile of the Coalition.

Resources:

- [Template for concept note \(Annex 8.1\)](#)
- [Template for Coalition profile \(Annex 8.2\)](#)
- [Value proposition to join Coalition for stakeholders](#)

- Example of best practice: [Sector Skills Agreement for Northern Ireland](#) published by e-skills UK for 2007-2010. It includes information about the partnership, strategic approach, action plan, collaborative programmes and expected impact.

Recommendations

A) *Understand the context at national level.*

Although the [e-skills gap analysis at European level](#) provides useful information to identify the problems that the Coalition aims to address, it is recommended that the emerging Coalition performs a deeper analysis of this gap (e.g. the number of unfilled ICT vacancies) at national level. This can be done through a combination of activities, including desk research, surveys, and consultations with stakeholders.

B) *Coordination of the Coalition*

Looking at the experiences of current Coalitions, it is highly recommended for the emerging Coalitions to appoint a Coordinator. The coordinator can be an organisation or a person, and would have the following responsibilities:

- facilitate the Coalition's communications
- supervise the development of the action plan
- monitor and evaluate the impact of the Coalition
- enlarge the Coalition by engaging with new stakeholders
- act as contact point with the Secretariat of the Grand Coalition, the European Commission and other external stakeholders

The Coalition should identify and allocate the necessary resources to support the Coordinator in efficiently and effectively performing the above tasks for at least the first year of activities.

C) *Identifying stakeholders*

It is important to identify the contribution that each stakeholder can bring to the Coalition, how they could get involved and the value that they could get out of being part of a NC or a LC.

Any stakeholder can create or join a NC or a LC. They will usually adhere to the following criteria:

- Profile:
 - Base its *raison d'être* on at least one of the Grand Coalition key topics at national, regional or local level
 - Track record of projects/actions related to the Grand Coalition topics
- Commitments:
 - Participate in events, meetings, conferences on the topics of Grand Coalition in order to build the network
 - Represent the Coalition in events, meetings and conferences
 - Allocate/match resources to support the Coalition actions
 - Disseminate/promote Coalition actions at national, regional or local level
 - Fundraise to support Coalition actions

D) *Engaging stakeholders*

The key factor to engage new stakeholders in the emerging Coalition is to demonstrate the added value of their support and involvement by addressing their specific interests. Naturally stakeholders need to trust an initiative before endorsing it and credibility often can be offered by the profile of other stakeholders already involved.

NCs and LCs should be neutral and inclusive in terms of technology and services promoted to the users. As they are multi-stakeholders partnership, NCs and LCs are open to companies that can sometimes

be competitors (e.g. Microsoft and Google), but also to governmental bodies, and both formal and non-formal education providers.

The process to engage stakeholders could be difficult in the absence of a compelling value proposition for joining the Coalition. It is important to provide the interested stakeholders with background information about the policy context, but also with compelling information such as the possibility to network with key players in both the industrial and educational systems.

This is why the Secretariat of the Grand Coalition developed a [Value proposition](#) that can be used by existing Coalitions in order to attract new stakeholders in their Grand Coalition related activities, but also by any stakeholder interested to set up a new Coalition.

The [Value proposition](#) clearly articulates for all types of stakeholders (i) the potential benefits of participation in the activities of the Grand Coalition and (ii) how best they can contribute to the Grand Coalition, including by setting up a NC or a LC.

7.1.1 EXAMPLE OF ESTABLISHED PARTNERSHIP

The Sector Skills Agreement (SCC) in Northern Ireland – a partnership between e-skills UK and Momentum

e-skills UK

- » e-skills UK, as the Sector Skills Council (SCC) for the IT and Telecoms industry, was the voice of employers for all IT-related strategic skills issues in Northern Ireland and across the UK.
- » In Northern Ireland, e-skills UK was responsible for strategic development of the SSA, all authoritative research on IT related skills issues including Labour Market Intelligence, the development and currency of all IT related skills frameworks and industry standards such as the National Occupational Standards.

Momentum

- » Momentum is the trade association for ICT companies in Northern Ireland. It was established to represent those with a common interest in promoting and developing the industry both locally and internationally.
- » Momentum's membership comprises over 160 ICT companies in Northern Ireland. The vast majority are very small companies and they supply products and services to all industry sectors.

7.2 Phase 2: Develop an action and dissemination plan

Once the partnership has been established, stakeholders should identify and agree on objectives to be pursued and resources to be allocated, at least for the first year of activities. In order to do this, the partnership should create an action and dissemination plan that identifies the strategic objectives and sets the actions to be implemented during the Coalition first year of activities.

Resources:

- [Template for action and dissemination plan \(Annex 8.3\)](#)
- Model for the partnership agreement ([Memorandum of cooperation of the Lithuanian Coalition](#))
- Example of best practice: [Sector Skills Agreement for Northern Ireland](#) published by e-skills UK for 2007-2010. It includes information about the partnership, strategic approach, action plan, collaborative programmes and expected impact.

Recommendations

A) *The action and dissemination plan*

The action and dissemination plan will help the NCs and LCs stakeholders to have a clear understanding on who is doing what and when. It will keep the implementation of the activities on the right track, facilitate reporting, and ease the interaction between various stakeholders on common actions.

Particular attention should be given to how existent tools and initiatives at local level can be scaled-up. At the same time, a major consideration should be given to the Coalition pledges that generally have a local impact, assuring a two-way effect that can only add more value.

The action and dissemination plan should also align the national approach of the NC and/or LC with the European policies, by analysing and referring to the [Digital Agenda for Europe](#), the [Employment Package](#), the [Grand Coalition for Digital Jobs](#), the [Opening up Education Initiative](#), the [Rethinking Education Strategy](#), the [Youth Opportunities Initiative](#), and the [EU Skills Panorama](#).



7.2.1 EXAMPLE OF ACTION AND DISSEMINATION PLAN

The Sector Skills Agreement - Action plan

Following extensive consultation on strategy and priorities, employers, e-skills UK, Momentum and partners committed to the following focused Collaborative Programmes for Northern Ireland in support of the strategic objectives:

1. Improving the attractiveness of IT careers

1.1 Careers education, information, advice and guidance (EIAG): Support careers advisers in Northern Ireland to promote a clear, current understanding of IT careers options, skills requirements and development routes, linking employers with schools, colleges and universities by:

- 1.1.1 providing careers advisers with up to date IT careers information, including Labour Market Intelligence;
- 1.1.2 building on Momentum's current excellent work with careers advisers supporting careers training and information dissemination events; and
- 1.1.3 extending the 'reach' of careers advice across Northern Ireland.

2. Preparing the future workforce

2.1 University/Industry Forum: Improve HE Institutions and employer dialogue by establishing a University/Industry Forum to exchange information on curriculum development and numbers of graduate recruits to meet the skills needs of employers in Northern Ireland.

3. Developing the existing workforce

Supported by the umbrella of qualifications reform within the Sector Qualification Strategy Implementation Plan for Northern Ireland establish three distinct programmes to support the development of adults and the existing workforce in Northern Ireland as follows:

- 3.1 For IT professionals – Support the strong growth of the IT workforce in Northern Ireland by the development of a seamless, integrated IT Professional Pathways skills framework specific to the needs of employers in Northern Ireland.
- 3.2 For IT users – Align the deployment of the ITQ/e-skills Passport in Northern Ireland to support DEL's skills strategy in Northern Ireland including the reform of qualifications and provision from FE colleges.
- 3.3 Business Support – Support Invest Northern Ireland (INI) and other key partners to align public funding support of skills development for businesses with an accredited 'transferable' qualification recognised by employers and stakeholders.

4. Addressing infrastructure matters

- 4.1 Sector Qualifications Strategy Implementation Plan for Northern Ireland – Develop and deploy the SQS-NI which will be a simplified, flexible framework for recognising achievement as appropriate to employer needs, in particular for smaller companies.
- 4.2 Research – Repeat the 'IT employment growth and scenarios forecast' research project first produced by e-skills UK and Experian in August 2006.

7.2.2 Suggested activities for National & Local Coalition

The table below includes a list of suggested activities that NCs and LCs can implement through their action and dissemination plans.

LIST OF SUGGESTED ACTIVITIES FOR NATIONAL AND LOCAL COALITIONS ACTION AND DISSEMINATION PLANS

- a) Support the implementation and promotion of existing pledges covering the Grand Coalition objectives. Some of the pledges are country relevant; therefore NCs and LCs should identify first which ones apply to their countries.
- b) Organise a series of targeted events at national or local level complemented by social media campaigns. This way, NCs and LCs can reach out to ICT practitioners and career changers, students and teachers/trainers, young professionals and SMEs. These events could take the form of:
 - ICT career days – ICT industry and SMEs raising awareness about digital jobs to students and young professionals
 - Seminars with employment agencies and public services targeted to young unemployed to promote the benefits of ICT jobs, but also provide support for training, certification, and job placements
 - Road shows – Experts in Career Development visiting schools and universities to raise awareness on the ICT jobs and career prospects in the sector
 - Technology test fests (promote ICT certification).
 - Participation in all relevant European, national and local events fusing on skills, education, traineeship and jobs.
- c) Enable the reach out and connections to other European initiatives that cut through the same boundaries, but also to relevant projects and events for dissemination and exploitation purposes. This will be possible by actively involving the representatives / owners / coordinators of such initiatives and projects in the activities of NCs and LCs, and by synchronising efforts with the identified initiatives.
- d) Invite and involve the Digital Champions to play a prominent role in dissemination activities, but also in facilitating the partnerships at national level (by connecting with local players interested to contribute to the Grand Coalition goals) and in the selection of performance indicators that will be used to assess progress and impact of the NCs and LCs.

7.3 Phase 3: Getting the word out

After the establishment of the Coalition, involved stakeholders should organise an official launch event and present the action and dissemination plan. In order to do so, stakeholders should:

- Organise a launch event with stakeholders ensuring the presence of media and press.
- Issue a press release to promote the launch of the Coalition.
- Refer to the [Grand Coalition website](#) on the European Commission portal, where each NC and LC will have a dedicate section to post updates.
- Implement the communications activities identified in the action and dissemination plan

Resources

- [Grand Coalition website](#) (a section on National and Local Coalitions to be developed)
- Press release model ([Lithuania](#))
- Example of a Coalition launch event ([Latvia](#))

Recommendations

A) Branding

There is no common branding or labelling for a NC or a LC. Stakeholders are free to choose names for their Coalition as they wish, for better visibility and outreach at local level. However, the messages accompanying the Coalition's name should reflect the relationship with the European Commission's Grand Coalition for Digital Jobs. The use of the Grand Coalition visual is highly recommended in all communications and dissemination material related to the Coalition.

The Grand Coalition for Digital Jobs visual is available with two backgrounds:

Figure 1 Grand Coalition visual with white background



Figure 2 Grand Coalition visual with dark background



B) Events

NCs and LCs need to assure presence and visibility in all relevant events, but should also organise their own events. An official launch event is warmly recommended to give the Coalition more visibility. The event should bring together all relevant stakeholders and the media.

C) *Non-exhaustive list of opportunities for collaboration*

- [e-Skills for Jobs awareness raising campaign](#): NCs and LCs can be active promoters during the campaign. This will be a good opportunity to work with campaign national partners in order to promote and link Grand Coalition actions / pledges to the "e-Skills for Jobs" activities.
- [European Get online week](#): engage employment agencies / unemployment local offices in raising the awareness on digital jobs to young people, by organising local events and by reaching out to their clients.
- [EU Code Week](#): organise events and dissemination actions around coding.
- [Stimulating digital entrepreneurship](#): engage with aspiring entrepreneurs.
- [Youth Employment Initiative](#): work with Governments of the EU Member States to raise awareness about digital jobs.





8 Where to find support?

8.1 Mentoring and networking

The Secretariat of the Grand Coalition is committed to support the functioning of existing Coalitions and the emerging of new ones.

The Secretariat will support all interested stakeholders to a three-fold strategy. This includes:

1. Regional Clusters

Regional Clusters (RCs) are established upon geographical criteria covering the entire EU28. RCs are groups of stakeholders coming together to exchange knowledge and best practices to help the spread and formation of NCs and LCs across Europe, as well as disseminating the objectives and actions of the existing Coalitions.

Regional Clusters are coordinated by the Secretariat partners and will ideally include at least one country with a functional NC or LC. Regional Clusters support existing and emerging Coalitions to disseminate their achievements at the EU level, and also play a major role in identifying new stakeholders interested to build or join a NC or LC.

Regional Clusters perform the following actions in order to support the stakeholders in their endeavours to form new Coalitions:

- Organise webinars and where possible face to face meetings to discuss the strategic objectives of the emerging Coalitions
- Create and use communications channels to assure an efficient dissemination of the Grand Coalition (e.g. email list, Facebook group, Basecamp, etc.)

Regional clusters, coordinating organisations and contact points

Regional Cluster 1 Latvia, Lithuania, Estonia, Sweden, Denmark, Finland	DI ITEK	Marco Alexander Biede MAAB@DI.DK
Regional Cluster 2 Poland, Czech Republic, Slovakia, Hungary, Austria, Slovenia	ECWT	Eva Fabry eva.fabry@womenandtechnology.eu
Regional Cluster 3 Netherlands, Belgium, France, Germany, Luxembourg	EuroCIO	Paul Costelloe pcostelloe@eurocio.org
Regional Cluster 4 Malta, Spain, Italy, Portugal, Ireland, UK	CIONET, ECDL Foundation	Frits Bussemaker frits.bussemaker@cionet.com Fiona Fanning fiona.fanning@ecd.org
Regional Cluster 5 Greece, Romania, Bulgaria, Cyprus, Croatia	Telecentre Europe	Laurentiu Bunescu laurentiu@telecentre-europe.org

2. Networking

In 2014 the European Commission, organised two annual gatherings for NCs and LCs (Athens and Rome), in order to create a network of support for existing and emerging Coalitions. These events were organised in connection with the main events of the e-Skills for Jobs campaign 2014 in Athens and in Rome.

Additional gatherings for NCs and LCs will be organised by the European Commission in 2015. These events are important opportunities to bring together National and Local Coalitions, as well as Coalitions that are under formation. The main goal of these meetings is to enable the exchange of best practices and knowledge, exploring ways to strengthen the existing Coalitions and set up new ones.

The Secretariat will support this networking platform for NCs and LCs in order to enhance cooperation and exchange of best practices amongst its various stakeholders. With support from the Secretariat, stakeholders will be able to fully participate in the annual meetings and to actively contribute to networking and bringing new stakeholders on board.

3. Peer to peer support

The Secretariat will provide peer to peer support to all involved stakeholders. It will also coordinate and facilitate communications between existent Coalitions that can provide support to new ones.

- Stakeholders interested to build new Coalitions are encouraged to contact the Secretariat by email: giusy.cannella@digitaleurope.org (Giusy Cannella, DIGITALEUROPE) and laurentiu.bunescu@telecentre-europe.org (Laurentiu Bunescu, Telecentre Europe). The Secretariat will reply, provide relevant information, re-direct the messages, or facilitate contacts with other peers, as per request.
- The Grand Coalition website, hosted on the Europa.eu portal, will include a section dedicated to on the progress and activities of NCs and LCs. Each existing Coalition will have a dedicated sub-page to disseminate information about the topics and objectives addressed by the initiative and, where relevant, news and upcoming events. The pages will also allow existing Coalitions to share contact details of the coordinator or Secretariat that will be responsible for leading the initiative, to be contacted by potential sponsors, contributors or stakeholders. To set up or update your Coalition's dedicated page on the Grand Coalition website, you can contact the Secretariat by email: giusy.cannella@digitaleurope.org (Giusy Cannella, DIGITALEUROPE) and tommaso.dallavecchia@eun.org (Tommaso Dallavecchia, European Schoolnet).
- Where possible, the Secretariat will organise face to face meetings between existing Coalitions and stakeholders interested to build new ones in order to facilitate the exchange of knowledge and best practices and support the formation of new Coalitions.

8.2 Funding

There are many opportunities for NCs and LCs to receive financial support for their activities. These sources of funding may help especially emerging Coalitions to fund the activities they are promoting as well as support their coordination efforts.

Some funding opportunities have been identified already by the European Commission, here below listed for your consideration, and are compiled on the Coalition website, section [Funding](#).

1. [Other pledges / pledgers](#)

NCs and LCs should carefully review the list of [existing pledges to the Grand Coalition](#), as these might be potential sources of funding (cash or in-kind).

Indeed, many of the pledgers of the Grand Coalition could be interested in getting involved and supporting the activities of NCs and LCs, by multiplying the actions of national and local actors.





2. Foundations and corporate funders

Companies from across all industry sectors and of all sizes could be interested to support NCs or LCs. Many corporations have their CSR strategies, some connected to ICT and digital skills, and grants are available per request. Some corporations created funding structures for the civil society. Also there are a number of grant-giving foundations for the civil society. Below is a list of potential fundraising resources / funders:

- [European Youth Foundation](#)
- [The EEA Grants and Norway Grants](#)
- [CSR Europe](#)
- [European Venture Philanthropy Association](#)

3. European Structural and Investment Funds

This possibility was highlighted at the conclusions of the October 2013 [European Council](#), which stated that "part of the European Structural and Investment Funds (2014-2020) should be used for ICT education". The following funds could be considered:

- The [European Social Fund](#) is one of the EU's Structural Funds, and the main tool for creating more and better jobs in Europe. More than €80 billion is earmarked for human capital investment in Member States between 2014 and 2020. Organisations interested in ESF funding for a project should contact the ESF Managing Authority in their country or region. Check the [ESF local contact points](#).
- The [Youth Employment Initiative](#) aims to support young people not in employment, education or training (NEETs) aged below 25, residing in regions experiencing youth unemployment rates above 25 % in 2012. Between 2014 and 2020, € 3.2 billion will come from targeted investment from the European Social Fund.
- The [European Regional Development Fund](#) aims to strengthen economic and social cohesion in the European Union by correcting imbalances between its regions. You can apply for regional funding to the authority managing the relevant regional programme. That body will evaluate your project and decide whether to grant funding. [Find your managing authority](#)
- Have a look at [other types of funds here](#).

4. Youth Guarantee Scheme

Following a proposal of the European Commission within the Employment Package, the European Council agreed to create a Youth Employment Initiative setting aside €6 billion for the period 2014-2020 to be allocated to regions where youth unemployment exceeds 25%. These funds will be available to implement the [Youth Guarantee Scheme](#).

Implementing the Youth Guarantee requires Member States to establish strong partnerships with schools and Universities, training providers, employment services, social partners, career guidance providers, youth support services and youth organisations to ensure early intervention and action.

5. Erasmus+

The [Erasmus+](#) programme aims to boost skills and employability, as well as modernise Education, Training and Youth work. €14.7 billion is dedicated for Erasmus+ programme 2014-2020. Erasmus+ will support transnational partnerships among Education, Training and Youth institutions and organisations in order to tackle the skills gaps. Organisations interested in Erasmus+ funding should contact the [National agencies for Erasmus](#).



6. Employment and Social Innovation (EaSI)

The [Employment and Social Innovation \(EaSI\) programme](#) is a financing instrument at EU level to promote a high level of quality and sustainable employment, guaranteeing adequate and decent social protection, combating social exclusion and poverty and improving working conditions. The total budget for the EaSI programme 2014-2020 is €919.47 million.

As of January 2014, programmes from the three axes of EaSI support the following areas:

- The modernisation of employment and social policies with the [PROGRESS axis](#) (61% of the total budget). To apply for funding, eligible organisations must respond to a [call for tender](#) or/and to a [call for proposals](#).
Job mobility with the [EURES axis](#) (18% of the total budget). To apply for funding, eligible organisations must respond to a [call for tender](#) or/and to a [call for proposals](#).
- Access to micro-finance and social entrepreneurship with the [Microfinance and Social Entrepreneurship axis](#) (21% of the total budget).

7. Your first EURES Job

[Your First EURES Job](#) is a job mobility scheme to help young Europeans find a job, traineeship or apprenticeship in other EU countries. The scheme is part of the [Youth on the Move](#) package and the [Youth Opportunities Initiative](#).

8. Horizon 2020

[Horizon 2020](#) is the biggest EU Research and Innovation programme ever with nearly €80 billion of funding available over 7 years (2014 to 2020) – in addition to the private investment that this money will attract.

Horizon 2020 is open to everyone, with a simple structure that reduces red tape and time so participants can focus on what is really important. This approach makes sure new projects get off the ground quickly – and achieve results faster.

EU investments in ICTs are due to increase by about 25% under Horizon 2020 compared to FP7. This EU investment will support the whole chain from basic research to innovation that can deliver new business breakthroughs, often on the basis of emerging technologies.

Search for funding opportunities related to [ICT](#) in the Participant Portal.

8.3 List of contact points for existing and planned Coalitions

EXISTING COALITIONS

1. Digital National Alliance, Bulgaria
Contact person (coordination): Gergana Passy, Digital Champion
Email: gergana.passy@digitalalliance
Contact person (implementation): Rennie Popcheva, CEO of Digital National Alliance
Email: rennie.popcheva@digitalalliance.bg
2. Digital Agenda for Creative Croatia
Contact person: Zarko Cizmar, President of Telecentar
Email: zarko@telecentar.com
3. Women & Girls Go Digital, Greece
Contact person: Pantelis Nikolaidis, General Secretariat for Gender Equality, Ministry of Interior
Email: pnikolai@otenet.gr
4. ICT Skills working group, Northern Ireland
Contact person: David Rooney, Department for Employment and Learning
Email: david.rooney@delni.gov.uk
5. National Coalition for Digital Jobs, Italy
Contact person: Marco Bani, Agenzia per l'Italia digitale (AgID)
Email: bani@agid.gov.it
6. Multi-sectoral Network on Educational Robotics, Italy
Contact person (coordination): Alfonso Molina, Scientific Director, Fondazione Mondo Digitale
Email: a.molina@ed.ac.uk
Contact person (implementation): Barbara Quarta, Fondazione Mondo Digitale
Email: b.quarta@mondodigitale.org
7. Latvian e-skills Coalition, Latvia
Contact person: Mara Jakobsons, Vice President of Latvian ICT Association (LIKTA)
Email: mara.j@dtmedia.lv
8. National Digital Coalition, Lithuania
Contact person: Loreta Krizinauskiene, Manager, Association *Langas į ateitį*
Email: loreta.krizinauskiene@atea.lt
9. eSkills Malta Foundation, Malta
Contact person: Matthew Gatt, Malta Information Technology Agency (MITA)
Email: matthew.j.gatt@gov.mt
10. Amsterdam Metropolitan Area, the Netherlands
Contact person: Natasja Geest, City of Amsterdam
Email: geest@ez.amsterdam.nl
11. Broad Alliance for Digital Skills, Poland
Contact person: Anna Bramska, Ministry of Administration and Digitization
Email: anna.bramska@mac.gov.pl
12. Digital Alliance for Romania, Romania
Contact person: Gabi Barna, Director, Fundatia EOS Romania
Email: Gabi.Barna@eos.ro

13. Scottish Skills Investment Plan for ICT and Digital Technologies Sector, Scotland

Contact person: Jackie McAllister, Directorate for Business, Scottish Government

Email: Jackie.mcallister@scotland.gsi.gov.uk

14. Telecentres Local Coalition, Spain

Contact person: Joaquim Torrents Delgado, President of the Spanish Association of Telecentre Networks

Email: joaquim.torrents@tudela.es

15. EITC Basque Coalition, Spain

Contact person: Aitor Urzelai Inza, Director of Entrepreneurship, Innovation and Information Society - Department for Economic Development and Competitiveness, Basque Government

Email: deisi@ej-gv.es

PLANNED COALITIONS

16. National Coalition for Digital Jobs, Cyprus

Contact person: Stelios Himonas, Digital Champion of Cyprus

Email: stelios.himonas@mcit.gov.cy

17. National Coalition for Digital Jobs, Hungary

Contact person: Rita Balla-Filetőth, IVSZ - ICT Association of Hungary

Email: balla-fieltóth.rita@ivsz.hu

18. Portuguese Coalition for Digital Jobs and Skills, Portugal

Contact person: Raquel Costa, Fundação para a Ciência e Tecnologia

Email: raquel.costa@fct.pt

19. National Coalition for Digital Jobs, Spain

Contact person: Alfonso Arbaiza, General Manager of FUNDETEC

Email: arbaiza@fundetec.es

9 Annexes

9.1 *Template for concept note*

<Name of the Coalition for Digital Jobs>

Concept note

1. Scope and rationale

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2. About the initiator and existent partners

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3. Focus and main activities

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4. Why to get involved

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9.2 Template for Coalition profile

<Name of the Coalition for Digital Jobs>

Profile

1. Name of your organization (initiator of the LC)	
2. Website	
3. Contact person (name and email)	
4. City and country	
5. Short description of your organization (max 10 lines)	
6. Local name for the local coalition (local language and English version, if any)	
7. Mention stakeholders / partners already engaged / committed	
8. Is there any collaboration agreement signed by partners?	
Yes <input type="checkbox"/>	No <input type="checkbox"/>
9. If yes, please provide a summary (max 10 lines)	
10. Reference to LC online presence (if any) – URL/s	
11. Local Coalition is formed on the basis of an existent initiative (existent partnership, any existent collaboration form, existent project, etc)	
Yes <input type="checkbox"/>	No <input type="checkbox"/>
12. If yes, state the name of the coordinator / owner	

9.3 Template for action plan

<Name of the Coalition for Digital Jobs>

Action plan

1. Grand Coalition themes addressed by the Local Coalition in your country												
2. Objectives on the medium run (3-years)												
3. Objectives on the short run (1 year)												
4. Main actions planned during year 1 Include participation / organisation of events												
5. Timeline of main actions (year 1)												
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Action 1												
Action 2												
Action 3												
Add more actions if needed												
6. Expected outcomes at the end of year 1 List the outcomes of all actions. Highlight the target groups and indicators for your outcomes.												
7. Communications plan Summarise your dissemination activities and channels.												
8. Input required from the Secretariat of the Grand Coalition Describe how the Secretariat could help your LC to be successful.												



About DIGITALEUROPE & Telecentre Europe

DIGITALEUROPE represents the digital technology industry in Europe. Our members include some of the world's largest IT, telecoms and consumer electronics companies and national associations from every part of Europe. DIGITALEUROPE wants European businesses and citizens to benefit fully from digital technologies and for Europe to grow, attract and sustain the world's best digital technology companies. We ensures industry participation in the development and implementation of EU policies. For further information about DIGITALEUROPE please visit our website <http://www.digitaleurope.org/> .

Telecentre Europe is a European non-for-profit organisation (NGO) and a member based association with a central office in Brussels, Belgium. We represent publicly funded telecentres/telecentre networks, ICT learning centers, adult education centers and libraries across Europe where children and adults can access the Internet, learn the latest digital skills and keep up to date with technology and community developments. For further information about Telecentre Europe please visit our website <http://www.telecentre-europe.org/> .

Telecentre Europe is member of the Secretariat of the Grand Coalition for Digital Jobs.

About the Secretariat of the Grand Coalition

The Secretariat of the Grand Coalition has been established by [DIGITALEUROPE](http://www.digitaleurope.org/) together with other 13 partners to support the initiatives of the European Commission's Grand Coalition for Digital Jobs. Specific initiatives of the Secretariat of the Grand Coalition include:

- Establishment of Student Placement Programmes (SPPs) across Europe to create temporary job placements
- Promotion of valuable industry and stakeholder-led initiatives to improve the level of e-skills in the labour force, specifically ICT practitioners
- Identification of concrete, short-term solutions to increase the mobility of skilled EU workers across Member States to address the shortage of ICT practitioners
- Dissemination of the activities of the Grand Coalition through a dedicated awareness raising campaign
- Creation of a toolkit to support the establishment of National and Local Coalitions to facilitate action towards enhanced digital skills at national, regional or local level

For further information about the Secretariat please contact Giusy Cannella giusy.cannella@digitaleurope.org or Jonathan Murray jonathan.murray@digitaleurope.org.