

ALL
DIGITAL

ENHANCING
DIGITAL SKILLS
ACROSS EUROPE

STRATEGIC PLAN 2018–2020



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INTRODUCTION AND ACKNOWLEDGEMENTS

**The ALL DIGITAL
2018 – 2020
Strategic Plan has
been developed
against the backdrop
of a society where
digital literacy is
recognised as a key
life competence, as
essential as numeracy
and literacy, but in
which almost half of
Europeans lack basic
digital skills.**

We have opted for a Strategic Plan that is focused but that allows the organisation to be inclusive, dynamic, transparent and adaptable to change. As this Plan has been developed with the support of our network, Board and Advisory Board members, we are confident that it addresses both the needs of our members and partners, as well as larger societal challenges and opportunities of concern.

We are therefore consolidating our role and position as a thought leader in the area of digital competences, as an organisation that leads policy transformations, that is a partner of choice for EU institutions, organisations and industry and that is innovative and inspiring for its community and stakeholders.

We trust that these aspirations are well-reflected in this Strategic Plan. Its implementation will be followed closely by the Board of ALL DIGITAL, together with the Advisory Board, and progress will be reviewed at the end of each year.

With and for our Community

We would like to acknowledge the support and inspiration we have received from our community in developing this plan. Our members have been involved in a thorough consultation to define the thematic areas of interest, as well as the strategic services and actions that are needed to achieve our vision.

The Board of ALL DIGITAL has been pro-actively involved in the strategic planning process and has been instrumental in defining the strategic directions and priorities of the organisation, based on the inputs from members. The Advisory Board members have also been involved by offering an external perspective that has proved to be extremely useful.

We thank all those who helped us shaping the new vision and strategy of ALL DIGITAL!



Laurentiu Bunescu
CEO, ALL DIGITAL



Mara Jakobson
Chair of the Board, ALL DIGITAL

STATUS QUO

ALL DIGITAL is one of the major European communities of non-formal education providers and organisations that deliver training in digital skills, with almost 60 members representing 25,000 digital competence centres.

Previously known as Telecentre Europe, the organisation was formally established in Brussels in 2010, and since then, has developed into a well-recognised policy and project partner in the area of digital skills for social and economic inclusion, touching upon a number of connected fields: employability, entrepreneurship, education, social inclusion and social innovation, STEAM, culture, health, etc. In 2017, Telecentre Europe became ALL DIGITAL, to better reflect its new vision. ALL DIGITAL has a strong institutional culture rooted in the belief of its members, Board and staff regarding the catalytic role that “digital” can play in addressing social and economic needs in contemporary society.

ALL DIGITAL is an active actor in the policy area, being involved in partnerships, memberships and consortia that support and contribute to the Digital Single Market, New Skills Agenda for Europe, Digital Skills and Jobs Coalition and others. We are monitoring and contributing to policies by being active in consultations, by writing position papers and by organising or taking active roles in policy events.

With regard to projects, ALL DIGITAL is specialised in forming consortia, and in writing and implementing EU-funded projects. We have particular expertise in the areas of management, dissemination, exploitation, and piloting. Besides EU-funded projects, ALL DIGITAL has a long history of working with private funders, channelling useful services and products to citizens. We therefore act as a liaison between new technologies and end users, by working with our community-based digital competence centres. Our advocacy and awareness raising efforts complement our experience in organising and running pan-European campaigns such as Get Online Week (henceforth ALL DIGITAL Week) and eSkills for Jobs.

STRATEGIC BACKGROUND

An Overview of Past Strategic Plans

The previous strategy of ALL DIGITAL covered a five year period and was approved by the General Assembly in February 2013. When it was launched, the strategy comprised three main pillars together with a number of activities to support each pillar:

- 1. Education and Training**
- 2. Advocacy and Campaigns**
- 3. Research and Innovation**

In 2014, the strategy was updated and transformed into a strategic plan. Two more strategic pillars were added at this point:

- 4. Community development**
- 5. Sustainability and Funding**

The focus of the strategic plan was the telecentre and the mission revolved around digitally empowering citizens (access to, and training on, ICT). ALL DIGITAL worked directly with member organizations that represented telecentres across Europe, and ALL DIGITAL was promoted as the European voice for the community-based telecentres. At that time, approximately 70-80% of the member organisations managed telecentres.

The strategy was built on a previous strategic overview that was created in 2010 (at the same time as ALL DIGITAL was legally established) with the following objectives to be achieved by 2015:

We want to be seen by the EU, industry and governments across and beyond Europe as:

- **A THOUGHT LEADER IN THE FIELD OF DIGITAL INCLUSION**
- **A PARTNER OF CHOICE FOR ANY PROJECT IN THIS FIELD**
- **A CHANNEL FOR DELIVERY TO 'HARD-TO-REACH' 'DIGITALLY EXCLUDED' CITIZENS**
- **A SOURCE OF EXPERT KNOWLEDGE IN THIS FIELD.**

In 2015, a mid-term review of the strategic plan resulted in an updated strategic roadmap for the period 2015-2017. Accordingly, the ALL DIGITAL main strategic goal was to continue supporting telecentres that we now referred to as European public ICT learning centres.

The updated document also included roadmaps for the implementation of actions under each pillar.

OUR VISION AND MISSION

We believe that every European should be able to exploit the benefits and opportunities created by digital transformation.

ALL DIGITAL aspires to achieve this vision by equipping European citizens with digital skills, with confidence, and with a mind-set that allows them to understand and benefit from the digital transformation of society.

This is what drives us, what defines our priorities and what underlies the distinct role that our network plays in Europe.

OUR STRATEGIC PURPOSE

Consolidate our role as a leading European network to reinforce and make the case for digital competences obtained in non-formal settings such as digital competence centres.

Why digital competences?

We focus on supporting Europeans that have insufficient digital skills. That means that they have less chance of finding work, of using online services, of having a better quality of life and of being included.



In a digitally oriented society, 43% of the EU population currently lack basic digital skills. In wider Europe, the percentage is even higher.

What are the digital competence centres?

Physical or online spaces where people get access to technology and to the Internet, acquire digital competences and keep up to date with technology and community developments.

They could be based in:



that provide training on digital competences and that implement innovative digital solutions.

OUR STRATEGIC GOALS AND PRIORITY ACTIONS UNTIL 2020

1. Ensure sustainable development of the membership and effective engagement of members and digital competence centres

A new membership strategy was adopted by the Board at the end of 2017 and that will be implemented in the years to come. Membership development is a transversal enabler for our organisation, therefore we will, on the one hand, actively recruit new members and on the other hand, strengthen connections within our community.

We will use current and new tools and services to increase members' engagement within ALL DIGITAL actions. We will strengthen interaction opportunities for members under the thematic clusters¹.

PRIORITY ACTIONS UNDER THIS STRATEGIC GOAL:

- 1.1. Ensure coverage of all EU countries by at least two strong member organisations in each country
- 1.2. Organise training and webinars to build the capacity of members
- 1.3. Increase engagement of members by supporting interactions in the thematic clusters

¹ See details about the thematic clusters on page 11

2. Provide leadership, inspiration and knowledge, based on our first-hand experience in the area of digital competences

We will continue to develop our capacity to coordinate, partner and facilitate partnerships and projects, with and beyond our membership, to exploit EU funding. We are committed to lead and facilitate implementations of the DigComp framework across our network, due to its relevance to the training activities of our members.

Also, we will strengthen our capacity to collect relevant data, and assure quality content that will support our policy positions. To make the case for the digital competence centres, we will invest more in effective advocacy tools.

PRIORITY ACTIONS UNDER THIS STRATEGIC GOAL:

- 2.1. Promote and facilitate implementation of the DigComp framework
- 2.2. Support our members to develop, test and exchange innovative methods and programmes for teaching digital skills in different contexts
- 2.3. Harmonise and improve internal data collection / feedback systems
- 2.4. Develop advocacy support tools such as success stories, factsheets and infographics
- 2.5. Ensure national coverage of ALL DIGITAL Week through the campaign's national partners

3 Lead policy transformations at EU and member states levels

We want to shape and contribute to policies that impact education and training of those who lack basic digital competences i.e. almost half of the EU population. We want to amplify the voice of our network by engaging policy experts to support our work and by organising policy events in Brussels.

In addition to helping shape policies at the level of the EU, we will support the creation or revision of national level strategies that address challenges and opportunities brought by the digital transformation. We will achieve this primarily by working with the National Coalitions for Digital Skills and Jobs.

PRIORITY ACTIONS UNDER THIS STRATEGIC GOAL:

- 3.1. Reinforce basic digital literacy and inclusion**
- 3.2. Engage policy experts as ALL DIGITAL ambassadors**
- 3.3. Organise policy events in Brussels**
- 3.4. Support the shaping of digital skills strategies at the level of member states**
- 3.5 Research and advocate on digital and other competences of the future**

4 Strengthen engagement in partnerships and alliances with industry

Strategic partnerships contribute to the sustainability of our network, enable new services for our members and help us understand technology trends. Equally they improve our understanding of the needs and expectations regarding the skills, competences and attitudes required by employers. We will focus not only on the ICT sector, but also on other sectors that are being affected by the digital transformation.

We will work to strengthen our existing strategic partnerships and to create new ones with industry partners that share our vision and objectives. To do that, we will develop personalised value propositions and will create new and innovative opportunities for engagement. In addition, we will expand our Advisory Board, to include more representatives from industry.

PRIORITY ACTIONS UNDER THIS STRATEGIC GOAL:

- 4.1. Develop and implement a strategy to engage industry in ALL DIGITAL's activities**
- 4.2. Create personalised value proposition(s) for industry partners**
- 4.3. Capitalise on our potential to reach out to sectors beyond ICT**

TARGET AUDIENCES

The strategy of ALL DIGITAL is constructed around the strategic priorities, audiences, and services of our member organisations. ALL DIGITAL recognizes the vital importance of its membership within its strategy and advocacy messages.

ALL DIGITAL exists to serve and guide its members, supporting them to grow, develop and improve their services and to increase their impact. Our target audiences are described below. Our advocacy messages will highlight the need to focus on the *43% of the EU population with insufficient digital skills - that's 220 million Europeans.*

TYPE OF AUDIENCE	NUMBER	STRATEGIC FOCUS
Members	60 member-organisations	Existing member organisations
Digital competence centres (telecentres)	Around 25,000	Digital competence centres involved in ALL DIGITAL actions
Stakeholders	At least 50 external organisations	Industry, EU associations, European institutions, policy makers, National Coalitions for Digital Skills and Jobs, potential new member organisations
Citizens	Around 15,000,000 people reached every year	43% of EU population and other Europeans lacking basic digital skills

STRATEGIC APPROACH

ALL DIGITAL is primarily a membership association with a strong foundation in its member organisations.

We will continue to nurture three transversal areas of services to members:

1. Capacity building

Access to training programmes, grants for organisational development, awards.

Brokering for the sharing of products, knowledge and expertise between our members.

2. Advocacy

Increased visibility at European level and enhanced credibility at national level.

3. Research and innovation

Facilitate understanding of digital transformation and education trends and how these can be applied in the work of our members. Access to reports and studies on areas of interest.

In addition, ALL DIGITAL has five thematic areas on which this strategy is built. In collaboration with the members, these will be further developed and will contribute to the sustainability of the organisation.

Our work in the next three years will be focused on these five areas, though new areas might be addressed by our activities, based on further consultations with members and stakeholders, and on the needs of our target groups.

The five thematic areas are:

1. BASIC DIGITAL SKILLS

A lack of basic digital skills is putting almost half of the European population at risk of exclusion. This is not acceptable. We believe all Europeans need a set of basic digital skills to benefit from online services, to find work, to have a better quality of life and to be fully included in today's digital society.

2. EMPLOYABILITY & ENTREPRENEURSHIP

More and more, industries are becoming digital, and therefore the number of digital jobs is climbing rapidly. This is not only jobs in the ICT sector itself; in the coming years 90% of jobs will require digital skills and competences at a higher than basic level². These are jobs not only in, but also outside of the office; farmers, electricians, car mechanics, detectives, teachers and doctors, among others³, use digital tools in their everyday tasks. Digital competence centres contribute significantly to the employability and entrepreneurship of their users, by equipping them with the necessary digital skills to help them get new or better employment opportunities.

3. CODING

Coding is the language of digital technologies. We believe coding should be accessible to everyone, including disadvantaged groups, because it helps develop transversal skills such as analytical thinking, problem solving, team working, and creativity. Digital competence centres can make a valuable contribution here through the provision of non-formal training.

4. DIGITAL MEDIA LITERACY

Media literacy is the ability to access, analyse, evaluate, and create media. Media literate youth and adults are better able to understand the complex messages we receive from Internet, television, newspapers, and all other forms of media.

5. STEAM SKILLS FOR SOCIETY

STEAM - science, technology, engineering, arts/design and mathematics - skills provide students with opportunities to use content and knowledge in ways that are practical and applicable to the real world. ALL DIGITAL is exploring innovative ways to make science education and scientific careers attractive to young people.

² <https://ec.europa.eu/digital-single-market/en/grand-coalition-digital-jobs>

³ <https://ec.europa.eu/digital-single-market/en/news/report-shows-digital-skills-are-required-across-all-types-work-also-jobs-outside-office>

Strategic Matrix

This matrix provides a summary of ALL DIGITAL's strategy for 2018-2020:

VISION	Every European should be able to exploit the benefits and opportunities created by digital transformation				
STRATEGIC PURPOSE	Consolidate our role as a leading pan-European network to reinforce and make the case for digital competences obtained in non-formal settings such as digital competence centres.				
STRATEGIC GOALS	<p>Ensure sustainable development of membership and effective participation of members and stakeholders</p> <p>Provide leadership, inspiration and knowledge based on our first-hand experience in the area of digital competences</p> <p>Lead policy transformations at EU and member states levels</p> <p>Strengthen engagement in partnerships and alliances with industry</p>				
THEMATIC AREAS OF INTEREST	Basic digital skills	Employability & entrepreneurship	Coding	Digital Media Literacy	STEAM skills for society
TRANSVERSAL SERVICE AREAS	<p>Capacity building</p> <p>Advocacy</p> <p>Research & Innovation</p>				

MEASURING OUR PERFORMANCE

- We will develop annual action plans based on our strategic priorities. An annual review of these plans will be included in the annual reports that are provided to the membership of the organisation at the annual general assemblies.
- We will observe, evaluate, refine and adapt our work on an ongoing basis. One of the priority actions is to improve the data collection and feedback systems, including our annual membership survey.
- We will review progress under the implementation of the Strategic Plan at the end of every year together with our Board, Advisory Board and financial controllers.

Key Performance Indicators for 2020

KPI	DESCRIPTION	MEASURED BY
5 million Europeans trained	We will work with our members and the digital competence centres to assure that at least 5 million citizens are being trained and equipped with relevant digital competences	Annual membership survey
30 million European reached	We will reach at least 30 million Europeans through our awareness raising campaigns and our advocacy messages.	ALL DIGITAL Week reports from partners, annual membership survey
20 events organised for members and stakeholders	Training events for members, policy workshops, Annual Summit, General Assembly, ALL DIGITAL Week launch event, etc.	Event reports
Membership coverage in all EU member states	At least two member-organisations with national coverage in each EU member state.	Membership database
3 strategic partnerships with industry	At least three new strategic partnerships agreed with industry partners.	Annual reports

GLOSSARY OF TERMS

- **Digital competence centre (telecentre)** – non-formal education settings – physical or online space where people get access to technology and the internet and learn digital competences.
- **Basic digital skills** – the Foundational skills, as detailed in the Digital Competence Framework. Statistics for the EU and the member states are published every year by Eurostat (Digital Economy and Society Index).
- **Digital Competence Framework (for Citizens)** – a reference for the development and strategic planning of digital competence initiatives both at European and Member State level.
- **Digital Single Market** – an EU policy framework to enable free movement of goods, persons, services, capital and data – in which citizens and businesses can seamlessly and fairly access online goods and services, whatever their nationality, and wherever they live.
- **New Skills Agenda** – a policy initiative supporting a shared commitment and working towards a common vision about the strategic importance of skills for sustaining jobs, growth and competitiveness. Includes 10 policy actions.
- **Digital Skills and Jobs Coalition** – One of the 10 actions under the New Skills Agenda, the Coalition supports cooperation among education, employment and industry stakeholders to improve the digital skills of the wider EU population.
- **Non-formal education** – is any organized educational activity that takes place outside the formal educational system. Usually it is flexible, learner-centred, contextualized and uses a participatory approach. It is different from informal education, because it includes structured learning situations.
- **ALL DIGITAL Week / Get Online Week** – European ALL DIGITAL Week is the successor to Get Online Week organised each year from 2010 to 2017. It is an annual digital empowerment campaign run at digital competence centres, libraries, schools, community centres and NGOs across Europe, bringing 100,000 Europeans every year in events addressing digital transformation and its effects.
- **eSkills for Jobs** – campaign ran in 2015-2016 by the European Commission aiming to raise awareness of the need for citizens to improve their command of information and communication technology (ICT) skills for work.
- **National Coalitions for Digital Skills and Jobs** – partnerships between digital skills actors in EU Member States who work together to improve digital skills at national, regional or local level.
- **Digital transformation** – is the change associated with the application of digital technology in all aspects of human society. It is sometimes called the 4th industrial revolution or digital revolution.

ANNEX 1 - STRATEGIC PRIORITIES FOR 2018

STRATEGIC PRIORITY	EXPLANATION
<p>Promotion and exploitation of DigComp framework</p>	<p>This priority mainly falls under the thematic area of Basic Digital Skills. Both project-based and policy related actions will contribute to the exploitation of DigComp within the ALL DIGITAL network and beyond.</p> <p>ALL DIGITAL will:</p> <ul style="list-style-type: none"> • Support JRC and EC in reviewing and piloting a self-assessment tool based on proficiency levels 1-4 (Foundation and Intermediate competences) • Create the Digital Competence Development System as a full implementation of the DigComp with low skilled adults for proficiency levels 1-2 • Create training pathways aligned to DigComp for two worker profiles: entrepreneur and virtual office worker • Raise awareness and contribute to policy debates and consultations
<p>Digital competences for jobs</p>	<p>Addressing the thematic area of Employability and Entrepreneurship, this priority comes from our work with the Coalition for Digital Skills and Jobs, as well as the industry partnerships (e.g. Cisco NetAcad).</p> <p>Moreover, we seek to building new partnerships with other EU associations (e.g. CEPIS).</p> <p>Also, we are involved in two projects that foster skills for jobs and entrepreneurship:</p> <ul style="list-style-type: none"> • Ask4Job (targeting unemployed) • Smart Women (empowering women to start businesses online)
<p>Build trust in technology</p> <ul style="list-style-type: none"> • Combating fake news, hate speech and social media abuse (digital media literacy) • Cybersecurity awareness and literacy for citizens and organisations 	<p>Connected with the thematic areas of Digital Media Skills and Basic Digital Skills, this priority is the highlight of this year's ALL DIGITAL WEEK (previously Get Online Week). Also, it is a topic of the following projects:</p> <ul style="list-style-type: none"> • HURISTO – delivering a methodology concerning European human rights charter and educational skill improvement for the less educated • Digital Welcome - exchange best practices between organisations specialised in digital inclusion of disadvantaged groups
<p>Digital social innovation</p>	<p>Using digital technologies to generate innovative solutions and to address societal needs. This is a transversal priority for all five thematic areas of ALL DIGITAL. Based on the outcomes of the 2017 Summit, we have agreed to focus more on engaging digital competence centres in this topic.</p> <p>We will do so by promoting the concept amongst our members, and work with experienced partners (e.g. TUDO or NESTA) in making it more visible at the European policy level.</p>
<p>Contribute to the European Year of Cultural Heritage</p>	<p>Promotion and dissemination of our network's initiatives on the European digital cultural heritage.</p>

ANNEX 2 - STRATEGIC PRIORITIES FOR 2019

STRATEGIC PRIORITY	EXPLANATION
TRANSVERSAL PRIORITIES	
Digital inclusion of unprivileged groups	<p>ALL DIGITAL focuses on people lacking basic digital skills as a large unprivileged group. However, among the 43% of EU population with low digital skills, we can identify the following target groups that are at high risk of being socially excluded: the elderly, the unemployed, workers in industries that are being automatized, adults out of formal education, migrants, people living in poverty, etc.</p>
Validation and recognition of digital competences in non-formal education	<ul style="list-style-type: none"> • DigComp promotion and implementation • AD will create and publish a manifesto on the validation and recognition of the digital competences
Digital transformation of the job market	<p>The education and training sector need immediate support to develop and adapt its offer to meet the changing needs of the digital economy. Programmes at all levels and sectors of education should be updated and digital skills should be part of the core competences required at every level.</p> <ul style="list-style-type: none"> • Contributing to the Digital Skills and Jobs Coalition • Active involvement in the EU Digital Skills Week (if organized in 2019) • Starting new partnerships with industry (e.g. JP Morgan Chase) • Co-organising an international event with Empirica and CEPIS on ICT skills training and job placement for diverse groups • Involvement in EU funded projects (e.g. Ask4Jobs) • Including this priority among the main themes of ALL DIGITAL Week 2019
Active citizenship for a better European society	<p>Through the internet, citizens will increasingly be able to set their own agenda, rather than accepting “top-down” policies. But people need better digital training in order to benefit fully from the opportunities. In view of significant challenges ahead of the EU in 2019 (parliamentary elections, Brexit, next MFF), ALL DIGITAL wants to promote digital skills that enable Europeans to act as informed and critically thinking citizens.</p> <ul style="list-style-type: none"> • Developing closer relationships with LLL-P and ECAS • Running projects and exploiting outcomes of our current projects (BRIGHTS, Welcome, Huristo) • Providing policy recommendations • Digital Cultural Heritage

STRATEGIC PRIORITY	EXPLANATION
<p>Media literacy for all</p>	<p>Non-formal education and training providers working with ALL citizens should be recognized as main actors in EU relevant policy initiatives and strategies. EU should provide increased and targeted funding. Media literacy should be addressed in a comprehensive way in the upcoming European media literacy week, because media literacy is not only about accessing, critically understanding, interacting but also creating with media.</p> <ul style="list-style-type: none"> • Participating in the EU media literacy campaign – mentioned in the Digital Education Action Plan • Increased visibility in EC media literacy expert group • Participating in the Media and Information Literacy campaign of UNESCO
<p>Building trust in technology</p>	<p>ALL DIGITAL is a promoter of cybersecurity among EU citizens and advocates seeking to change the perception of cyber-threats by promoting education, sharing of good practices in data and information security.</p> <ul style="list-style-type: none"> • Participating in the implementation of the Digital Education Action Plan • Developing new partnerships with industry (e.g. JPMC) • Including this priority among the main themes of ALL DIGITAL Week 2019 • Participating in EU campaigns such as Online safety campaign or Get Cyber Skilled
<p>STEAM education for society</p>	<p>The development of STEAM education and skills presents a sustainability opportunity for AD and its members. ALL DIGITAL sets to promote the potential of STEAM activities in non-formal and formal educational setting, addressed to young people as well as adults but also to trainers and teachers.</p> <ul style="list-style-type: none"> • Exploiting the resources developed in projects of ALL DIGITAL members and support the organisation of trainings • Expand the community generated by the UMI project • Developing new partnerships with industry (STEM Alliance) • STEAM themed conference in Brussels • Participation in European STEM Week

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