ALL DIGITAL

# ALL DIGITAL STRATEGIC PLAN 2022—2027

2 Shaping digital transformation with digital education

We are just at the beginning of an epochal transformation of our society, whose **digital component** has already proven to be **transversally relevant** in all its sectors. ALL DIGITAL aspires to take advantage of such a unique opportunity by **shaping digital transformation with impactful digital education** interventions towards a greener, more inclusive and cohesive Europe.

Indeed, our new Strategic Plan is the result of a two years-long process that has witnessed the launch of a **new programming period** of the European Commission, the extraordinary prevention and reaction measures towards the COVID-19 global pandemic and their impact at social and economic level, together with the environmental and migratory crises of the contemporary society.

Therefore, being strongly convinced of the importance that digital skills have in coping with all these challenges in a long-term perspective, the AD Board has agreed to produce, for the first time in the history of the association, a **six years-long Strategic Plan**.

A **forward-looking approach**, aimed not only at listing the actions to be undertaken at short and mid-term, but also putting in place a consultation and monitoring mechanism with the capacity to anticipate the needs of EU citizens in the field of digital education.
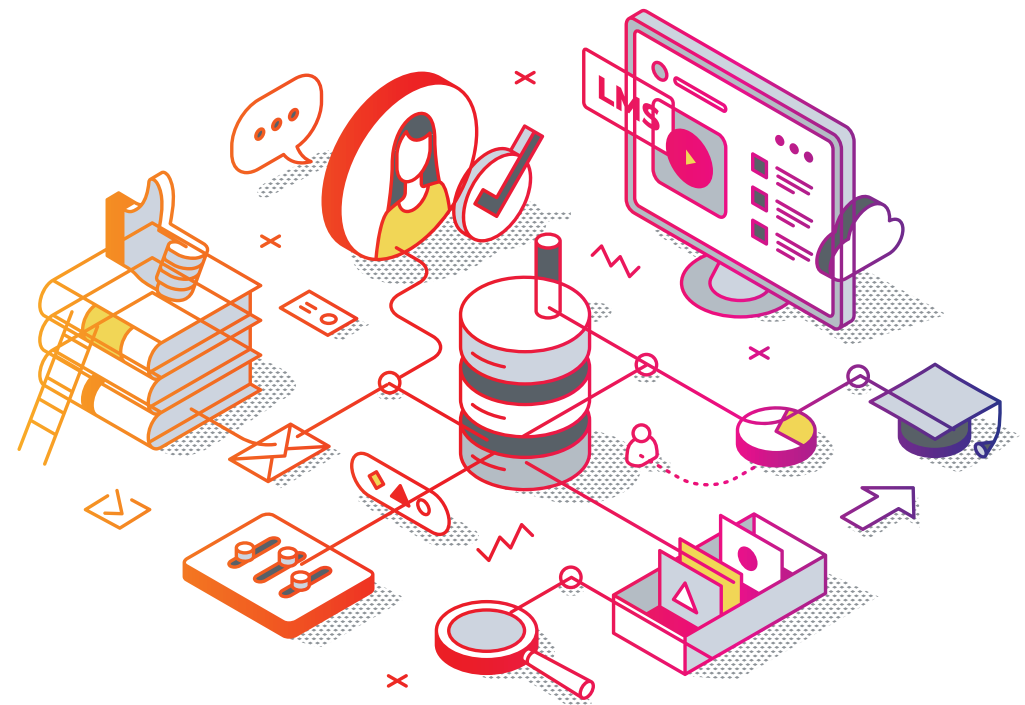
A journey of (digital) inclusiveness

Originally established in Brussels in 2010 with name of Telecentre-Europe, the organisation 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, active citizenship and e-participation, 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.

In the past decade, ALL DIGITAL has secured its role and proven its significance as a network representing non-formal education and training providers that empower the development of digital skills by citizens, with a particular focus on those Europeans who have insufficient digital skills and, therefore, less chance of finding work, of using online services, of having a better quality of life and of being included.

With the occurrence of the COVID-19 pandemic and its contribution to speed-up an unregulated and uneven use of the digital technologies and environments, all those involved in the promotion and implementation of digital education and digital inclusion activities have strongly suffered the lack of time and adequate resources to offer equitable opportunities to get ready for the digital transformation.
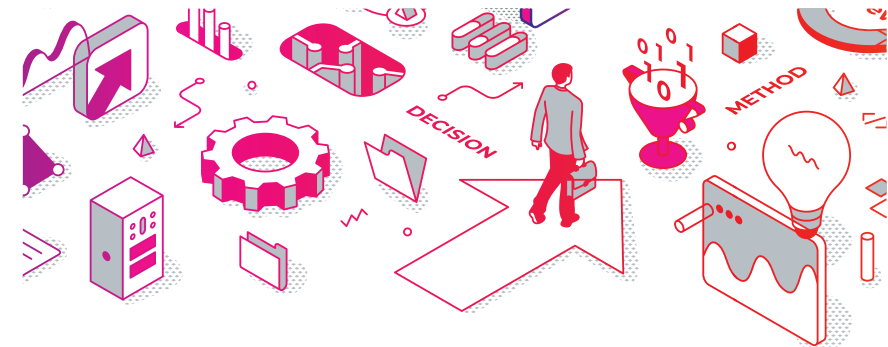
In our opinion, it is now extremely urgent to adopt a **more equity-based approach** that valorises difference and inclusion as the main strategy to widen the access of education to maximum possible level, as well as to design and deliver flexible, modular and personalized training offers.

In this sense, ALL DIGITAL has recently contributed with the publication of revised version of a **Manifesto for enhancing digital competences across Europe**.

What are the next steps? How did the concepts of basic digital skills and digital inclusion change and how will they evolve in the future? How can ALL DIGITAL continue its journey of digital inclusiveness?

First of all, we need to **anticipate the needs of the future**, since the skills required are not the same as they were just two years ago, and they will certainly be different again in another two years.

In this new Strategic Plan 2022-2027, digital inclusion is understood as the capacity to provide capacity building, advocacy and networking services to timely and effectively adapt to the needs and demands of the civil and private sectors, starting from all those organisations and practitioners that deliver digital education programmes in formal, non-formal and informal settings.

4 The evolution of digital inclusion in ALL DIGITAL's strategy

PERIOD	2010—2017	2018—2021	2022—2027
Who	Telecentre-Europe	ALL DIGITAL	ALL DIGITAL
What	Get everyone online	Develop basic digital skills of disadvantaged EU citizens	Enhance digital skills and competences of all people making them aware and capable to exploit the opportunities of digital transformation
Where	Telecentres (mostly public services)	Digital Competences Centres (mostly non formal training providers)	Every organisation involved in Digital Education

VISION	MISSION
Our vision is that everyone can benefit from digital transformation.	ALL DIGITAL is **supporting its members** in equipping **all people** with digital skills, with confidence, and with a mindset that allows them to understand how digital transformation can contribute to a greener, more sustainable, inclusive, and cohesive growth of the society, as well as how digital competences can enhance their personal and professional development.

GOALS	OBJECTIVES
1. Strengthen membership base	1.1 **Build a stronger, more diversified, and more inclusive network** by facilitating the digital inclusion of all Europeans. 1.2 **Broaden the coverage of skills** by actively contributing to building "bridges" between digital skills and other types of skills. 1.3 **Broaden the geographical coverage** by ensuring a wider representation across Europe and beyond.
2. Provide quality services to members	2.1 **Invest in the network's knowledge capital** by delivering services based on advanced and updated knowledge and practice. 2.2 **Improve the capacity of members** by providing them with networking and high-quality learning opportunities. 2.3 **Facilitate understanding of digital transformation** by collecting and analysing data and producing studies and reports.
3. Increase visibility and external relations	3.1 **Get wider European visibility** by actively promoting and disseminating information on key issues in the digital education sector. 3.2 **Raise awareness on digital inclusion and empowerment** by organising the ALL DIGITAL Weeks annual campaign. 3.3 **Create the reference event for digital education stakeholders and practitioners** by organising the annual ALL DIGITAL Summit and Awards.
4. Engage with policy implementation	4.1 **Increase policy-level visibility and presence** by engaging in networking, participating in working groups, building relationships. 4.2 **Support the implementation of European digital policies** by bridging the gap between the EU and local levels. 4.3 **Promote the implementation of the DigComp Framework** by establishing a DigComp Hub, providing training and support services. 4.4 **Support the implementation of the European Digital Skills Certificate (EDSC)** by positioning the organisation as a trusted third-party to guarantee the quality of certification processes.
5. Develop and sustain the organisation	5.1 **Develop a more capable and efficient organisation** by upskilling staff members, engaging experts and improving management processes. 5.2 **Diversify income sources** by obtaining funding from both public and private donors and increasing revenue from own tools and services. 5.3 **Sustain core activities of the organisation** by seeking targeted funding support.

GOAL   1. **STRENGTHEN MEMBERSHIP BASE**

OBJECTIVES	ACTIONS	INDICATORS
1.1 **Build a stronger, more diversified, and more inclusive network** by facilitating the digital inclusion of all Europeans.	**1.1.1** Welcome different **types of organisations** (e.g., academia, government, industry, VET, social enterprises, third sector etc.) as members that are active in the field of both formal and non-formal digital education.	• *Increased number and diversity of member organisations.* • *Increased number and diversity of final beneficiaries addressed by members.*
	1.1.2 Include new members working in the development of digital skills **at any level** of the spectrum of digital competences from basic to advanced levels.	• *Increased number of members providing digital education at higher proficiency levels.*
1.2 **Broaden the coverage of skills** by actively contributing to building "bridges" between digital skills and other types of skills.	**1.2.1** Create and promote **synergies** between digital and other types of skills (e.g., green, transferrable, entrepreneurial etc.).	• *Established common actions that promote synergies between digital and other skills.*
	1.2.2 Include members working in specific **sectors** where digital skills are related to other skills (e.g., education, culture, health, government, social economy etc.).	• *Increased number of members representing various sectors exploiting digital skills.*
	1.2.3 Establish **mutual membership** with European associations representing other sectors.	• *Increased number of mutual memberships with European associations.*
1.3 **Broaden the geographical coverage** by ensuring a wider representation across Europe and beyond.	**1.3.1** Actively recruit new members from **countries not covered** in Europe, to ensure that all European countries are represented in the network.	• *All European countries are covered in the network.*
	1.3.2 Engage new members from countries that are already covered but where a **stronger presence** is needed, to ensure greater national representation and influence.	• *Increased number of strong, influential organisations are members of the network.*
	1.3.3 Identify and invite new members from "**bordering countries**".	• *Increased number of organisations join the network from "bordering countries".*

GOAL 2. **PROVIDE QUALITY SERVICES TO MEMBERS**

OBJECTIVES	ACTIONS	INDICATORS
2.1 **Invest in the network's knowledge capital** by delivering services based on advanced and updated knowledge and practice.	**2.1.1** Pool together and **share the knowledge capital** (e.g., project results, training content, platforms, tools, communities) produced by the network.	• *ALL DIGITAL platform is populated with quality resources and tools.*
	2.1.2 **Exploit the results** achieved by the network and generate new knowledge capital through projects, services, and partnerships.	• *New projects and initiatives scaling up existing results.*
2.2 **Improve the capacity of members** by providing them with networking and high-quality learning opportunities.	**2.2.1** Establish the **ALL DIGITAL Academy** to deliver training and mentoring on key challenges in digital education (e.g., the use of emerging technologies).	• *ALL DIGITAL Academy established and offering online training.*
	2.2.2 Offer **learning opportunities** on cutting-edge topics to empower both educators and organisations.	• *Learning opportunities (e.g., Member Talks, workshops, info-sessions) provided to members and stakeholders.*
	2.2.3 Facilitate **networking and knowledge sharing** in the field of digital education.	• *Projects and other activities implemented to support networking and knowledge sharing inside and outside the network.*
	2.2.4 Inform on relevant policies, funding opportunities, and best practices through regular **policy briefs, funding alerts** and **newsletters**.	• *Informative services such as newsletters, policy briefs and funding alerts regularly published.*
2.3 **Facilitate understanding of digital transformation** by collecting and analysing data and producing studies and reports.	**2.3.1** Anticipate the **needs** of Europeans in the field of digital education.	• *Data collection and processing mechanism established.*
	2.3.2 Identify **trends** across the sector and collect and analyse good practices.	• *Surveys and consultations conducted with members and stakeholders.*
	2.3.3 Monitor the **impact** of digitalisation in all aspects of life, work, and education.	• *Research studies, fact sheets and reports produced and widely promoted.*

GOAL 3. **INCREASE VISIBILITY AND EXTERNAL RELATIONS**

OBJECTIVES	ACTIONS		INDICATORS
3.1 Get wider European visibility by actively promoting and disseminating information on key issues in the digital education sector.	3.1.1	Produce and actively promote key reference **publications** in the sector.	• *Greater number of publications.*
	3.1.2	Organise and participate in high level **events** with key stakeholders from different sectors.	• *Increased number and level of events in which the organisation is present.*
	3.1.3	Engage **ALL DIGITAL ambassadors** (e.g., Advisory Board) to promote and support the network.	• *Enlarged pool of ambassadors to promote and support the network.*
	3.1.4	**Disseminate** relevant information through the organisation's communication channels and the media.	• *Amplified visibility of the network (social media channels, website, newsletter, media appearance, etc.).*
3.2 Raise awareness on digital inclusion and empowerment by organising the ALL DIGITAL Weeks annual campaign.	3.2.1	Directly **organise** a high-level launch event and several international events during the campaign.	• *High level launch event, plus several international events are organised by the organisation.*
	3.2.2	Amplify the impact of the campaign through the active involvement of **key strategic partners** such as European and national networks.	• *Increased number of strategic partners.*
	3.2.3	Enhance outreach of the campaign through the engagement of **more local partners** across Europe.	• *Increased number of local partners and participants.*
	3.2.4	Get support from **sponsors** to organise and run the campaign.	• *Sponsorship secured to organise and run the campaign.*
3.3 Create the reference event for digital education stakeholders and practitioners by organising the annual ALL DIGITAL Summit and Awards.	3.3.1	Ensure that the Summit becomes the **reference event** for everyone interested in digital competences and education.	• *Increased number of quality speakers and participants.*
	3.3.2	Enable **exchange** of best practices, experience, and expertise.	• *The programme allows space for enhanced exchange and networking opportunities.*
	3.3.3	Provide **more services** and **networking** opportunities during the event.	• *The event provides more services to the participants (e.g., marketplace, side events, exhibitions, streaming, conference App).*
	3.3.4	Award excellence in the fields of digital inclusion and digital education with the annual **ALL DIGITAL Awards.**	• *Increased number of quality applications for the Awards.*
	3.3.5	Get support from **sponsors** to organise the Summit.	• *Sponsorship secured to organise the Summit.*

GOAL 4. **ENGAGE WITH POLICY IMPLEMENTATION**

OBJECTIVES	ACTIONS		INDICATORS
4.1 Increase policy-level visibility and presence by engaging in networking, participating in working groups, building relationships.	4.1.1	Disseminate widely the **Manifesto** for digital competences in its upgraded versions.	• *Increased number of organisations endorsing the Manifesto.* • *Regularly updated Manifesto.*
	4.1.2	Actively participate in **EC working groups** (e.g., Adult Learning, Digital Literacy, DELTA, Voices of Culture).	• *The organisation and its members contribute to share key policies of the EC.*
	4.1.3	Establish and maintain **relationship** with relevant **European Commission** DGs, cabinet members, directors, heads of units and file managers.	• *Established and consolidated relations with key representatives of European institutions working on issues related to digital education and inclusion.*
	4.1.4	Identify and connect with members of the **European Parliament** and the European Economic and Social Committee.	• *Established an active dialogue with members of the European Parliament and the European Economic and Social Committee.*
	4.1.5	Build **connection** with think-tanks, policy organisations, and Digital Skills and Jobs Coalitions.	• *Increased network of connections with key stakeholders.*
	4.1.6	**Lead conversations** through organising high level policy events, produce policy papers and recommendations, and contribute to stakeholder and public consultations.	• *Increased the number and quality of policy events organised and policy documents published, including through active participation in consultations.*
4.2 Support the implementation of European digital policies by bridging the gap between the EU and local levels.	4.2.1	**Inform members** about EU policies and involve them in contributing to the development of policies.	• *Members are better informed about European policies and are actively involved in consultations.*
	4.2.2	Provide **grassroots support** to the EU on the implementation of EU policies and initiatives.	• *The network is actively engaged in the promotion and implementation of EU policies and initiatives.*
	4.2.3	Support member organisations on how to **promote and advocate** for the implementation of EU policies at national/regional level.	• *Members are empowered on how to promote and advocate for the implementation of EU policies at national/regional level.*

OBJECTIVES		ACTIONS		INDICATORS
4.3	**Promote the implementation of the DigComp Framework** by establishing a DigComp Hub, providing training and support services.	4.3.1	Establish and maintain a **DigComp Hub** (including **DigComp Community of Practice**, services, resources) to support the wide adoption and use of the DigComp Framework.	• *DigComp Hub established and maintained.* • *Increased number and diversity of members of the DigComp CoP.*
		4.3.2	Provide educators with **training and mentoring** on how to use the DigComp Framework.	• *Increased number of trained organisations and individuals.*
		4.3.3	Organise an **awareness-raising campaign** to promote the DigComp Framework.	• *Increased awareness on DigComp Framework.*
		4.3.4	**Support** the European Commission in the governance and further improvements of the DigComp Framework.	• *Increased use and adoption of the DigComp Framework.*
4.4	**Support the implementation of the European Digital Skills Certificate (EDSC)** by positioning the organisation as a trusted third-party to guarantee the quality of certification processes.	4.4.1	**Engage** in the EDSC feasibility study and participate in piloting of the operational model.	• *Engaged in the EDSC dialogue and implementation.*
		4.4.2	Nurture and manage the Digital Skills Certification **Community of Practice**.	• *Increased number and diversity of members of the Certification CoP.*

GOAL   5. **DEVELOP AND SUSTAIN THE ORGANISATION**

OBJECTIVES	ACTIONS	INDICATORS
5.1 Develop a more capable and efficient organisation by upskilling staff members, engaging experts and improving management processes.	**5.1.1** Increase the **internal capacity** of staff by upskilling current members, recruiting high-profile new members, hiring experts and specialists, engaging quality interns.	• *The staff and supporting team have adequate skills to deliver high-quality performance and excellence.*
	5.1.2 Increase **efficiency** in the implementation of activities by improving management, monitoring and evaluation tools, processes, and protocols.	• *An improved Operational Manual, including labour regulation is in place.* • *An updated Statutes that reflect on the strategic goals of the organisation.*
	5.1.3 Achieve an organisational structure that supports a coherent implementation of activities **across functional and thematic areas**.	• *Tasks and responsibilities are distributed across functions and thematic areas.*
	5.1.4 Obtain **quality labels** to guarantee highly organised and transparent management of projects and activities.	• *Quality assurance is applied and recognised through a quality label.*
5.2 Diversify income sources by obtaining funding from both public and private donors and increasing revenue from own tools and services.	**5.2.1** Increase income from **EU funded projects** and **tenders** and explore new funding opportunities, in partnership with other key actors.	• *Income from EU-funded projects and tenders increased.*
	5.2.2 Increase income from **corporate** and other **private** funding sources.	• *Income from corporate and other private sources is increased.*
	5.2.3 Develop and offer **tools** and **services** that return the investment and yield income.	• *Own tools and services bring revenue to the organisation.*
	5.2.4 Introduce a **progressive membership fee scheme** that allows to gradually increase the income from membership fees, at the same time based on the principle of fairness (e.g., annual income).	• *Income from membership fees increased, and there is a progressive membership fee system in place.*
5.3 Sustain core activities of the organisation by seeking targeted funding support.	**5.3.1** Ensure receiving an annual **operating grant** from the European Commission.	• *Operating grant is received from the European Commission every year.*
	5.3.2 Seek funding for the organisation's **core activities** and services (i.e., capacity-building of members, policy advocacy efforts, knowledge-sharing activities).	• *Most funded projects directly support the mission, strategic priorities, core activities and services of the organisation.*

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