Digital transformation of inclusive Youth Work

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Udruga Studio B

YOUTH POWER Germany

YOUTH POWER Austria

YOUTH POWER

DIGITAL TRANSFORMATION STRATEGY
YOUTH POWER AUSTRIA

CONTENT

1. INTRODUCTION

Digital transformation is affecting our societies in a myriad of ways. Young people's entire lives will be shaped by these changes. Youth work's purpose is to support the personal and social development of young people. The sector's unconstrained non-formal educational approach makes it uniquely placed to respond to young people's needs in a digitalizing society and play a significant role in bridging the digital divide and promoting inclusion.

Digital youth work can use technology to make youth work services more accessible and relevant. It can create opportunities and spaces in which young people can develop a critical, innovative and value-based perspective on digital transformation, and become the co-constructors of a positive digital future. (European Guidelines for Digital Youth Work, 2019).

The social settings and environment in young people are growing today significantly changed in the previous years. Digital transformation has already started and is affecting all spheres of life, with youth work being not an exception. The Covid-19 pandemic has influenced this process to become even faster and part of regular non-formal education activities youth work organisations are implementing.

Youth workers should look at digitalization from a broader perspective. Digitalization means so much more than apps and smartphones – it impacts on all areas of life. It follows that youth work needs to assist young people in becoming confident navigators of today's digital world. The crucial starting point for digitalising youth work and developing digital formats, is to define clearly what is to be achieved and how, regardless of what kind of software or digital tool ends up being used. (Bindzus, 2021).

However, digital transformation does not only bring new things and perspective for young people, but also for all other relevant youth work stakeholders such as youth workers, youth trainers, youth educators and youth leaders. All those stakeholders are still experimenting and piloting different tools and methodologies in online and blended environments that they were not previously using in their regular face-to-face educational activities.

Having digital technologies as a central part of youth work also came with its limitations. There were practical issues with transferring youth work activities online – with only 58% of youth workers and youth leaders in Europe managing to transfer less than one-third of their youth work online during the pandemic. (Karsten, 2020)
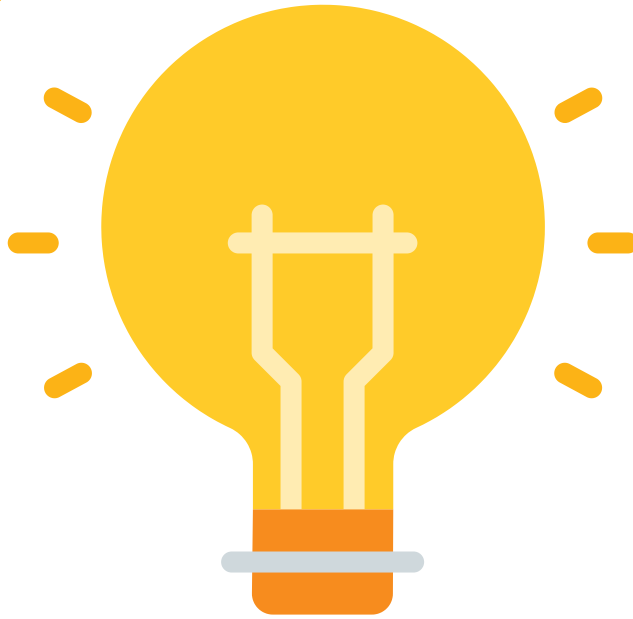
Another important characteristic of (digital) youth work activities implemented during the Covid-19 pandemic and lockdowns (where almost all youth work organisations were forced to move their regular activities to the online environment) was that most of the organisations were not prepared, didn't have enough capacities and their staff didn't have enough competences and knowledge about digital tools they can use. Some youth workers and project managers initiated digital youth work activities, keeping both volunteers and target groups involved. Other youth organisations were not able to implement their projects – youth workers were lacking digital skills and equipment. The Covid-19 pandemic brought fragile pathways of youth workers towards quality learning opportunities – most of them had to rapidly adapt, to challenge their autonomous learning competencies while dealing with limited social contact and struggling to keep their organisations and projects running.

Digitalization generates additional costs: for equipment, for youth worker training, for access/paid accounts to collaborative platforms, etc. For this reason, digital transformation in youth organizations should be more than a project-based activity: it requires a clear strategy and careful identification and allocation of resources, identifying stakeholders and collecting feedback and inputs from the target groups (young people themselves).

For this reason, through the project "Digital transformation of inclusive youth work" we are aiming to create 4 local strategies for the digital transformation of inclusive youth work based on the local contexts, needs analysis conducted in all participating organizations and through the development of recommendations for implementation of digital transformation in the participating organizations, but also general EU level.

Development of digital transformation and implementation of digital youth work activities was mostly active during the Covid-19 pandemic and first lockdowns at the beginning of 2020. Even if some organizations were previously developing digital youth work activities and were using embracing digital technologies in non-formal education activities with young people, during the Covid-19 pandemic, both formal and non-formal education institutions were forced to move to the digital environment and explore the new world and way of doing things. But as we previously mentioned that many youth educators and youth workers faced different problems when starting to implement digital youth work activities, it is important in the digital education transformation that people are in the foreground. Many teachers/educators still find it difficult to deal with these technologies. They have to be brought on board by means of training and further education offers.

AN OVERVIEW OF YOUTH WORK AND YOUTH SERVICES IN AUSTRIA

Most professional Open Children and Youth workers are specifically qualified employees with relevant training in the total amount of at least 60 ECTS points or 1500 hours in the secondary, post-secondary and tertiary sector. Further occupational training, supervision and intervision are important elements of quality assurance. The Quality Manual for Open Youth Work, 6th edition, January 2021 (bOJA-Qualitätshandbuch, 6. Auflage, Jänner 2021), developed by the Centre of Competence, outlines the basic principles in the area of quality standards. It describes the requirements in terms of structure, process and result of Professional Open Children and Youth Work in Austria and makes suggestions for further development. Furthermore, the impact concept 'Goals, achievements and effects of the Open Youth Work in Austria' (Ziele, Leistungen und Wirkungen der Offenen Jugendarbeit in Österreich) - a description of 5 dimensions of the Open Youth Work -, the Toolkit 'Tools and Methods of Quality Development for Open Youth Work' (Werkzeuge und Methoden der Qualitätsentwicklung für die Offene Jugendarbeit) and the bOJA-Documentation Database contribute to the quality assurance and development of the field.

Youth information: In total, there are 27 youth information facilities throughout Austria offering drop-in services for young people and providing counselling with regards to life issues. The Federal Network for Austrian Youth Information acts as the networking basis on national as well as on international levels.

Youth work associations: There are more than 50 organisations for confessional, cultural, ecological and party-political youth work as well as youth sports' associations etc., that are consolidated within the Federal Youth Agency (Bundesjugendvertretung; BJV). Organisations of associated youth work reach out to around 1.5 million young people under the age of 30. Additionally, the BJV is the legitimate special interest group for all children and adolescents in Austria

AUSTRIA'S PACKAGE OF MEASURES FOR THE DIGITAL SCHOOL

In order to drive the digital transformation in schools even after the pandemic, the Austrian Federal Government is also taking measures. Margarete Schramböck, Minister for Digitalisation and Business Location, presented the three steps that are currently being implemented. These include the expansion of the infrastructure, such as nationwide WIFI in schools, the distribution of mobile devices as well as the training and further education of teachers with regard to digital tools.

However, digital learning goes beyond the realm of schools – it also affects universities, businesses and adult education. People need to keep learning in the fast-paced 21st century. Educational technologies can help them do this. "The digitalisation of adult education enables an interactive and personalised form of learning that is tailored to the needs and educational level of each individual. Salzburg's companies are responding to this with optimism and drive, precisely because lifelong learning is a prerequisite in many professions. People's needs are the focus, and new developments combine digitalised education with both personal contact and the fun of learning," says Andrea Klambauer, Provincial Councillor for Adult Education in the Salzburg State Government. (EdTech, 2021).

Young people's lifestyles are so entrenched in technology, that it is not an option as to whether the youth service should use social and digital media. If youth work fails to embrace the use of technology and social media there is a risk of becoming outdated and irrelevant to young people who use youth work services. Youth work has the opportunity to fill the gaps which sometimes occur within the home and school in supporting young people to understand technology and the risks that might be involved.
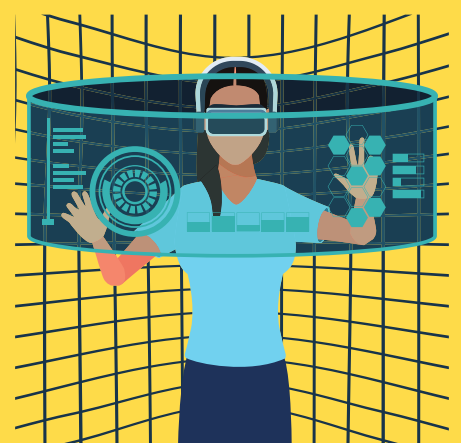
Research "Using ICT, digital and social media in youth work" published by Irish Youth Council in 2016, involving youth workers and young people from Austria, concluded that a very common challenge for youth workers across Austria has been a perceived or actual deficit in media skills. where 48% of workers felt that they lacked personal competence. Another challenge which has been highlighted through the study is insufficient and lack of ICT equipment. Poor connectivity also poses issues in using social and digital media within youth services. Funding constraints were highlighted as a barrier in accessing adequate equipment and availing of relevant ICT training to support and enhance the use of social and digital media in their work. Insufficient working hours have also been a barrier in using social, but especially digital, media. ICT can save time when it all works well, however youth workers across all jurisdictions have identified the negative impact on time resources and the effect this can have on achieving other youth work goals.
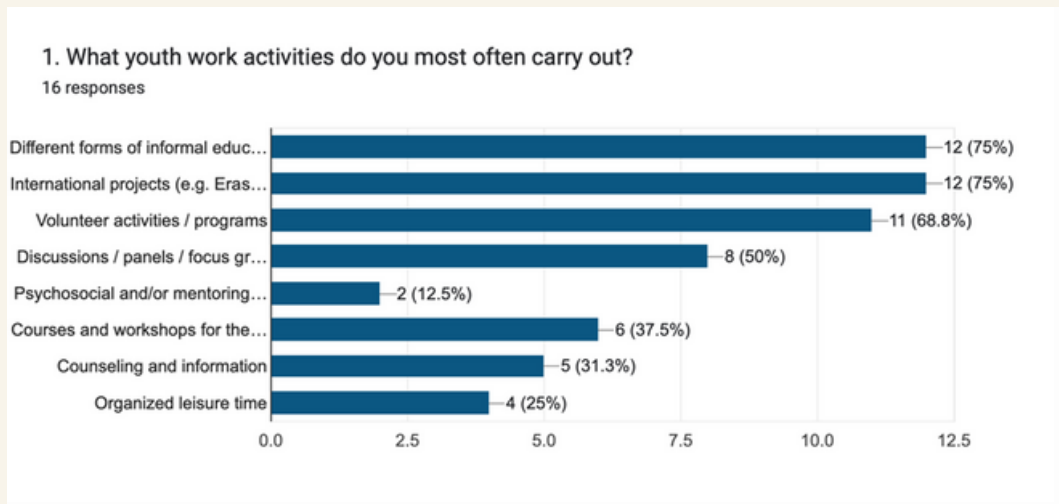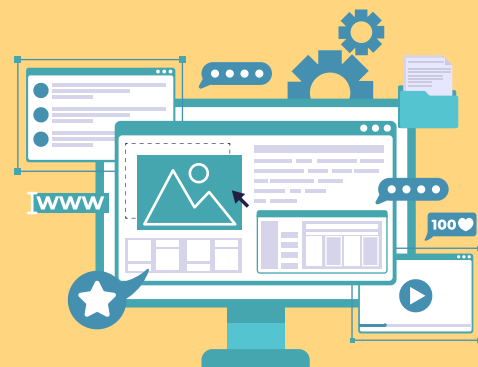
USE OF ICT BY YOUNG PEOPLE

The latest national youth report published by BMFJ, involving youth workers and youth educators from all over Austria stated that in relation to media competency 18% of respondents graded themselves as 'satisfactory', 40% 'good' and 35%' proficient' skills. Respondents also graded themselves satisfactory or proficient in relation to young internet culture (86%), photography and picture editing (83%), media analysis and critique (78%), media and copyright law (79%) or online security (88%). It was acknowledged by 69% of respondents that media is an essential part of teenage life and therefore youth work also should engage with media. Only 7 participants (5%) stated that there were no beneficial factors, they claimed that the use of media was not being supported over the last few years. A quarter of participants thought that they were not assigning enough working time to using digital media. All the others found the extent to be adequate. Nobody felt that they were dedicating too much time to digital media. 80% of respondents felt meeting adolescents online may be valuable to some participants, however this does not substitute for offline contact. 95% of study participants generally agreed youth work needs to engage with digital media in order to keep track of a young person's world in which media plays a strong role. Furthermore, they highlight the potential of digital media as enhancing youth work methods (92%), its use offers attractive activities (84%) and communication with adolescents is done in contemporary ways (81%). Other benefits of social and digital media were cited as; it creates the possibility to speak out and offers public spaces for topics and concerns of young adults (88%); adolescents discover a new course of action in relation with media (86%); youth work can compensate for situations in which young adults are left alone with their acting and dealing with media by their families (74%).
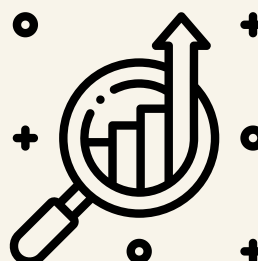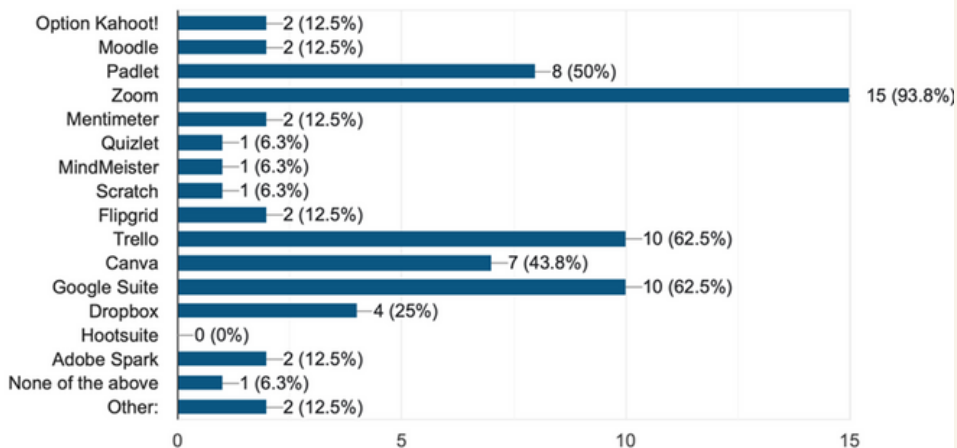
1. What youth work activities do you most often carry out?

16 responses

Activity	Count (%)
Different forms of informal educ…	12 (75%)
International projects (e.g. Eras…	12 (75%)
Volunteer activities / programs	11 (68.8%)
Discussions / panels / focus gr…	8 (50%)
Psychosocial and/or mentoring…	2 (12.5%)
Courses and workshops for the…	6 (37.5%)
Counseling and information	5 (31.3%)
Organized leisure time	4 (25%)

3.Mark all digital tools used in the work of civil society organizations that you have heard of or used. Check all that apply.

16 responses

| Tool	Count (%)
Option Kahoot!	2 (12.5%)
Moodle	2 (12.5%)
Padlet	8 (50%)
Zoom	15 (93.8%)
Mentimeter	2 (12.5%)
Quizlet	1 (6.3%)
MindMeister	1 (6.3%)
Scratch	1 (6.3%)
Flipgrid	2 (12.5%)
Trello	10 (62.5%)
Canva	7 (43.8%)
Google Suite	10 (62.5%)
Dropbox	4 (25%)
Hootsuite	0 (0%)
Adobe Spark	2 (12.5%)
None of the above	1 (6.3%)
Other:	2 (12.5%)

8. How familiar is your organization with the needs of young people in using digital tools in everyday life?

16 responses

- 1 not familiar
- 2
- 3
- 4
- 5 very familiar

25%
37.5%
12.5%
25%
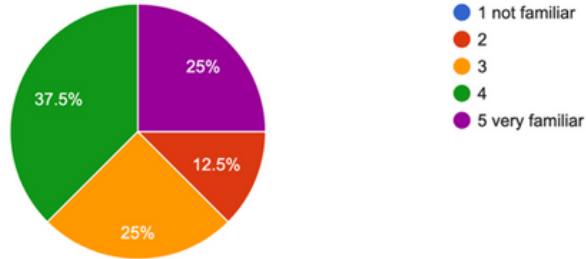
**13. How do you estimate the level of digital literacy among your colleagues and volunteers who work with young people?**

16 responses

- 1 minimum level
- 2
- 3
- 4
- 5 maximum level

31.3%
18.8%
12.5%
37.5%
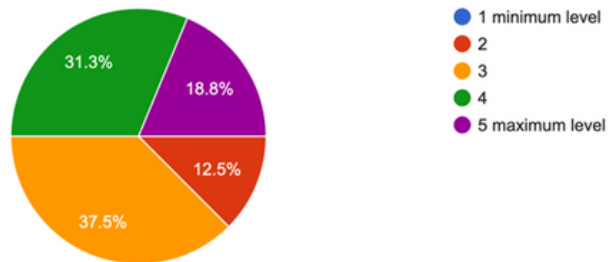
15. How would you rate the current level of involvement of young people in the use of digital tools in your work with young people?
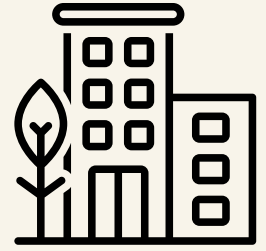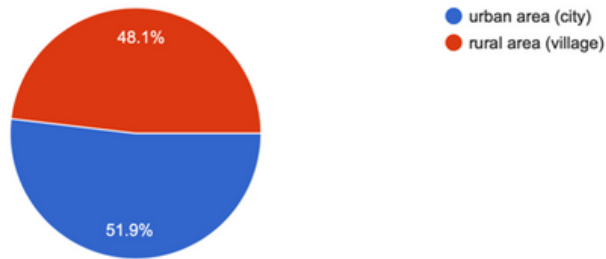
16 responses

- 1 minimum level
- 2
- 3
- 4
- 5 maximum level

68.8%
12.5%
18.8%
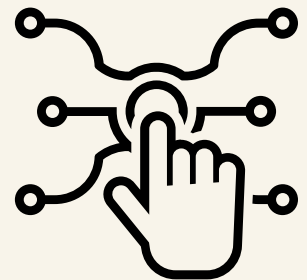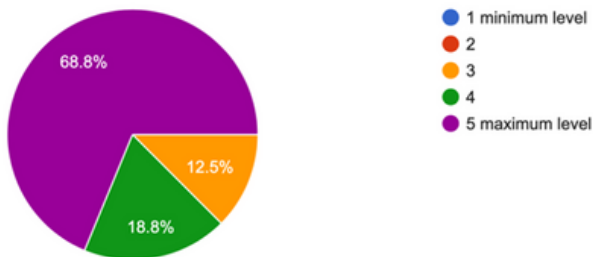
3. Where do you usually reside? (Please select one answer)
27 responses

- urban area (city)
- rural area (village)

48.1%

51.9%

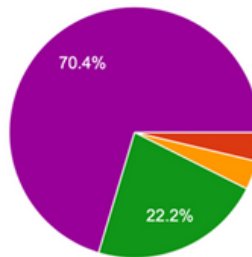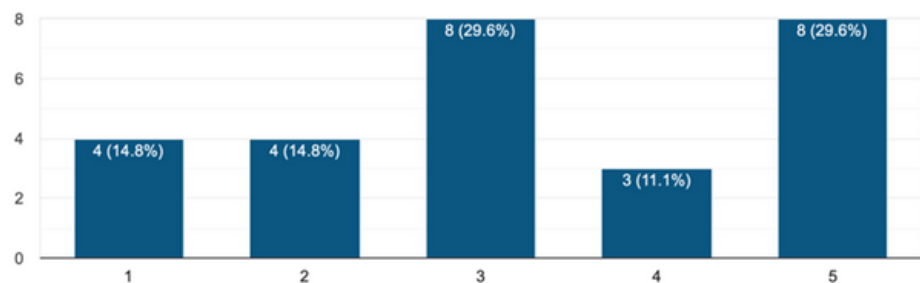### 4. How often do you use computers or smartphones? (Please select one answer)
27 responses

- Never
- Rarely
- Sometimes
- Often
- Every day

70.4%

22.2%

5. How well can you use digital tools (e.g., online collaboration tools, content creation tools, event management tools)?
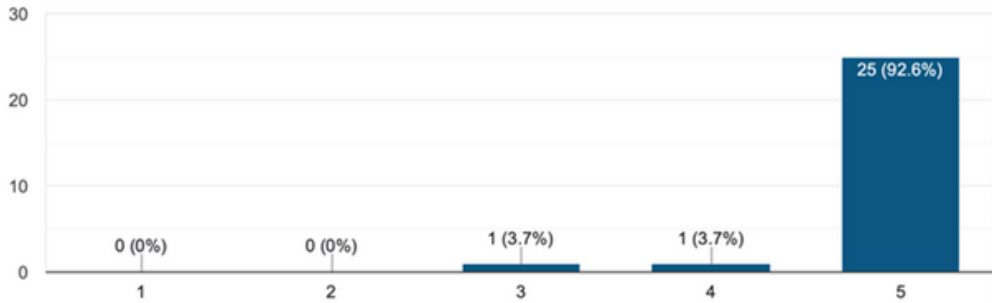27 responses

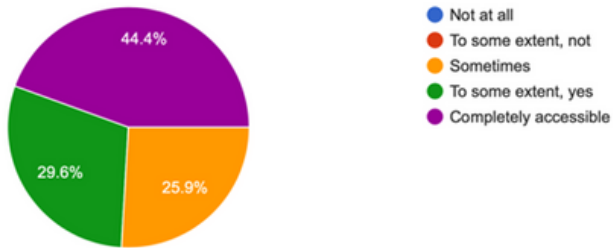|	1	2	3	4	5
	4 (14.8%)	4 (14.8%)	8 (29.6%)	3 (11.1%)	8 (29.6%)

9. How often do you have Internet access?

27 responses

13. Do you think that digital tools are accessible to young people in your local community? (Please select one answer)

27 responses

- Not at all
- To some extent, not
- Sometimes
- To some extent, yes
- Completely accessible

44.4%
29.6%
25.9%

15. Do you think that digital tools could improve the quality and/or frequency of your participation in youth work activities? (Please select one answer)

27 responses

- Yes
- Not
- I don't know

44.4%
55.6%
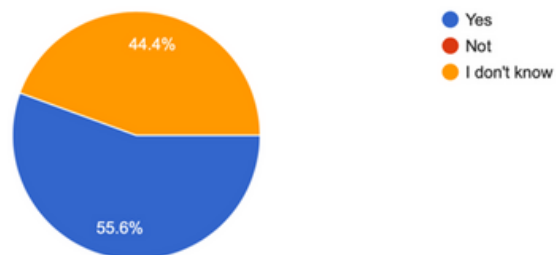
16. How often do you have access to a computer or smartphone?
27 responses

0 (0%) — 1
0 (0%) — 2
0 (0%) — 3
1 (3.7%) — 4
26 (96.3%) — 5

Positive examples and practices from Austria:
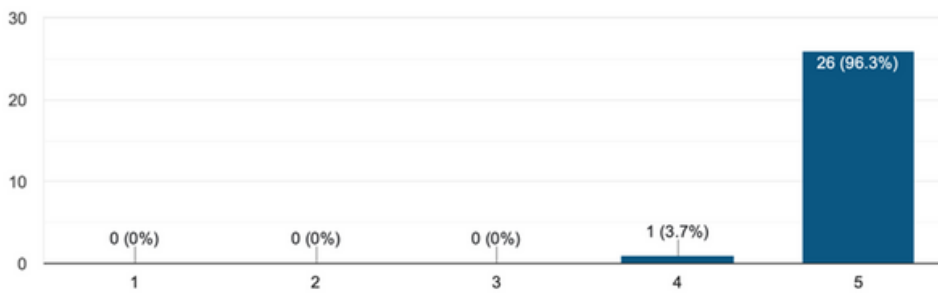
In the following chapter, we will provide some positive examples and practices of using digital technologies in educational activities based on non-formal learning for young people, implemented in different regions of Austria and involving different specific groups of young people (both mainstream and with fewer opportunities):

1.) VIRTUAL REALITY IN YOUTH WORK

Organisation: Produktionsschule spacelab_kreativ, Association Viennese youth centres
Target group: Young people and young adults
Background and goals: The spacelab_kreativ production school supports young adults and adolescents in entering the job market and helps them to find the right vocational training. Virtual Reality is experiencing a boom and will be a key element in the future in areas like gaming, entertainment, journalism and education. All the more important that young people have access to this medium. Integrating Virtual Reality into media education has the advantage that young people can get to know the diverse application possibilities in a safe and cooperative environment.

Activities: Spacelab provides Virtual Reality games and applications in their open project space and as part of events (in the video e.g. their summer party). It is also ideal to get to know young people better. It is important to create a comfortable setting so that young people can experience VR in a safe environment: A room without physical tripping hazards. As a youth worker it is important too to keep an eye on the well-being of the young people (getting sick) as well as on the rest of the group, that they treat the person playing respectfully, that nobody touches, annoys or films/photographs the person who is currently in the virtual reality.Attention is also required in the selection of software / applications, because in VR immersion, the realistic feeling in a technical environment, is quite strong.

PIn a group setting it is important that the audience can follow the VR action on a screen. For larger groups, it is advisable to keep a registration list with the order of the players inside the group, this avoids conflicts. An illustrated catalogue is also recommended, so that the young people can choose during the waiting period what they would like to play later. In many VR games, such as the highly active game „Beat Saber", even young people who have little contact with computer games quickly achieve success. Even young women can often be reached better with VR games than with other games.

VR also provides a lot of potentials for topic-centered educational work, because the medium makes it possible to take on perspectives that would not (safely) be possible in reality (e.g. deep-sea dives,...), or there are applications that allow us to experience the everyday life of elderly people who are moving around in a different way due to their limited mobility.

Resources: Before investing in VR equipment, it is important to define exactly for what purpose and where it should be used – should there be mobile interventions? There are different solutions, but it is essential to be well informed about them because they are cost-intensive purchases. (Virtual Reality headsets, controller, Playstation 4, TV, maybe loudspeakers; party tent with side walls for outdoor activities. Alternatively: Virtual Reality Set with computer or mobile Virtual Reality devices.) In many cities there are now VR cafés, where you find more information and you have the chance to try different things out (also with young people) before actually buying equipment.

Links and more information:
https://www.jugendzentren.at/themen-projekte/spacelab/
https://www.jugendzentren.at/publikationen-blog/blog/virtual-reality/

2.) #ME - BODY, EMOTIONS, DIGITAL MEDIA

Organisation: A team of freelance media educators and psyhologists
Target group: Young people from the age of 13
Background and goals: In the workshop, young people take a critical look at concepts like „BEAUTIFUL", NORMAL", HEALTHY" and "SICK". They reflect what has an influence on their self-image and learn a positive approach to their own bodies. They also discuss the role of food in their lives: it might be a comforter or a motivator. How do you notice, when somebody crosses the line to an eating disorder? How do Facebook, Instagram and Co influence our body perception? Austrian Ministry of Youth supported the development of the workshop concept, as part of their emphasis on young peoples´ health. Studies had shown social media to have a negative impact on how young people regard their bodies.

Activities: The workshops last about 3 hours and take place in a same sex setting in two separate rooms. A female #ME-trainer works with the girls, a male colleague with the boys. The trainer facilitates the discussion with questions and examples from social media. There are certain central themes: what is my definition of "beautiful", where does it come from? Why do I tend to be more judgemental towards myself than I am towards others? How can I learn to find myself okay? How can I act, when I notice, that I´m negatively influenced by social media? The workshop can take different turns with different groups: the topics that are most relevant for the group get most of the time and attention. The trainer is not only a facilitator, but takes part in the exercises him/herself and talks about his/her own dealings with social media. Like the participants, he/she also is familiar with the pressure to be perfect and beautiful.

In one exercise, the participants draw a picture of themselves and mark one body part they find beautiful. Then the participants then are asked to comment all drawings and mark everything they find beautiful in the other person.

Resources: Each group (girls and boys) need a separate room where they can be undisturbed, a computer (with an internet connection), video projector or a big tv screen. The most important resource, however, is a trainer, who keenly observes the role of media in the everyday life of young people and is him/herself active in social media. He/she needs to know how it feels like to be influenced and be ready to share his/her perception. Honesty and authenticity is important. Besides personal experiences, the trainer needs to be familiar with some study results about the impact of social media, follow actual discussions about this and collect suitable examples, e.g. of interesting campaings, critical discussions within social media, or influencers who remodel themselves to unnatural, doll-like creatures.

3.) appAcademy

Organisation: Wienxtra-soundbase
Target group: young people and young adults
Background and goals:
-Children and young people get to know mobile devices as low-threshold tools for making music.
-Children and adolescents make music together in a group using mobile devices.
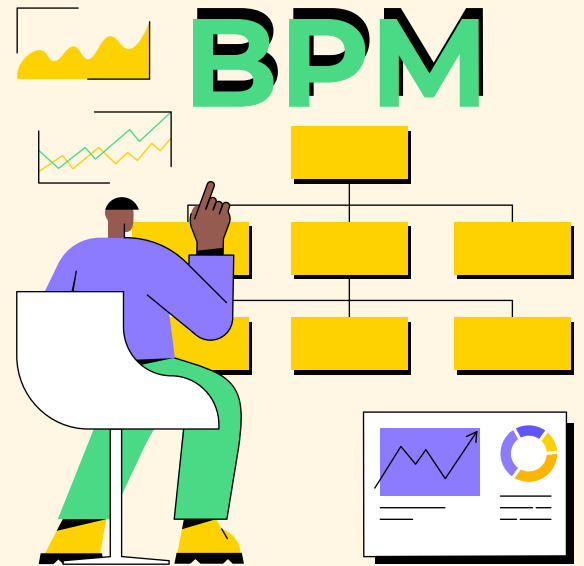-Children and teenagers learn the basics of music theory (song structures, tempo, rhythm,…).
The appAcademy encourages creativity and fun through music. The first appAcedemy Workshop took place in 2016. Since then, numerous workshops have been held and the concept has been expanded and refined. Some workshops were also carried out in cooperation with other music pedagogical institutions. The workshop shown in the video was organised in cooperation with the Jeunesse association, which supports young artists and young music interested audiences with numerous activities. Through the changing collaborations, new focal points can be set. This time the young people first attended a concert of the band WÖR and thereafter the appAcademy workshop, where they could use the band's music for their own remixes.

Activities: The appAcademy is available as a workshop or as a jam station. The workshop gives the young people an insight into the world of digital music making and then they can try out what they like best. At the Jam-Station they simply have to play and try without any ifs or buts. A workshop lasts from 2 to 3 hours. At the jam-station, the young people can decide for themselves how long they want to be there. iPads are available for the appAcademy, but the young people can of course also work with their own devices. For playing music together, it is important that the devices have the Abelton-Link protocol. This is supported by almost all music apps and allows devices in the same WLAN network to synchronize.

Thanks to the protocol, all devices have the same tempo, the same BPM count – regardless of which app is used. If a device changes its BPM, this changes the BPM for the whole group. In addition, the appAcademy purchased special hardware that allows to perform music together via a mixing console. The so-called Jamhubs are headphone mixers, which allow a small group to make music together – whereby everyone can set exactly what he/she likes to hear in his/her headphones. At the appAcdemy, young people not only get to know devices and apps, they also enter the process of making music together – music as a co-construction that brings together cooperation, fun and creativity.

BPM

Resources: Each group (girls and boys) need a separate room where they can be undisturbed, a computer (with an internet connection), video projector or a big tv screen. The most important resource, however, is a trainer, who keenly observes the role of media in the everyday life of young people and is him/herself active in social media. He/she needs to know how it feels like to be influenced and be ready to share his/her perception. Honesty and authenticity is important. Besides personal experiences, the trainer needs to be familiar with some study results about the impact of social media, follow actual discussions about this and collect suitable examples, e.g. of interesting campaings, critical discussions within social media, or influencers who remodel themselves to unnatural, doll-like creatures.
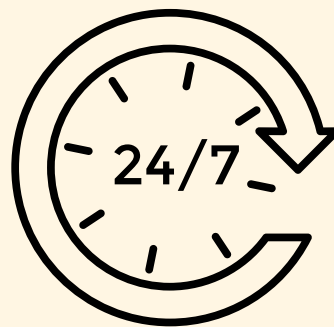
24/7

3. GOALS AND OBJECTIVES

After conducting desk research on the existing situation at the national and local levels, research and focus groups implemented with young people and youth workers in the local community, and internal needs analysis, Youth Power Austria recognized the following needs:

1.) Lack of use of digital tools in daily processes of the organization such as project management, conducting regular meetings, tracking and sharing important documents, resource sharing, financial tracking and similar

2.) Lack of use of digital tools in daily engagement with young people, both in face-to-face and digital youth work educational activities and workshops

3.) Lack of engagement with young people, other youth work organizations and relevant youth work stakeholders through social media presence and using social media channels such as Facebook, Instagram, TikTok etc.

4.) Lack of competencies of youth workers and staff members in using digital tools in their regular daily youth work activities with young people, as well in organizing and implementation of international mobility activities such as youth exchanges or training courses

5.) Not enough opportunities for youth workers and staff, but also young people, for online learning and training; lack of experience in using learning management systems (LMS) or interactive online learning courses based on non-formal learning methodologies

Those recognized needs will be directly impacted by objectives of the developed strategy for the digital transformation of the organization:

-Improving communication processes and strategies both internally and externally through regular usage of new digital tools, as well as through finding solutions to improve ways of communication with the existing digital tools by making them more interactive, creative, and innovative
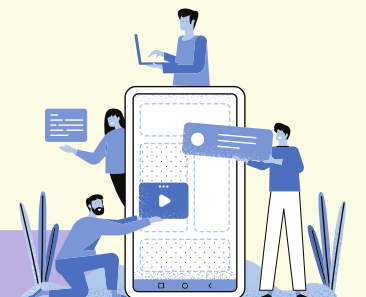
-Increasing reach and impact of the organization and regular youth work activities implemented by Youth Power Austria at both local and international levels through enriching social media presence, creation of personalized digital posts in communication with regular target groups, and using digital marketing

-Improving existing administrative, financial and project management processes by using digital project management tools for easier data collection, reporting, financial tracking, time management and tasks distribution

-Empowering youth workers, staff members and volunteers in the organization through the creation of specialized digital literacy training activities aiming to increase their competencies in digital youth work, digital marketing and digital tools necessary for their professional development

-Increasing quality and enriching program delivery through incorporating digital tools in the existing youth work activities and projects of the organization resulting in creation of online learning courses, development of virtual exchanges, online conferences, MOOCs and online seminars
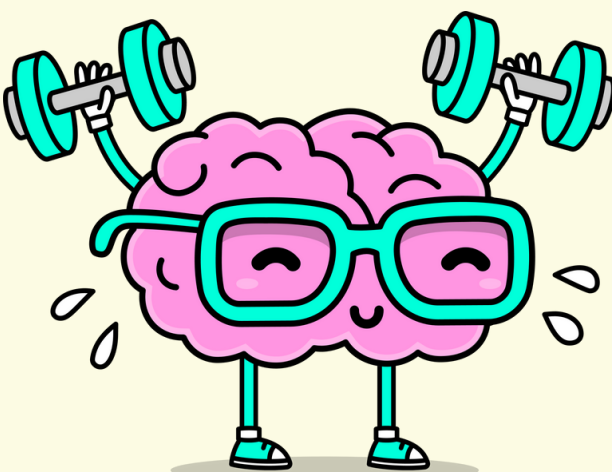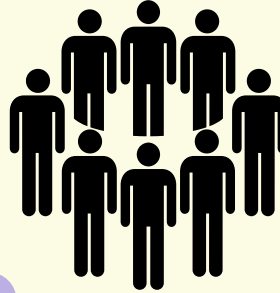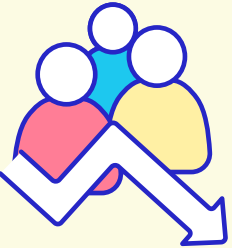
4. IMPLEMENTATION PLAN

Specific objective: Improving communication processes and strategies both internally and externally through regular usage of new digital tools, as well as through finding solutions to improve ways of communication with the existing digital tools by making them more interactive, creative, and innovative.

Digital tools selected: Zoom - Digital tool for regular communication and conducting meetings inside the organization

Implementation plan:

This tool was previously used in the organization for conducting online meetings, and youth workers and staff members are familiar with it. However, in order to increase the quality of the conducted online meetings, Youth Power Austria will go through different steps in making Zoom more interactive, effective and user-friendly for using on a daily basis. It is really important to implement those changes as meetings from everyday life cannot be directly transferred to the virtual space, because different rules apply for communication via digital channels. If these are not followed, it can easily lead to chaos and losses in motivation and results.

To avoid those challenges, Youth Power Austria will involve the following measures when implementing regular online meetings:
Digital warm-ups (digital energizers and small exercises for breaking the ice such as sharing a spontaneous photo, sharing some objects from the room and background story about it, using other digital tools such as Jamboard, whiteboard of Zoom, Miro etc.)
Keeping everyone involved: through separating staff members to work and discuss in pairs and smaller groups, providing active role to all staff members and make sure they are actively contributing to the meeting goals,)

The rule of small numbers: A key rule for digital communication is: less is more. In digital communication, it is much harder to keep focus and concentration, for this reason steps such as taking small breaks after 45 minutes of work, using different working modes and methodologies, keeping meetings short in general, preparing and sharing agenda and important documents some days before the meetings so all staff members can prepare themselves, will be introduced.

Using visual aids: when sharing a presentation, staff members will be encouraged to use interesting slides created in PowerPoint or Canva, based on more photos and videos rather than a lot of text, adding graphics, infographics, mind maps and other visual elements to the regular presentations, and visualising the progress of the overall meetings

Different meetings for different goals: combining several topics to be discussed can be especially overwhelming in the digital environment, so making more regular shorter meetings will be used rather than holding long meetings There are no special resources needed for the implementation of this digital tool as Youth Power Austria is already in possession of a yearly Zoom subscription.

- **Implementation** of those measures will start immediately and the timetable for achieving the goals is set to 3 months. In this period, staff members of Youth Power Austria will pilot and experiment with previously mentioned steps and directly draw conclusions based on their experiences, and when needed change some implementation plan steps.
There is no need for additional training of staff members as they have previous experience in using the selected digital tool.
Monitoring and evaluation will be done continuously over the period of 3 months, with short surveys aiming to collect feedback from the participants of the meeting. It will be targeting exploring the general satisfaction of the participants, their satisfaction with newly introduced exercises or digital/video/audio tools, comparing their skills and knowledge in using the selected digital tool over time, and the satisfaction of all staff members with quality and effectiveness of online meetings implemented in the organization and with other relevant stakeholders.

Specific objective: Increasing reach and impact of the organization and regular youth work activities implemented by Youth Power Austria at both local and international levels through enriching social media presence, creation of personalized digital posts in communication with regular target groups, and using digital marketing

Digital tools selected: Facebook, Instagram, LinkedIn

PLAN A
PLAN B

At the moment, Youth Power Austria has no active social media profiles. As most of the target groups and relevant stakeholders such as young people, other youth workers/educators, other youth work organisations and youth centers are present and using social networks on a daily basis, the organisation recognized a need to become active in this field and increase their reach. Organisations decided to create profiles on 4 different social networks, each one being dedicated to the specific target groups and with different content strategies and development.

The Facebook profile of Youth Power Austria will be created immediately after the digital transformation strategy is developed and finalized, and the strategy for the next 12 months has already been developed. The profile will include basic information about the organisations such as a profile picture (logo of the organization), cover picture (picture from some of the events done with young people with an additional message about the missions and values of the organization), info section (with all important information about organisations, goals, objectives, and target groups), and contact information (e-mail address, post address, and contact phone number).

Regular posts in the first 12 months will be addressing the following content:

- Introduction and welcoming messages with all important information about organization, regular activities, ongoing projects, missions and values;
- Photos and videos from implemented projects and activities
- Interesting articles, infographics and news from the relevant youth work institutions such as the European Commission, Austrian NA, Austrian Ministry of Youth and Education and similar;
- Specially prepared posts for important days and anniversaries such as Europe Day, International Day of Peace, International Youth Day, International Volunteer Day etc.
- Posts encouraging users to ask questions and discuss in the comments section
- Sharing success stories, interviews and reports from implemented training courses and youth exchanges activities

- Conducting pools and collecting data from young people about relevant topics that could possibly be used as a first step of needs analysis for the development of new projects
- The Instagram profile of Youth Power Austria will be also created immediately after the digital transformation strategy is developed and finalized. The profile will include a profile picture with a logo of the organization, a website link connected to the profile, a description of the organization's activities, missions, and values in the "bio section", and an easily recognizable username.

Regular posts in the first 12 months will be addressing the following content:

- Introduction and welcoming posts through specially designed and appealing photos, including relevant information about regular activities, ongoing projects, missions and values;
- Photos and videos from the implemented events and projects

- Using and creating Instagram stories to provide real-time updates during the implementation of training courses and youth exchanges activities
- Using and creating specific hashtags, allowing users and participants to share their stories
- Interesting articles, infographics and news from the relevant youth work institutions such as the European Commission, Austrian NA, Austrian Ministry of Youth and Education and similar;
- Creation of highlights with all stories shared from specific successfully implemented events
- Possibly collaborate with influencers who align with organization's values, goals and missions

The LinkedIn profile of Youth Power Austria will also be created as soon as the digital transformation strategy is finalized and will help organization to establish a professional appearance and engage with other relevant stakeholders in the field of youth education. The profile will include a profile picture with a logo of the oragnisation, about section with all important information about the organisations, goals, objectives, and target groups, contact information (e-mail address, post address, and contact phone number) and showcase pages with highlights from specific ongoing projects or initiatives from the organization.

Regular content in the first 12 months will be addressing the following topics:

- Introduction posts about organization, values, missions, ongoing projects and previously achieved milestones
- Sharing inspirational stories from youth workers and young people who took part in activities implemented by the organization
- Publishing articles, research and other information relevant for the topics and social problems organisations is addressing through ongoing projects
- Networking and connecting with other youth work organisations at both local and international levels
- Sharing open calls and resources about upcoming event on the topics relevant to the organisations (such as digitalization, inclusion, non-formal education etc.)

- Cooperate with other youth work organisations and cross-promoting each other social network accounts in order to expend reach
- Regularly posting content based on the previously made timetable for the first 12 months

Engagement with target groups on all three different social networks will be based on the following strategies:

- Responding promptly to comments, inquiries and messages from the target groups
- Creating posts that will be encouraging for users to share, like and comment
- Engaging with users by liking and answering their comments, feedback and inputs
- Creating and using relevant hashtags (such as #YPAT) when posting content and engaging with other relevant stakeholders

Monitoring and analytics of the success of reaching the specific objective will be done through the following steps:

- Monitoring the engagement and reach of the posts by using analytics tools provided by social networks (such as Facebook and Instagram Insights)
- Discussing and analyzing type of the content posted, what content performed well, and what content did not manage to attract the users, and then adjusting a strategy according to it
- Keeping an eye on ongoing trends among young people and adjusting content in order to remain relevant to it
- Monitoring the follower growth and demographics
- Regularly reviewing comments, messages and feedback received from the users
- Social network pages of Youth Power Austria will be created and run by youth workers and key staff members of the organization, and we did not envision any additional training due to the previous experience and expertise our workers and volunteers have in this field.

Specific objective: Increasing reach and impact of the organization and regular youth work activities implemented by Youth Power Austria at both local and international levels through enriching social media presence, creation of personalized digital posts in communication with regular target groups, and using digital marketing

Digital tools selected: Trello

Implementation plan

Youth Power Austria decided to use Trello as it provides a flexible, engaging, and visual approach to regular project management activities. The first step will include the creation of a general Trello board for the organization, where each ongoing project will be created on another separate Trello board. In each board, there will be created 4 different sections:

"To do" – including all important tasks that still need to be completed and done

"In progress" – including all important tasks that staff members are working on at the moment

"Completed" – including all successfully implemented and finished tasks

"Backlog" – including all tasks that are planned for the future, but have not yet been started

Based on the specific needs of different projects, more lists would be created. All staff members will have access to the general Trello board of the organization. If there are some external experts involved in the implementation of some projects, they will be granted only access to the specific projects they are involved in. All youth workers and staff members will be regularly assigned to the specific tasks they need to complete, with given deadlines and lists of specific tasks and steps they need to complete. All involved members will also be encouraged to regularly communicate and collaborate inside the Trello boards, utilizing the comment feature on the cards, and through circular management where all members will regularly report on implemented tasks and update on their progress.

Transfer of management of all ongoing projects of the organization will be implemented in the period of 3 months, leaving enough time for all members and volunteers to get familiar with Trello and create separate Trello boards for all projects, lists of tasks, deadlines and assign tasks. All members of the organization will be invited to join Trello through their regular e-mail addresses, enabling Trello to get connected to their working calendars and providing notifications through e-mails. The organisation is planning to use Trello premium services that will be paid with a 12,50$ per month subscription. The advantages that organization recognized through using a premium version is an unlimited number of members and experts that can be added, increased file attachment size, custom templates, backgrounds, and boards, increased data security, advanced administrative controls, and priority support.

Monitoring of the digitalization of project management processes by using Trello will be done by setting up regular meetings and check-ups to review progress on Trello boards. In the first 3 months, those meetings will be done twice a month in order to ensure that all members are able to use Trello to a full extent, and then once a month after. The responsible person for this process from Youth Power Austria will also be regularly gathering feedback from users in order to identify any possible confusion, weak points, suggestions, and praises. All team members will also be encouraged to use Trello's board and card filters to monitor specific tasks, due dates, or labels, helping them to focus on key areas or track specific metrics.

Specific objective: Empowering youth workers, staff members and volunteers in the organization through the creation of specialized digital literacy training activities aiming to increase their competencies in digital youth work, digital marketing and digital tools necessary for their professional development

Implementation plan

As a general plan and the goal of the digital transformation strategy for Youth Power Austria is to digitalize processes inside the organization and actively work on the development of online learning activities, the first step in this process should be the empowerment of youth workers and key staff members through the development of their crucial digital competences. In the first 3 months after the finalization of the digital transformation strategy, Youth Power Austria will actively conduct a needs assessment, create a plan for training development, set specific goals and objectives for each envisioned training session, select the methodologies, and create baseline evaluation framework to measure the impact of the training sessions.
After the previous step is completed, Youth Power Austria will start delivering training sessions for youth workers and staff members in the 6 months period.

Training sessions will be delivered on the following topics:

- Digital transformation in youth work
- Basics of digital marketing for youth work organisations / NGOs
- Empowering youth participation in a digital environment
- Ethics and digital rights
- Emerging technologies in youth work (VR, AR, etc.)
- Digital well-being

For the implementation of each training session, experienced experts from the field will be invited. Training sessions will be based on non-formal and experiential learning methodologies and will combine theoretical inputs with practical exercises for youth workers and staff members. Youth workers and staff members of Youth Power Austria will be able to directly implement all the knowledge and developed competencies into ongoing and future projects of the organisations, directly contributing to the increase of the quality level of implemented youth work activities. External experts involved in organizing training sessions for youth workers and staff members of Youth Power Austria will stay involved for the period of 6 months after training sessions were implemented, providing mentorship and support through scheduled regular check-ins and feedback sessions to monitor progress and address any challenges.

Monitoring and evaluation will be done through the following steps:

- Ex-ante and post-ante evaluation before and after each training session where key competences, knowledge, and experiences of youth workers and staff members will be measured. Evaluation indicators will be set by external experts and facilitators responsible for the development of the training sessions
- Through collecting expectations and contributions from the participants (youth workers and key staff members from Youth Power Austria) before start of each training session
- Through interactive discussions and feedback collection organized by external facilitators at the end of each specific segment during each training session
- Through written evaluation form fulfilled by participants at the end of each training session

Through written evaluation form fulfilled by participants 6 months after the end of each training session, with questions specifically targeting to explore to which level participants manage to practically implement received knowledge into their daily youth work activities

Specific objective: Increasing quality and enriching program delivery through incorporating digital tools in the existing youth work activities and projects of the organization resulting in creation of online learning courses, development of virtual exchanges, online conferences, MOOCs and online seminars

Digital tools selected: Articulate Rise, Moodle, Padlet

Implementation plan

At the moment, Youth Power Austria has several ongoing projects with envisioned face-to-face learning activities (training courses, youth exchanges and meetings) to be implemented. For those already planned in-person activities, the following digital measures will be integrated:

Creation of Padlet digital board/wall for each in-person activity, at least 4 weeks before the start of the activity. Padlet digital board will be divided into several sections such as: introduction of facilitators and logistical staff (where the team responsible for the implementation of the activity will present themselves, their previous experience and expertise with the specific topics, motivation etc.); introduction of participants (where participants will present themselves, share information about their previous youth work experiences and specific motivation to attend educational activities); practical and logistical information about the event (information about accommodation, meals, agenda, info pack, specific needs of participants etc.); useful links and resources from the events (including all flipcharts and materials developed during the educational activities); other (providing space for participants to start discussions and share relevant information/materials based on their personal interests and motivations)

Creation of basic preparatory online courses shared with participants at least 2 weeks before the start of each in-person educational activity. Those preparatory online courses will contain basic information about non-formal learning principles, the Youthpass certificate and the Erasmus+ program, enabling all participants to have the same level of knowledge about those topics at the beginning of the educational activity and without requests from trainers and facilitators to use additional time to address those topics additionally. Those preparatory online courses could additionally involve small preparatory tasks for participants if needed, depending on the schedule and agenda of the specific educational activity.
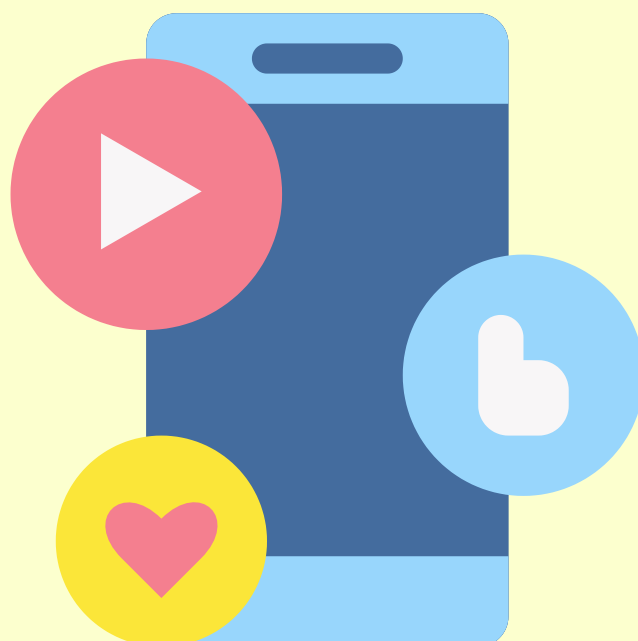
Integration of digital tools when planning and implementing educational sessions and workshops during the in-person educational activities such as: Mentimeter (to engage participants in real-time through pools, quizzes and word clouds); Kahoot (to engage participants through surveys and discussions in game-like format); Pool Everywhere (to create surveys, open-end questions and collection of feedback from participants); Evernote (to take notes and collect results from the brainstorming sessions).
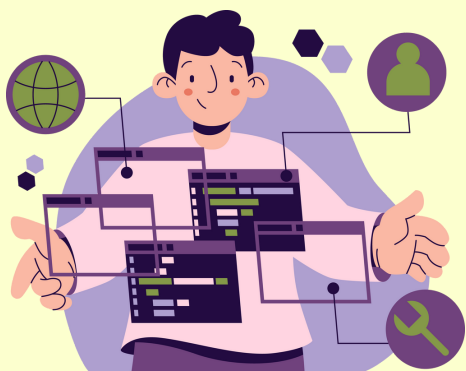
Apart from previously mentioned measures to be introduced as part of regular face-to-face educational activities organized by Youth Power Austria, organization is also planning the development of new projects that will be mostly based on digital participation of youth workers and young people. Together with international partners, Youth Power Austria is creating a consortium of the organisations that will jointly work on the development of a KA2 small-scale project on the topic of the development of online courses and using online courses in non-formal education of young people. Organisations will together explore possibilities for using low-cost programs and platforms such as Articulate Rise to create self-paced online learning courses, enabling oragnisations to extend their reach to the wider groups of young people, especially those coming from rural areas not being able to attend educational activities in youth centers/youth organisations physically. This specific project will be applied to the Austrian National Agency during 2023/2024.

Monitoring of integrated digital measures will be done through regular discussions, surveys and feedback collection from both youth workers and young people (participants). Facilitators and/or staff members who are directly using digital tools will provide insights into the integration of the digital tools, their effectiveness in supporting the learning objectives, and any challenges they encountered. On the other side, participants will provide insights into the usability, effectiveness, and relevance of the tools, as well as provide information about barriers they faced and their suggestions for improvement. Based on the analysed data, Youth Power Austria will reflect on the effectiveness of the integration of digital tools into their regular educational activities.

5. ABOUT THE "DIGITAL TRANSFORMATION OF INCLUSIVE YOUTH WORK" PROJECT

„ Digital transformation of inclusive Youth Work, 2022-2-HR01-KA220-YOU-000096214" is an Erasmus+ KA2 Cooperation partnership project whose coordinator is the Association for the Promotion of Active Participation "Studio B" from Croatia, while the project consortium consists of organizations Youth Power Germany, Austria and Sweden. The project is co-financed by the European Union through the Erasmus+ program, it was approved by the Agency for Mobility and Programs of the European Union, in the total grant of €250,000.00. The duration of the project is 24 months, from January 1st 2023 to December 31st 2024.

The project aims to digitally transform inclusive youth work at the international level, which means that all objectives and activities of the project are directed towards the inclusion of digital tools in our work. By adopting innovative digital teaching methods, we will increase the quality of youth work and encourage the inclusion of young people with fewer opportunities, and by disseminating the results, we will reach a large number of actors and strengthen transnational and intersectoral cooperation.

All organizations in the partner consortium work with young people who face various obstacles, from economic and geographical to social and cultural, which prevent them from active participation and the benefits gained through participating in youth work activities. All of these obstacles were further strengthened by the COVID-19 pandemic, which directed us towards the digitalization of our work. However, the above also had one positive effect - we discovered that with the digital transformation of youth work, we can reach those young people who are otherwise excluded from any type of youth work (out-of-reach youth).

The above will be achieved by implementing the following work packages:

– Development of 4 local strategies for the digital transformation of inclusive youth work;
– Development of 5 multilingual nonformal training programs for youth workers in traditional and digital form
– Development of the Virtual Inclusive Center (VIC) for the digital transformation of youth work.

According to the set objectives and implemented activities, we will achieve the following outcomes and outputs:
- Innovations to increase the quality of inclusive YW, applicable at the local (Strategy) and international level (nonformal inclusive programs, VIC) developed;
- Marginalized youth empowered to learn in a virtual environment;
- CSO's strengthened for the digitalization of Youth Work;
- Transnational and intersectoral cooperation achieved;
- Contribution in the creation of solutions for the green transition in accordance with the European Green Plan realized.

The Association for the Promotion of Active Participation "Studio B" is a non-governmental and non-profit organization based in the eastern part of Croatia. The association was founded with the aim of achieving balanced development of the local community as well as the development of civil society. In our work, we strive to promote and improve the rights of young people as well as to increase the quality of activities for young people by increasing their level of information. Main objectives:

1. Promotion of interests and activities of young people,

2. Promotion of awareness of the development of civil society,

3. Promotion of sustainable development,

4. Promotion of citizens active participation;

5. Promotion of the values of the European Union. Our target group is: children, young people and women from rural areas. Our mission is to realize an inclusive, solidary and equal society; and encourage the active participation of all citizens for the benefit of the entire community, and the vision is to be a highly recognizable social partner in the creation of successful projects with which we will achieve the common goals of our members, users and the entire community through the provision of services and programs that raise the quality of life of all citizens, encourage the development of responsible citizens, and promote the sustainable socio-economic development of our society.

Within the Erasmus+ program, our organization was a partner in several projects with the following topics: gender equality, internet addiction among young people, bullying and hate speech. As project beneficiaries, we implemented a youth exchange with the aim of developing critical thinking among young people and increasing media literacy, the project was carried out under the name "Let me think about it". We also implemented a youth exchange with the aim of raising awareness and promoting mental health among young people under the name "Health+ talks". As partners in the implementation of the KA2 project "Minority Youth Library" with organizations from Slovenia and Serbia, we worked with young people with fewer opportunities. We were also partners in the implementation of the "Bridge to Success" project with the organization O.A.Z.A., the project aimed to promote entrepreneurship and entrepreneurial skills among young people, where we worked with 20 young people from our local community. We also implemented the KA2 Capacity building project called "Transformers: Age of Youth work", which was carried out by the Kosovo organization LENS. Association Studio B, in partnership with the Municipality of Vrbje, has been continuously implementing local projects aimed at young people from rural communities since 2020, which usually gather over 100 participants from the Municipality. Through one of these projects, we developed the Youth Action Plan of the Municipality of Vrbje as the first public policy aimed at young people in our municipality. The association has been a full member of the Croatian Youth Network since 2021, currently employs 8 people, and implements several local, national and European projects, and we have over 40 members. The Association also runs Community center Bodovaljci that gathers other NGOS, youth, children and women from rural areas
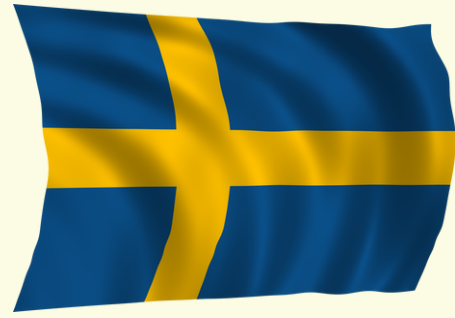
Ung Kraft / Youth Power Sweden was officially registered as a civil society organization in 2017, but before that they operated as an informal group for 4 years. A society with positive social values, healthy lifestyles, gender equality and zero discrimination is their main goal. The programs currently implemented by the organization are aimed at nonformal education of young people (mainly young women) about entrepreneurship, cultural diversity, inclusion of refugees and migrants, healthy lifestyles and violence prevention. Some of their projects are: Entrepreneurship centers; MasterPeace Clubs – we create peace together; Promoting a healthier lifestyle among young people. Among other things, Ung Kraft developed the program of the local center for the empowerment of entrepreneurship and within it works with youth, minorities and women to increase their employability and mentoring in the process of establishing a company. In the past years, they started empowering young people and women to start their own entrepreneurship, realized 3 projects with the aim of empowerment through entrepreneurship and helped in the establishment of several entrepreneurial empowerment centers across Europe. In all these entrepreneurial empowerment centers they provide mentoring and counseling services.

Ung Kraft has 4 people who are regularly engaged as trainers and project coordinators in the organization, and at least 60 people are involved every year as participants in different local and educational projects, mostly related to their entrepreneurial empowerment center in Gothenburg. In addition to the field of youth employability and entrepreneurship, the organization's team has many years of experience in the field of: Education - organizing education for young people, training for trainers, workshops, courses; Research; Observation and evaluation; Capacity building for small local organizations; Creation of action plans; Community mobilization - advocacy.

Youth Power Germany e.V. is a Non-Governmental and Non-profit organization based in Berlin, Germany. Our main goal is to empower and support young individuals with fewer opportunities by emphasizing their strength, diversity, and togetherness. We have a specific focus on young people and immigrants who face social and cultural challenges, working towards facilitating their full integration into society.

To realize our mission with our target groups, YP DE applies the following methodologies:
·Non-formal education and youth inclusion work
·Employment and entrepreneurship education
·The use of sports methodologies and artistic expression within non-formal education
·E-learning courses and active participation on social media platforms
·Provision of social welfare services for youngsters from various social backgrounds, with a focus on immigrants
·Green ecology approach and sustainability in youth work and NGOs.

Youth Power Germany is operational in Berlin and Wiesbaden, where we support a variety of projects designed to empower disadvantaged youngsters. Our efforts in youth and adult education concentrate on the target group of young immigrants, facilitating their development of skills that lead to new opportunities. Our management education is tailored to effectively navigate existing hierarchies, while entrepreneurship competence aims to identify and exploit opportunities and to plan and manage processes of cultural, social, or financial value. These processes cover creativity skills such as imagination, critical thinking, and problem-solving, as well as communication, resource mobilization, and dealing with uncertainty, ambiguity, and risk. To effectively develop learners' competencies through our inclusion education activities, it is just as crucial to create supportive and stimulating learning environments in our youth work programs as it is to foster personal competences and motivation among educators. We therefore place a strong emphasis on promoting creativity and innovation within our entrepreneurship education youth work programs, serving both mainstream and marginalized youngsters.

Since November 2019, we are Recognized carrier of the Berlin youth welfare service for youngsters aged 15-21, many of whom are young immigrants with varying social backgrounds. Our professional team of social workers and psychologists assists these individuals in their everyday lives and provides support during their asylum process, including handling paperwork and liaising with other institutions.

Youth Power Germany e.V. works closely with expert team of researchers, trainers, and youth workers from many different countries and fields who deliver various programs aimed at integrating less privileged young people. These professionals have a wealth of experience with digital tools in youth work, including e-learning courses and tools for digital entrepreneurship.

In addition, our professionals such as psychologists, sociologists, and social workers possess the requisite expertise to explore and adapt new methodologies within non-formal education for the inclusion and employability of marginalized groups. These professionals also carry out in-depth research and studies.

Besides those involved in providing welfare social services to youngsters, Youth Power Germany regularly engages trainers and project coordinators. Each year, we welcome a minimum of 400 people as learners participating in various local and educational projects.
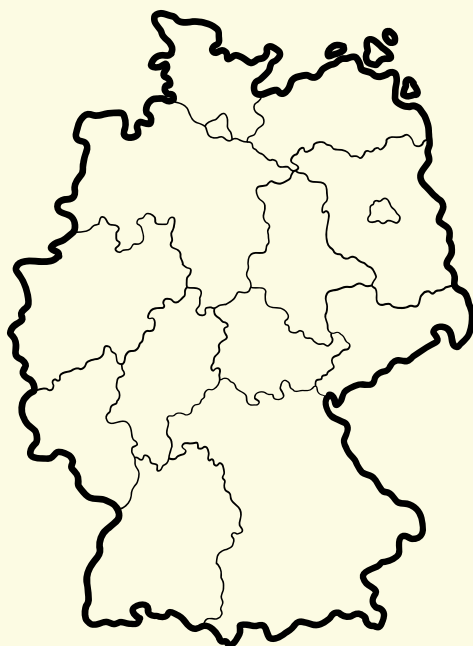
Youth Power Austria is a non-governmental organization from Wels founded in 2020 by a group of young people who already had experience in the civil society sector. The organization has a strong team of seven employees and over 30 volunteers and currently implements three long-term programs. The vision of YP Austria is a society with positive values, where young people contribute to tolerance and interpersonal dialogue, promote healthy lifestyles, gender equality, non-violence and are actively involved in social life and politics.

The main activities of YP Austria are: organizing workshops, courses, youth exchange, consulting, education, organizing conferences and various events. YP Austria works on youth education at the national level in the field of youth employment; educates high school students to write resumes, search for job opportunities and prepare them for a job interview (job interview simulator). Also, they work on empowering women in matters of gender equality, prevention of violence against women, finding employment opportunities, improving them for new areas of business, promoting life without stigma and discrimination. The organization supports a network of business entrepreneurs and corporate partners to support local change makers and talented individuals, with the aim of connecting talented youth and youth organizations with entrepreneurs and experts from the corporate world, and establishing dialogue and knowledge sharing to create opportunities for employment, self-improvement and (digital) starting young people in our communities. YP Austria is especially connected with the Bosnian diaspora in Austria and other European countries where YP organizations are present and actively work on the topic of social inclusion of new young immigrants in society.
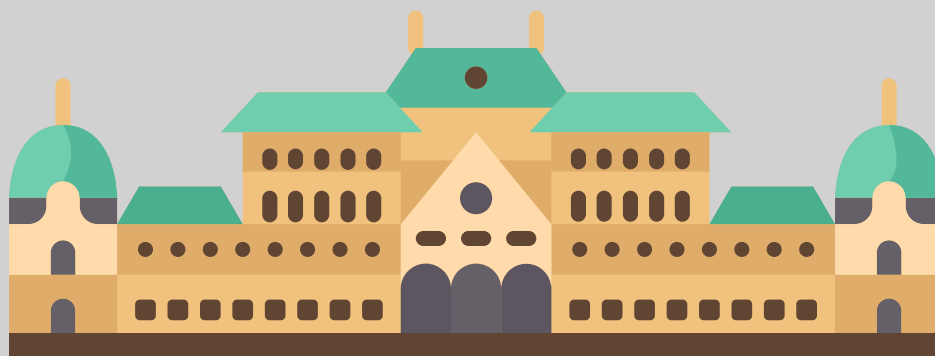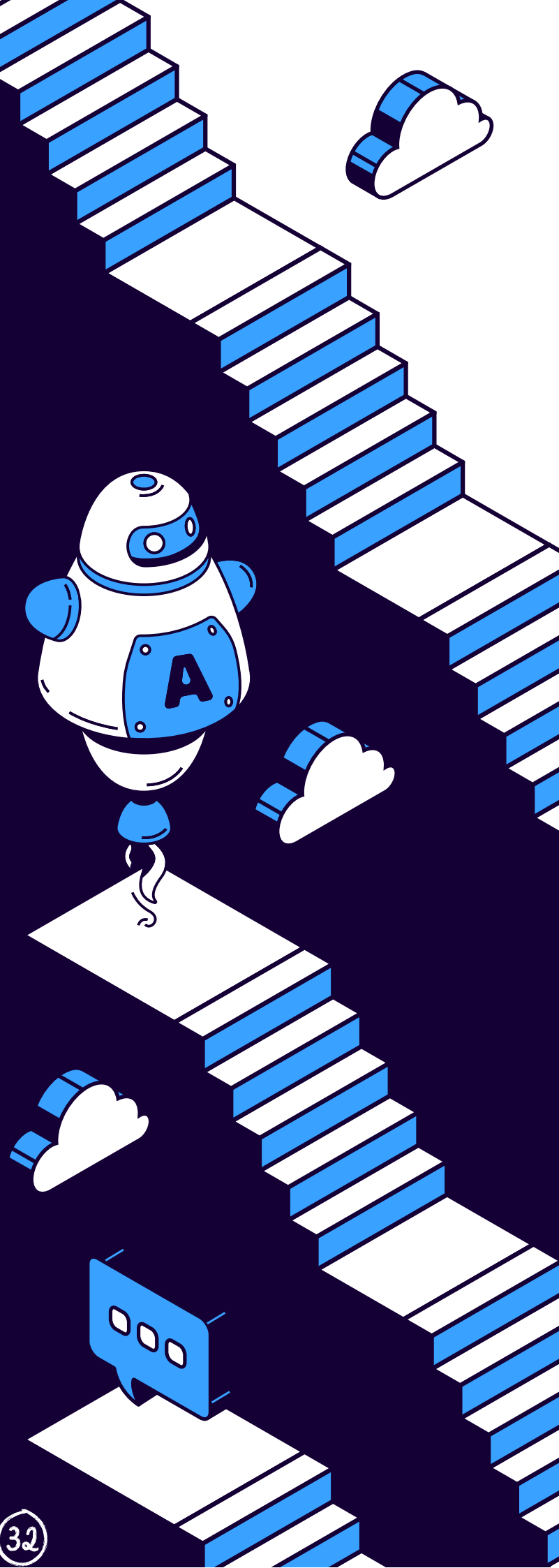
8. ERASMUS+ PROGRAM

Erasmus+ is the largest EU program for education, training, youth and sports, it is aimed at strengthening the knowledge and skills and employability of European citizens, as well as improving education, training and work in the field of youth and sports. Erasmus + offers opportunities for international mobility for individuals and international cooperation for organizations, namely spending a period of study abroad, carrying out professional practice, professional development and training, volunteering, youth exchange, work on international projects focused on the modernization and internationalization of the education, training, youth sector and sports.

The goals of the program are:
- stronger connection between EU policies and financial support programs
- simplification of structure and implementation
- emphasis on the quality of the project
- stronger dissemination and better utilization of project results
- better connection with the needs of the labor market
- higher EU added value.

Erasmus+ is structured according to activities:
- KA1 – Mobility for learning purposes for individuals
- Key Action 2 - Cooperation among organisations and institutions
- KA 3- Support for policy reform
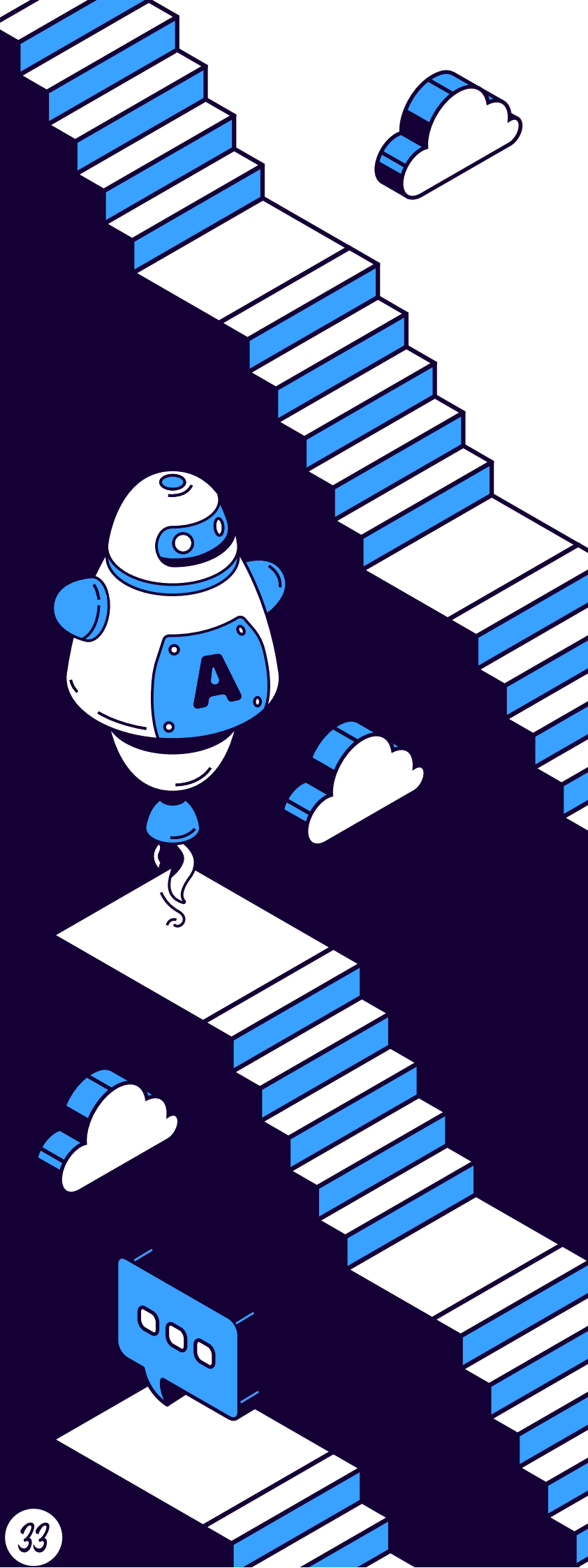- The Jean Monnet program
- Sport.

The Erasmus+ program covers 5 main areas of education and training, as well as the area of youth. Erasmus+ in the field of youth aims to strengthen the quality of youth work and informal learning for young people in Europe. It offers young people the possibility of mobility for the purpose of learning throughout Europe and outside Europe, and people who work with young people the possibility of developing interpersonal skills, increasing employability and networking within and outside Europe.

Program for the period 2021-2027. is strongly focused on social inclusion, green and digital transition, and promotion of youth participation in democratic life. It supports priorities and activities within the framework of the European Education Area, the Action Plan for Digital Education and the Skills Program for Europe. The program also supports the European Pillar of Social Rights, serves to implement the EU Youth Strategy 2019-2027. and develops the European dimension in sports.

Erasmus+ has its own guide which is essential for understanding the Erasmus+ program and is an integral part of the call for project proposals under the program. Young people who want to participate in Erasmus+ activities can get information through Eurodesk, which serves as a European information service that provides young people with information about international opportunities for volunteering, travel, internships, studies, etc. The European network contains 38 Eurodesk centers across Europe, and its headquarters are in Brussels.

The Erasmus+ program enables young people to participate in various international projects and activities in order to acquire learning, new knowledge and skills on a professional and personal level. It also offers opportunities for active involvement in society, starting socially useful initiatives or getting involved in the creation of local, national or European policies for young people. The costs of participating in the activities are covered by Erasmus+, and participation for young people is free.