



# URBACT IV

(2021 - 2027)

## Application Form

AF APN UIV 21-27

Priority axis-Investment Priority-Specific Objective 1-1-2

1. Interreg Specific Objective "a better cooperation governance"

1.1. Enhancing Institutional Capacity of Public Authorities and Stakeholders to implement Territorial Strategies

1.1.1. Promoting Integrated Sustainable Urban Development through Cooperation

## NextGen YouthWork

Developing a hybrid and sustainable future for youth work

**Submitted version**

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# 1.PROJECT SYNTHESIS

## 1.1 Project identity

### Identification

Acronym	NextGen YouthWork
Programme reference	1680092142
N° SYNERGIE-CTE (for search)	20332
Title	Developing a hybrid and sustainable future for youth work
Lead Partner	Municipality of Eindhoven (NETHERLANDS)

### Length of project

Start date	End date
2023-06-01	2025-12-31

## 1.2 Summarised description of the issue to be addressed by the network

With the rise of digitalisation, European youth spend more time online and less in physical public spaces. Youth work starts where youth are; therefore, youth workers need to acquire the skills to use key (social media and gaming) platforms to be accessible and interact with young people. NextGen YouthWork aims to create a long-term vision and strategy for a hybrid and sustainable youth work that effectively meets the needs of young people.

## 1.3 Proposed Partnership

	Partner organisation	Type of organisation	Regrouping	Country	Area	NUTS 3
Lead Partner	Eindhoven	Local Public authority	EU More developed regions	NETHERLANDS	Noord-Brabant	Zuidoost-Noord-Brabant
	Municipality of Town Veszprém	Local Public authority	EU Less developed regions	HUNGARY	Közép-Dunántúl	Veszprém
	Gdansk	Local Public authority	EU Less developed regions	POLAND	Pomorskie	Gdański
	Iasi Municipality	Local Public authority	EU Less developed regions	ROMANIA	Nord-Est	Iași
	City of Oulu	Local Public authority	EU Transition regions	FINLAND	Pohjois- ja Itä-Suomi	Pohjois-Pohjanmaa
	Comune di Perugia	Local Public authority	EU Transition regions	ITALY	Umbria	Perugia
	City of Cartagena	Local Public authority	EU Transition regions	SPAIN	Región de Murcia	Murcia
	Aarhus	Local Public authority	EU More developed regions	DENMARK	Midtjylland	Østjylland
	Viladecans	Local Public authority	EU More developed regions	SPAIN	Cataluña	Barcelona
	Municipality of Tetovo	Local Public authority	Other non-EU	MACEDONIA, THE FORMER YUGOSLAV REPUBLIC OF	Поранешна југословенска Република Македонија (Poranešna jugoslovenska Republika Makedonija)	Југозападен (Jugozapaden)

## 1.4 Links to the Cohesion Policy Objectives

NextGen YouthWork is closely aligned with the EU Cohesion Policy's objectives, which aim to promote social inclusion, sustainable development, and the integration of all types of territories and local initiatives. Specifically, the project is focused on three of the five policy objectives (POs):

1. PO 4 (A more social and inclusive Europe implementing the European Pillar of Social Rights):

The project's main objective is to create a long-term vision and strategy for digital youth work that will serve as a platform to bridge the digital divide and ensure that all young people have access to the same opportunities and services, regardless of their background or socio-economic status. This will contribute to the EU Cohesion Policy's objective of promoting social inclusion and equal opportunities. Moreover, the project aims to promote young people's physical and mental health by providing better access to digital youth work services.

#### 2. PO 5 (A Europe closer to citizens):

NextGen Youth Work is based on cooperation between government, social organisations, the business sector, knowledge institutions and, as an end-user, the youth. Including youth in the exchange of cities' experiences and good practices, as well as in small-scale actions that help create a 'Digital Youth City,' is closely linked to the EU Cohesion Policy Objective (5). This objective aims to foster all territories' and local initiatives' sustainable and integrated development. By giving youth a say in developing a more effective system of digital youth work and youth services, initiatives will be more sustainable and contribute to a more cohesive and integrated Europe.

3. NextGen YouthWork contributes to PO 1 (A more developed and innovative Europe). It promotes the development and innovation of digital youth work initiatives by equipping youth workers with the skills necessary to effectively utilise existing digital platforms and opportunities. This will enable them to provide better services and opportunities to young people, ultimately contributing to developing a more innovative Europe.

4. PO 2 (A greener, low-carbon transition towards a net-zero carbon economy and resilient Europe): NextGen YouthWork can contribute to this objective in several ways. Firstly, the project aims to develop digital youth work initiatives that are sustainable and environmentally friendly. By utilising digital possibilities and reducing the need for physical resources, the project can lessen its carbon footprint and contribute to the transition towards a greener Europe. Moreover, the project's focus on promoting young people's physical and mental health through digital youth work initiatives can also contribute to a more resilient Europe.

## 1.5 Total budget

ERDF		Swiss Fund		Norway Fund		IPA fund		Other Financing	Total budget
ERDF	Public co-financing	Swiss Fund	Public co-financing	Norway Fund	Public co-financing	IPA fund	Public co-financing		
€561 214.03	€239 445.47	€0.00	€0.00	€0.00	€0.00	€46 873.24	€2 467.01	€0.00	€849 999.75

## 2. PRESENTATION OF PROJECT PROPOSAL

### 2.1 Thematic Content

#### 2.1.1 Definition of the issue / policy challenge to be addressed

With the rise of digitalisation, European youth spend much of their time online, mostly in communities on social media like Instagram, Snapchat and TikTok or gaming platforms such as PlayStation, Discord and Twitch. This also means young people spend less time outside and at physical places such as youth centres. According to the EC's Health Promotion and Disease Prevention Knowledge Gateway (2021) data, the percentage of teenagers spending more than 2 hours on screen at the age of 11 is between 43-67% for males and 30-66% for females. At the age of 15, these numbers are even higher: 53-71% for males and 50-75 for females (the Netherlands having the highest numbers within the EU at this age). According to Trimbos Institute, young adults spend, on average, 6-7 hours per day on a screen. This phenomenon was amplified during the Covid-19 outbreak when researchers saw screen time double during the lockdowns. They suggested that screen time may decline post-covid but would not decrease to the level we saw before. In short, the trend of spending more time online is here to stay.

Youth work starts where young people are. The fact that youth spend an increasing part of their time online and, therefore, less in physical public spaces also means that they need to be reached in the digital sphere and need digital counselling and information. The demand for digital youth work is exceptionally high among youth who experience social isolation, loneliness, sadness, depression, or gaming addiction. Because of their social anxiety or less-developed social skills, they may experience many mental and physical obstacles when reaching out to youth workers or other professionals in the physical world (youth centres, schools etc.).

Most youth workers are aware of the behavioural change among youth and look for ways to better adapt to this phenomenon, thus using the possibilities offered by digital youth work. They want to be able to reach their target groups online and offline. However, this is challenging as it requires changes in how they are used to working. Youth workers can use the key (social media and gaming) platforms that youth use to be accessible to 'their' young people, to interact with them online or promote their offline activities. But most youth workers are reactive on these platforms; only a minor group uses them more effectively to offer online services and create content.

Most social (youth) workers need more insight into the online living environment of young people, the roles that social media offers to young people growing up, and what growing up in the online living environment requires in terms of guidance. Nevertheless, there are many reasons for not tapping into the potential of digital youth work yet, ranging from lack of funding from public authorities to lack of education of youth workers. This leaves a gap between young people's needs and youth workers' professional development that needs to be bridged.

There could be many opportunities in the digital youth work that need to be taken advantage of, such as providing platforms for peer-to-peer discussion on a diversity of themes, using gaming for training and learning, reaching out to youth that are harder to reach offline etc. Many areas relevant to the youth can be addressed through digital youth work, such as:

- Mental health issues (loneliness, digital addiction, anxiety, stress, depression, and concentration problems, often combined with poor physical health)
- Informal learning (gender equality, diversity, financial literacy, sexual education, information and awareness, etc.)
- Community engagement, social and political participation
- Low-threshold access to care or help and having an accessible form of getting in contact
- Talent development and identity development
- Online frauds, fight against cyberbullying, privacy violation
- Early detection of trends and developments and further understanding of the environment/world in which youth live

Developing the digital skills of youth workers has a clear urban dimension, having far-reaching impacts on urban policies, including digitalisation, inequalities and social inclusion, demographic changes, and diversity. It even impacts green transition and economic growth through digitalisation. By investing in the digital skills of youth workers, cities can ensure that they are equipped to meet the challenges and opportunities of the digital age and promote inclusive and sustainable urban development.

#### 2.1.2 Link to European urban policy context 2021-2027 (in particular the Cohesion Policy objectives and scope)

NextGen YouthWork is a transnational project that aims to create a long-term vision and strategy for digital youth work and the youth worker of the future while sharing and exchanging knowledge on good practices and small-scale actions that help create 'next-generation youth work' that effectively meets the needs of young people.

The project's objectives align with the Cohesion Policy objectives and scope of the European urban policy context 2021-2027. It aims to promote sustainable urban development and address the challenges faced by urban areas, such as social inequality. The project focuses on envisioning youth work of the future to promote integrated and sustainable development in urban areas while addressing the specific challenges young people face. The project's planned activities are aligned with the EU Cohesion Policy Objectives (1) A more developed and innovative Europe, (4) a more social and inclusive Europe implementing the European Pillar of Social Rights, and (5) a Europe closer to citizens. It fosters the sustainable and integrated development of all types of territories and local initiatives as it promotes social inclusion and sustainable development and fosters youth participation in the digital economy. NextGen YouthWork's approach is to provide youth workers with upskilling opportunities that enable them to effectively use existing digital platforms without developing new ones. By adapting to the channels and platforms already used by young people and equipping youth workers with the skills necessary to remain relevant, irrespective of the platforms used, the project is in line with long-term sustainability goals.

The long-term vision/strategy for digital youth work aligns with the European Pillar of Social Rights, while the project's sub-objective of sharing and exchanging knowledge on cities' experience and good practices helps create the 'nextgen youth work'. By sharing good practices and knowledge on effectively implementing digital youth work initiatives, the project aims to create a more cohesive and integrated Europe where young people can thrive and contribute to their communities.

Moreover, NextGen YouthWork aligns with the principles of the Urban Agenda for the EU, which aims to improve the quality of life in urban areas, promote sustainable and inclusive growth, and ensure that cities are better equipped to address social, economic, and environmental challenges. The project's objective aligns with the urban agenda's goal of promoting sustainable and inclusive growth. Next-generation youth work is a concept that leverages digital technologies to meet the needs of young people in urban areas. The project's focus on creating a long-term vision/strategy aligns with the urban agenda's aim of promoting sustainable and long-term urban development.

In addition, NextGen YouthWork also aligns with the principle of 'Urban policy for the common good,' one of the five principles of good urban governance outlined in the New Leipzig Charter. The principle emphasises the need for urban policy to prioritise the common good and consider all citizens' needs and interests. The project contributes to this by focusing on upskilling youth workers and helping them reach more young people while being more effective at helping them. The principle of 'Urban policy for the common good' recognises that urban development should not only benefit the few but should be aimed at creating a better quality of life for all citizens. NextGen YouthWork tackles the challenges related to the increasingly digital youth and the need to reach them in other ways to provide help and information.

Furthermore, the project is closely linked to two key EU policy initiatives: the Digital Services Act (DSA) and the EU Youth Strategy. The DSA specifically aims to create safe online spaces for users, particularly young people who are often vulnerable to online harm. The project addresses some of the main issues the DSA seeks to tackle, particularly in creating safe online spaces for youth. Similarly, the EU Youth Strategy aims to empower and support young people, particularly those who face social, economic, or cultural obstacles, through inclusion and solidarity. The project is aligned with this strategy, as it seeks to provide innovative solutions to digital youth work, which can help engage and empower young people who may otherwise be marginalised.

## 2.2 Shall the proposal contribute to the URBACT Specific Objective 2 (related to Action Planning Networks)?

	YES	NO	Comment
Shall the proposal contribute to the URBACT Specific Objective 2 (related to Action Planning Networks)?	X		NextGen YouthWork will enhance the institutional capacity of cities and their stakeholders to manage youth policies. Intense cooperation at the local level and the exchange of knowledge within the network will lead to the co-design of sustainable urban strategies and integrated action plans (IAPs). The cities of NextGen YouthWork will produce 10 IAPs, creating a long-term vision for sustainable youth work and helping cities develop youth workers' skills to meet youth needs effectively.

Comment (max 500 characters) : If more than 150 words, please use this comment box to comment on how the proposal might contribute to the improvement of the planning and delivery of integrated urban policies.

## 2.3 How will gender-equal policy making be addressed by the network?

Gender is an important aspect of using digital platforms and technologies because it affects access, representation, safety, privacy, and opportunities. Moreover, specific needs, challenges, and chosen platforms may vary according to gender. To create a more equitable and inclusive digital environment, gender inequalities in digital spaces must be addressed.

NextGen YouthWork will take the following steps to promote a gender inclusive digital environment:

#### ENSURE INCLUSIVITY IN THE LANGUAGE

NextGen YouthWork will use gender-neutral language in digital activities, published materials, and communication to ensure the inclusion of everybody regardless of gender identity and expression and to avoid perpetuating gender stereotypes.

OTM5 will include training on using gender-neutral language in online communication (use of social media and communication tools) for city practitioners and youth workers.

#### PROVIDE EQUAL OPPORTUNITIES

Network activities will be open to everyone and provide equal opportunities for all gender identities and expressions.

Furthermore, a gender equality awareness plan can be developed by affected partners to attract more men to choose youth work as a career. This is because, in some countries, traditionally, a disproportionately more significant number of women are involved in this profession than men.

#### EDUCATE ABOUT GENDER DIVERSITY

The way of looking at gender issues is changing from generation to generation. Therefore youth workers must understand the gender identities and expressions of the current youth population to ensure that they conduct everyday operations to facilitate gender equality and inclusion. Moreover, they should promote gender-inclusive principles to young people, including the concept of gender bias and the means to identify and address it. Youth workers must create open communication by providing space for discussing gender-related issues and providing support and guidance where needed.

OTM5 will be dedicated to cross-sectoral issues and include training on gender diversity. It will be organised by Fontys and Dynamo Youth Work, which implements a gender diversity project in Eindhoven. Additionally, a visit to and a presentation about the Gender Museum in Aarhus will be organised at CTM2.

#### CREATE CONTENT HIGHLIGHTING GENDER DIVERSITY AND INCLUSION

The network will create digital content that highlights gender diversity and the importance of inclusion. This content may include showcasing successful people with varying gender identities and expressions. Digital content could highlight the importance of inclusivity for LGBTQ+ youth in youth work. This could consist of interviews with LGBTQ+ youth about their experiences, resources and activities to help them understand and respect different sexual orientations and gender identities and guidance for youth workers on how to create safe and inclusive spaces for LGBTQ+ youth.

#### PROMOTE GENDER INCLUSIVE POLICY MAKING

The NextGen YouthWork network may contribute to gender-inclusive policy-making by increasing awareness, promoting advocacy, building capacity and sharing good practices for gender-equal digital practices. Moreover, by bringing together stakeholders to share ideas and resources, the network will foster collaboration among young people, local organisations and city officials. By creating an inclusive dialogue, the network may also contribute to the youth's increased social and political engagement.

## 2.4 How will green transition be addressed by the network?

The youth inarguably play a significant role in leading the green transition in Europe through their activism, innovative initiatives and overall lifestyle choices. Since their engagement and commitment to sustainability are essential to achieving the goal of a green future, NextGen YouthWork facilitates their contribution to the green transition in the following ways:

#### EXPLOIT THEMATIC RELEVANCE

Green transition is an extremely relevant topic for the youth. Since climate change enormously impacts their future, Europe has witnessed the large-scale emergence of youth-led climate movements and activism for the green transition. Thus, NextGen YouthWork will deploy topics related to green transition and environmental sustainability to facilitate participation, strengthen mutual learning, and promote green digital skills among the youth.

#### STIMULATE MUTUAL LEARNING

Green topics are expected to facilitate significant youth engagement. Thus, the network will facilitate youth's active engagement, providing educational material and reaching wide network audiences. Due to young people's deep-rooted knowledge of environmental topics, the network will facilitate mutual learning between youth workers and the youth through digital tools, such as social media posts, sharing information and resources, together with online games and quizzes. The network will encourage green digital skills and means to use digital technology to address environmental challenges.

#### YOUTH COUNCIL DISCUSSING GREEN TRANSITION

The green transition will be a topic for the Youth ULGs to be set up in cities (see 4.3.1), facilitating the discussion of green transition and climate change among youth from all partner cities. Building on the experience that youth often proactively seek to be environmentally conscious, Youth ULGs will be tasked to tackle the challenge of reducing the network's carbon

footprint. The ULGs will discuss ideas proposed by the Youth Council and incorporate the most relevant approaches into the operation of NextGen YouthWork and ULGs or into the Integrated Action Plans.

#### ENCOURAGE GREEN TRANSITION OF CITIES

NextGen YouthWork contributes to the green transition of cities. It does so by encouraging youth's participation in public debates, developing sustainable (digital) skills, fostering innovation and creativity in experimenting with sustainable solutions, advocating for green practices and policies, and fostering collaboration among members of the youth and city representatives.

#### REDUCE CARBON FOOTPRINT

The network will use the Sustainability Checklist commissioned by the Council of Europe Youth Partnership to support choices ensuring the highest possible level of environmental sustainability. NextGen YouthWork partners are committed to implementing sustainable practices in the operation of the network to reduce its carbon footprint. For example, the network has planned fewer in-person meetings to avoid travel by encouraging virtual meetings using video conferencing tools and other digital technologies. Where travel is required, project partners will commit to reducing air travel and opting for sustainable modes of transport (i.e. train) if possible. Meeting venues and accommodations will be chosen to encourage the usage of public transport or other sustainable transport options, and sustainable catering options will be preferred at meetings.

During project implementation, partners will reduce waste by preferring electronic copies of the communication and other material over printing, choosing recyclable over single-use materials, and encouraging participants to opt for reusable water bottles and cutlery.

Overall, NextGen YouthWork will contribute to the green transition by empowering youth to use digital tools to advocate for environmentally sustainable causes, ensuring mutual learning between city practitioners, youth workers and members of the youth, and promoting sustainable operational practices to cultivate smart and sustainable cities locally.

## 2.5 How will digital transformation be addressed by the network?

Digital transformation is at the core of NextGen YouthWork; thus it will integrate digital transformation to ensure that the project is effective, efficient, and responsive to the needs of youth workers and young people. By making use of digital tools and technologies, project partners will increase the reach and impact of their work and better support the development of digital skills among youth workers.

The network will integrate digital transformation in the following ways:

#### ONLINE LEARNING

Project partners will use online platforms (e.g. Basecamp) and participate in online training sessions based on the methodology defined by the Network Roadmap. These activities will help youth workers to use digital tools such as online collaboration platforms.

#### COLLABORATIVE TOOLS

Partners will use collaborative cloud-based tools (e.g. Miro, Jamboard, Kahoot, etc.) to enable effective collaboration, communication of ideas and co-designing actions.

#### DIGITAL COMMUNICATION

The project team will communicate using email, instant messaging (e.g. Whatsapp), and video conferencing (e.g. Teams, Zoom, GoToMeeting) to facilitate communication among partners, youth workers and the youth. That provides efficient communication and also contributes to reducing the project's carbon footprint.

#### USE OF DIGITAL DATA

Project partners will collect and analyse digital data through tools such as online surveys (e.g. SurveyMonkey, Mentimeter), social media analytics, and website traffic data to measure project impact and inform project decision-making.

#### CO-CREATION

Project partners will involve city practitioners and youth workers in co-creating digital content and solutions, including developing social media campaigns, creating online learning resources, or designing new digital tools (e.g. Canva).

#### CYBERSECURITY AND DIGITAL SAFETY

It is essential for youth workers to understand cybersecurity risks to protect themselves and young people. They will be provided with know-how on the safe use of digital resources, which they will share and promote among members of the youth. The know-how will include topics such as online safety best practices, data privacy, and protection against cyberbullying.

#### USE OF EMERGING TECHNOLOGIES

Cities will explore good practices of emerging digital technologies such as artificial intelligence, virtual reality and gaming platforms to develop innovative solutions meeting the needs of young people. Such good practices to be built on are already available in Aarhus, Oulu and Iași.

NextGen YouthWork will also contribute to the digital transition of partner cities in many ways.

#### DIGITAL SKILLS FOR CITY PRACTITIONERS

The project contributes to building a skilled workforce that can contribute to the digital transition via skills such as using

collaborative tools, digital co-creation, social media management, and data analysis.

#### INNOVATIVE SOLUTIONS FOR URBAN PROBLEMS

City employees with digital skills can help create innovative solutions for urban challenges by integrating digital technologies into various fields. Using their digital skills, they can design and implement action plans and programmes that address urban issues in other policy areas, such as social innovation and inclusion, urban mobility, and environmental sustainability.

#### DIGITAL YOUTH PARTICIPATION

The project promotes the participation of young people in urban decision-making processes by using digital technologies, ensuring that the voices and perspectives of young people are heard and integrated into urban planning and development processes.

#### BUILDING DIGITAL COMMUNITIES

NextGen YouthWork can contribute to building digital communities of young people using digital technologies to connect, collaborate, and engage in civic activities. This can promote digital inclusion and social cohesion in cities.

#### PROMOTING DIGITAL LITERACY

The project will also promote digital literacy among urban residents by developing resources and programs that boost digital literacy and citizenship. This can help ensure all residents gain skills and knowledge to navigate and participate in the digital economy.

NextGen YouthWork will contribute to the digital transition of cities by building a skilled workforce, creating innovative solutions for urban problems, promoting digital youth participation, building digital communities, and promoting digital literacy, thus creating more inclusive, sustainable, and innovative cities for the future.

## 2.6 What is the added value of this network related to the theme proposed?

Previous URBACT projects have aimed to tackle issues related to youth and youth work, as well as digital transformation and digitalisation of urban spaces and social issues. However, NextGenYouthwork is unique in its approach and wishes to go further by introducing up-to-date digital solutions into youth work. Nonetheless, there are previous networks with relevant solutions that the current network can build upon.

The purpose of the ON BOARD network was to help cities co-create policies to empower young people to have a direct role in education policy-making and become active policy-makers. The project results are relevant to the current network in various ways. They touch upon interaction with youth by bringing together various urban actors addressing the needs of students and youth. One of the methods to interact with stakeholders was by applying newly developed apps, driving the digital transformation forward. This was further accentuated by developing the Educational Innovation Network, which used digital tools to encourage innovation within the classroom. The process built on the in-depth knowledge of the needs and opportunities of cities and by working closely with local stakeholders. The network played an important role in improving the lives of youth by creating partnerships that helped co-create policies empowering them to acquire the necessary skills to become active citizens and tackle challenges.

Although not directly related to digital youth work, Interactive Cities also tackled issues relevant to the current network. The network aimed to explore the relationship between digital, social media and user-generated content and urban management. It tapped into the crucial element of online forums to reach citizens and drive societal changes, improving and widening public services. Drawing on these experiences shows how cities can use digital channels to reach citizens and implement policy changes.

It is imperative within the aim of the current network to bring about social innovation in terms of creating a bridge between youth work, digitalisation and introducing social innovation into local governments. To that end, the BoostInno network has important links to the current network. Its main purpose and thus achievement is that it created the means to make social innovation more digestible for municipalities. It created strategies to involve the citizenry in decision-making processes and make municipal structures more flexible in dealing with such social innovation. NextGen YouthWork will apply the same path in tackling pressing social issues and applying crucial innovation to them, which is enforced by having the municipality play an important role in its application.

The current network addresses some of the most pressing issues concerning EU policy initiatives, namely digitalisation. The Digital Services Act specifically tackles issues related to creating safe online places, which is one of the main aims of the current network. The EU Youth Strategy is a framework which aims to aid youth citizens through inclusion and solidarity. The main purpose of the current network is to achieve this with the innovation it hopes to bring to digital youth work. Thus, it is very much in line with and in support of some of the most pressing policy initiatives currently in place within the EU.

## 3. RATIONALE OF PROPOSED PARTNERSHIP

## 3.1 Profiles of the Partner Cities

### 3.1.1 Local challenges of city partners specific to the network theme

#### Municipality of Eindhoven

Eindhoven's key challenge is the declining participation of vulnerable youth in outdoor activities and at physical youth centres. The youth in Eindhoven, just as in other cities, spends a lot of their time online, mostly on social media or on gaming platforms.

The fact that young people are spending an increasing part of their time online and thus less in physical public space means that vulnerable youngsters can no longer be reached in the traditional ways and that youth work needs to be innovated as young people do have a need for digital activities, counselling, and information.

Most youth workers are aware of the behavioural change among young people and are therefore looking for ways to better adapt to it and make use of the possibilities of digital youth work. They often also experience this as a big challenge because it is new, and it requires change and amendment of the work they are used to. There is, although a small group, some youth workers that are still focused on youth work in the physical world or saw digital youth work as a temporary necessity during lockdown, so helping them understand the necessity of digitalization is also a challenge.

Although there are many examples of youth workers' online presence, youth's demand for online services, platforms and tools is not fully met. And there are still youth workers who have insufficient insight into the online living environment of young people, the role that social media plays in young people's growing up, and what growing up in the online living environment requires in terms of guidance. There are still a lot of opportunities in the field of digital youth work that are not being taken advantage of, and there are many youth workers that barely use digital resources in their work. There are many different reasons why these opportunities are not being taken advantage of, ranging from no funding from the municipality for online work to no education of youth workers in how to work online.

#### Municipality of Veszprém

Challenges in the city of Veszprém include a lack of easily understandable and youth-friendly information on civic participation, mental health support, sports and arts activities, and local youth organizations. The current lack of a common digital interactive platform for youth exacerbates these challenges, making it difficult to reach young people, especially those who work or live outside the city center. Additionally, there is a digital divide, as young people with fewer opportunities have limited access to digital resources and tools. Young people with less opportunities and/or unemployed also need more intensive outreach youth work and low threshold services that help them become members of a community, find jobs, and build a positive vision of the future.

To address these challenges, the city of Veszprém aims to develop digital tools and services involving youth and youth workers, as well as service providers in planning and development. This includes providing opportunities for youth workers and youth with fewer opportunities to gain enhanced digital skills, transforming certain youth services and participatory schemes to exploit digital solutions effectively.

Possible tools for achieving these goals include the ReYouth Erasmus+ project, which can inform young people about participation possibilities, programs, youth services, NGOs, and allow for their opinion to be heard via polls. Additionally, a short video on public participation, local decision making, and the role of the mayor could be developed to explain these concepts in a youth-friendly way. Municipality Youth Roundtable sessions could also be held digitally to allow for wider participation, as well as other online youth consultations. Digital literacy and tools training could be provided for youth workers and those with fewer opportunities, while outreach youth work could be expanded to reach young people in their own environments.

#### City of Gdansk

Surveys indicate that young people are experiencing isolation, estrangement, and behavioral addictions, including internet addiction. Furthermore, their social skills are weakening, leading to an increase in suicide and suicide attempts among school-aged youths. Unfortunately, educators are having more difficulty reaching out to these young people both physically and mentally, resulting in a growing generation gap.

The digital world has become a significant part of young people's lives, exacerbating the problem. Peer cyber violence is also on the rise, and it is difficult to combat. In Poland, youth work is primarily based on the school system, with no dedicated youth centers, and young people are not keen to visit the same places as adults. The school system is unprepared to deal with the challenges of social interaction in the digital realm.

Currently, there is no youth policy in Gdansk, and youth issues are addressed in general city strategies and programs, which are

weakly specified. Gdansk believes that it is necessary to strengthen support systems for young people. This can be achieved by developing youth workers' skills and competencies, while also promoting aspirations other than those offered by the internet. Furthermore, we are observing a crisis of values, where continuity between generations is being violated due to the digital transformation. Therefore, it is essential to discuss the ethical aspects of youth workers' work to ensure that expectations and good relationships between young people, youth workers, and teachers can be shared. By addressing these issues, we can bridge the gap between generations and provide young people with the necessary support to thrive in the digital age.

### Iasi Municipality

Iasi is a vibrant university city that attracts over 60,000 students annually, and boasts a highly developed IT industry. In recent years, youth and digitalization have become top priorities for Iasi Municipality. Getting young people more involved in local decisions and services, creating a framework to facilitate their access to public services, identifying ways to combat digital isolation and mental issues associated are challenges that Iasi Municipality faces.

Iasi has been working closely with NGOs that specialize in youth development. During the "Iasi Capital of Youth" project, an umbrella association was created called FONTIS - The Federation of Youth NGOs from Iasi - which has been instrumental in identifying and submitting youth projects and initiatives to the Municipality for implementation. However, there is still a need for more professional training and development for youth workers to effectively address the needs of young people in the digital age.

Additionally, the Municipality has been collaborating with the Iasi University for Human Sciences, which focuses on research and studies on youth wellbeing and the impact of digitalization on young people. This partnership has helped to identify the key challenges and opportunities facing the city's youth and to develop strategies for addressing them.

The biggest challenge for the Municipality of Iasi at this moment is to create a robust network of digital youth workers that can effectively address the needs of the city's youth - based on learnings from various successful digital youth development practices across Europe. By leveraging the expertise of European partners, as well as of local stakeholders from different sectors and collaborating with universities, NGOs, and other organizations, Iasi can develop a comprehensive strategy for supporting the digital wellbeing of its youth population.

### City of Oulu

Oulu is a city for young people – over one-third of the residents are under 25 years of age. Oulu invests in young people; in addition to various educational opportunities, it also provides a wide range of leisure activities and places, and information and support are also available. There are 22 youth centres, Byström One-Stop Guidance Center and Youth Workshop. The challenge related to youth policy and youth work as such is how to provide a wide range of services for the youth in a really effective way. Thus the city needs to improve its youth workers' skills and knowledge especially on possibilities that digital youth work can offer.

This is so even if the city of Oulu has been carrying out and developing digital youth work in different platforms and there are a couple of initiatives in place that are related to digital youth work:

- > At the Jepari community officers working at the juvenile crime squad of the Oulu police department use a chat service to advise, guide and support the youth in issues relating to police activity. A youth worker hosts the chat and answers general questions. Topics include police work and education, legal issues, rights and intoxicants. There are in general close to 200 visitors per chat session. The service won the Eurocities Innovation Award in 2012.
- > Nourten Oulu Chat is intended for all young people aged 13–29. The youth service employees and cooperating parties in Oulu can discuss any issues with the participants.
- > Pelifarmi is a training program for youth who have been unemployed for a long time. Length of the training is 3 months and participants learn the basic skills needed in the gaming industry and they build their own digital game as part of the training.
- > Tietolähde is a project designed to meet the need for developing young people's digital information literacy and ability to recognize influencing information.

### Comune di Perugia

The local challenges that the city of Perugia faces and would like to address are twofold:

on the one hand the city intends to overcome the digital skills gap between youth policy operators and young people themselves. As part of this gap, language barrier is one of the main obstacles which prevents successful interaction with young citizens, and thus it is important that a common language is constructed. This is expected to lead to an improvement of the relationship and of trust between youth workers and the youth, and it is a prerequisite to be able to implement effective projects aimed at social work and inclusion.

On the other hand, it is crucial in the life of the city to involve young people into urban renewal and urban regeneration processes on multiple levels, for which it is important to empower the youth. Strategies must be implemented that are aimed at

improving their skills and talents. One of such talents is their use of digital platforms and technologies. By allowing young people to realise their potential and enhancing their digital skills, often associated with creative talents, virtuous processes of educational growth and increased job offer opportunities could be triggered. At the same time the city's youth policies could be improved aimed at a direct engagement of young people on city districts regeneration.

One of the solutions for achieving such engagement is to develop digital youth work, so that the needs of young citizens are addressed and met thus allowing them to become more active citizens.

### City of Cartagena

The current health and economic crisis has had a significant impact on young people, with youth unemployment levels soaring to around 40% in Cartagena. In response, the Youth Department is taking a transversal approach to include young people (aged 14 to 30 years old) in all plans and programmes implemented by different areas of the Municipality. Additionally, they are adapting initiatives to new formats that allow for maximum outreach, including an effective application of digital tools among others.

One major challenge identified by the city council is the lack of young people's participation in public life, particularly in marginalized neighbourhoods and districts. The local public administration of Cartagena acknowledges the need to improve its digital and face-to-face connection with its citizens, including the youth population.

The Cartagena Social Services department recognizes several challenges related to youth, including youth emancipation, social transformation, and a holistic view of well-being. The department emphasizes that all individuals should have access to a life with autonomy and a complete educational and employment trajectory. They also believe that teenagers and young adults should be empowered as active participants in the city, with full freedom to make their voices heard and participate in shaping their community. Furthermore, taking care of young people requires a global, holistic, and relational approach to well-being. To address the issues affecting young people, various programmes and initiatives have been implemented, including the Municipal Addictions Plan, the Child and Teenager Friendly City initiative, the Anti-Rumour Programme (Intercultural Centres for minors), the Gender Equality Plan, and cultural programmes like the European Coleopter Project (Rehabilitation of the Tallante Youth Hostel). These efforts reflect the city's commitment to addressing the challenges faced by young people and improving their overall well-being.

### City of Aarhus

Aarhus is facing employment challenges tied to the changing demography of the city. Soon, there will be a high number of individuals retiring from the workforce and an inexperienced youth recruiting class will be unable to fill the gaps. In turn, there will also be more citizens requiring social welfare (i.e., the elderly, disabled, socially disadvantaged, etc.), and fewer in the labour market to pay the necessary taxes to finance it. Thus, Aarhus needs to rethink the way it produces and delivers welfare services by shifting their focus to giving its citizens the tools needed to take responsibility for themselves.

More specifically, citizens in Aarhus need to be prepared to utilise available resources to better their lives. To accomplish this self-reliance, data needs to be easily shareable between regions, municipalities, and educational institutions across the country and it is particularly focused on providing these services to the increased number of dissatisfied young people.

The mental health of youth is another top priority for Aarhus. While the majority of young people throughout the world thrive, there is a sharp increase in mentally vulnerable youth (i.e. youth suffering from loneliness, stress, anxiety, depression) The isolating experiences of the global pandemic seems to have driven an already digital generation further online and stunted their ability to make a successful start at adult life.

Ultimately, Aarhus has developed several digital tools to try and combat both of these issues— developing programmes to build skills and combat youth mental health issues. For example, the City created a digital app where young people can monitor their well-being; however, even with this technology, there are still local gaps that need to be addressed (i.e., employers need to get better at integrating digital solutions into their work environments and employees need the tools to deal with issues such as digital harassment online).

### Viladecans

Located in the metropolitan area of Barcelona, Viladecans faces difficulties in attracting young people to participate in urban matters. Public services often lack the means to innovate and offer alternatives for young people to develop solutions and overcome their own challenges, such as mental health, and affordable housing.

One specific challenge is to turn youth communication channels and digital tools into a point of reference for young people when they look for information, regardless of the thematic content (education, work, culture, leisure, etc.). It is vital to turn them not only into a point of reference but into a channel of communication with this group that is bidirectional and promotes

tailor-made assistance and counseling but also socialization, contributing to generating concerns and interest towards participation in the public space and the community.

The main difficulties in achieving these goals are mainly the disconnection between the young population and the public administration since the latter is not considered an ally or a channel for resolving their conflicts, doubts or concerns. Limited capacities and skills of the youth municipal team also hinder the achievement of these goals. Youth professionals generate content through social networks that always end up being reactive to the reality of the young people who use the services, instead of being proactive. Still, there is a significant part of the youth population that is not reached, precisely because of this existing disconnection with public administrations, as well as the lack of knowledge of which are the optimal methods of communication with this target (relevant messages, language, channels, etc.). This is also related to the rapidly changing communication channels and messages, requiring continuous updates of skills. Difficulty in providing relevant messages adapted to reach youngsters from different backgrounds, with different needs and/or interests is also an issue.

### Tetovo Municipality, North Macedonia

According to the census in 2021 27% of the population in Tetovo is under 29 years old, indicating that a good part of the city's community is considered to belong to the youth.

The youth in Tetovo as in many cities have been strongly challenged these last years especially due to Covid-19. Online schooling, isolation from society, lack of different activities (sports activities, parties, and social activities), and health issues are considered to be affecting the well-being of today's youth. The whole situation contributed to self-isolation and increasing the addiction to the digital sphere: telephone and screens. The youth, as impacted by social media, has been seen to spend less and less time with outdoor activities and in physical youth centers. At the same time cyber bullying is also at a high level.

Tetovo has founded the Local Youth Council (LYC), which works independently of the municipal council and the municipality as well. It is responsible for organizing and coordinating activities that promote youth empowerment and protection. They encourage volunteerism and provide activities in support of the well-being and development of young people. The LYC also collects and reports data about the situation of young people's rights in their area and provides funding for youth infrastructure and projects. They create administrative structures for youth issues and allocate funds in their budgets for the development of youth programs and activities. Through the Local Youth Council, young people receive guaranteed participation in order to have their voices heard and contribute to the local community.

Creating a unique platform where the youth can meet online and where youth workers can be in contact with them, addressing their problems, needs, and ideas could be a very useful tool for youth's involvement.

### 3.1.2 Local strategic framework of the city specific to the network theme

#### Municipality of Eindhoven

Eindhoven Preventive Youth Policy 2022-2026: This policy targets all residents of 9 months to 23 years and their immediate living environment. The policy plan describes what Eindhoven wants to achieve in the period 2022 to 2026 and has been defined in co-creation with youth, professionals from the youth domain, knowledge institutes and various domains within the local authority.

The policy plan is based on three social ambitions:

1. A good start for every young person.
2. Towards an inclusive society: all young people participate.
3. Every young person grows up safely.

There is also a fourth ambition, aimed at further development of municipal commissioning and steering in the preventive youth domain:

4. A new vision on commissioning: more focus and more intensive partnership.

Lumens Strategy 2020 – 2022: Building a socially resilient society together

The Lumens Strategy is based on 4 core values:

**Resilient.** The employees show resilience by being unbiased and curious to build social resilience. It is our mission to make people in our society more resilient. By that we mean that we want to increase someone's ability to save themselves.

**Connected.** We are outward-looking towards residents and partners. We inspire and learn, take responsibility and work together with residents, clients and partners. We are a network organisation.

**Resourceful.** Both internally and externally, Lumens wants to be able to deploy expertise with attention to the social demand of residents. For that it is necessary that we decompartment (internally) within our organisation.

**To trust.** Residents must be able to rely on themselves, their network and the community. They can trust that social issues will be addressed and answered collectively. Professionals must be able to trust that they are working together on sustainable solutions for social issues. Clients must be able to trust that with these professionals they offer a good social basis in the form

of a society in which everyone can participate.

### Municipality of Veszprém

The Veszprém Youth Concept was initiated in 2014 to address the status of youth work and services in the city. It recognized the importance of online platforms in reaching out to young people, listed the challenges in the youth field, and suggested solutions. However, it requires updating, and the city has initiated a renewal process in 2022-2023 through a youth survey, interviews with youth workers, and the Erasmus+ youth participation project, ReYouth. This project aims to connect the locally developed goals to the United Nations' Sustainable Development Goals and the European Youth Goals.

The Veszprém Sustainable Urban Development Strategy (2021-2027) aligns with EU initiatives and explicitly mentions digitalization. Veszprém has also applied to be the European Youth Capital 2024, and the city's concept note includes several youth programs, co-decision making process, and support for youth organizations. This concept note serves as a starting point for the action plan for the city's youth work.

The Democracy Reloading Toolkit, available in Hungarian and nine other languages, is designed to strengthen the skills of municipal youth policy and youth workers, encouraging young people to actively participate in local decision-making, promoting active citizenship and democracy in local communities. The toolkit is available online, and training is available for municipality workers and young people.

Finally, the Strategy on Drugs Policy (2022-2025) aims to raise awareness of drug-related issues and develop productive, health-conscious lifestyles among the population, particularly among younger age groups. By maintaining, developing, and creating tasks and activities in this area, the city intends to address drug-related challenges in the community.

### City of Gdansk

The city of Gdansk has developed several strategic documents and policies to address the needs of its residents, including its young population. The primary strategic document is the Development Strategy Gdansk 2030+, which outlines the city's aims and directions. It is supported by four Development Programmes that provide specific objectives and indicators.

Another critical document is the Strategy for Solving Social Problems until 2023, which focuses on identifying the difficulties and problems faced by residents of Gdansk, including young people, and which proposes various solutions to the identified problems. This document emphasizes the importance of including beneficiaries in its aims and promoting participation and inclusion, and as such acts the basis for the city's social policy. The Model for Equal Treatment, adopted by the City Council of Gdańsk in 2018, aims to counteract discrimination on the grounds of age, health, gender, origin, nationality, attitude to religion, and sexual orientation. It offers 179 recommendations for changes in municipal policies to promote equal opportunities for all residents, with the overall aim of creating a safe and friendly city for everyone. The City Addictions Prevention Programme addresses youth issues in a comprehensive way, including behavioral addictions such as game, internet, and smartphone addictions. It provides alternative activities for young people, staff competence training, and prevention street working. This program is reviewed annually, allowing for specific actions to be added or amended as necessary.

Overall, these policies and strategic documents demonstrate the city of Gdansk's commitment to promoting inclusion, equal treatment, and opportunities for all of its residents, including its young population.

### Iasi Municipality

Iasi as a major student city and with deep ties to the tech industry puts these two topics at the forefront of the city's strategies. For the years 2019-2020 Iasi was awarded the title Youth Capital of Romania by the National Youth Council of Romania for its efforts to promote youth participation and empowerment in areas such as education, culture, sports, and entrepreneurship. Throughout the year, Iasi hosted events and activities to engage young people and showcase their talents. The goal of the Iasi-Youth Capital of Romania was to emphasize the significance of youth development and encourage other communities to invest in their young population.

Digitalisation and the support of the tech industry (one of the main fields the students of the city tend to gravitate towards) are also priorities of the city. In 2019, the city of Iași embarked on a digital transformation strategy as part of the Digital Cities Challenge, an initiative by the European Commission. The aim of the strategy was to create a model for other Romanian and European cities to follow by developing and testing novel policies in collaboration with other cities. The strategy was designed to promote greater value for local communities by fostering collaboration between public and private bodies and experimenting with joint outputs.

The strategy focuses on several key activities, including the creation of the Digital Council for Digital Transformation of Iași (DGDT), promoting existing good practices, and publishing open data for Iași Municipality. The overarching goal of the strategy was to consolidate digital skills in all facets of city life, from administration and education to healthcare and industry, and create a collaborative environment that matches the demand and offering of digital services and products.

### City of Oulu

The city of Oulu has made numerous strategies on how to improve digitalization in the public sector, among others related to youth services. In youth services yearly municipal workshops are held where the city tries to define the main tasks for the upcoming year. However, it wishes to be able to develop longer and forward pointing plans, in order to further improve the digitalization strategy for youth services.

The Digital Oulu programme includes targets with objectives, measures and indicators determined for their implementation and follow-up. Its objectives are as follows:

1. The city of Oulu is to become an innovation and development platform in which companies and research institutes get to try out and jointly develop their SmartCity solutions together with users in their real environment and launch joint research projects
2. The city of Oulu is to make good use of the possibilities of digitalization in producing its services and in enhancing its own internal activities
3. In all of its activities and decision-making, the city of Oulu is to make use of information that shall be easy to use and to be represented in a visual form

The Digital Oulu programme is implemented in two focus areas:

Focus 1: promotion of ICT life-force

The development of the digital services of companies, higher education institutions and research institutes as well as research activities are enabled. The objective for the city is to act as a development platform for companies and research institutes.

Focus 2: effectiveness of internal activities

The city's internal processes are to be enhanced and thus smooth services are to be developed for citizens with the help of the opportunities provided by digitalization. The objective for the city and its service providers is to become effective and offer high quality services.

### Comune di Perugia

During the last decades the mission to improve digitalization services and to improve citizens' knowledge about and skills in the digital world has been at the top of Perugia's agenda. "Perugia 5.0" is the first such guideline of the administration mandate.

The digital transformation of the Municipality of Perugia concerns not only technological infrastructures, but also new ways of engagement of individual users leading to the redesign of the entire public service delivery system. The municipal administration is heavily promoting projects that are working in youth related fields and views these as an important way of supporting young citizens.

With this special set-up, it is possible to develop a platform capable of enabling an economy of sharing, bringing citizens closer to the administration through the dematerialisation of the services that can be provided, making key economic data available. Furthermore, in an ecosystem designed to foster innovation, the publication of data held by the public administration represents an extraordinary source for generating new youth entrepreneurship.

"Perugia 5.0" intends to create functional spaces for neighbourhood aggregations, to promote knowledge and competence together with social life, inclusion, safety and urban decorum. With the participation of institutions, schools, universities the intention is to promote and train adults in the most important digital skills and young people to use them more consciously for their future.

To encourage the development of these innovative activities, the Administration will take steps to implement the 2021-2027 New Cohesion Policy strategic objectives, above all:

- a more competitive and smarter Europe
- a more social and inclusive Europe
- Europe closer to citizens

by fostering the sustainable and integrated development of all types of territories; all in connection with the Regional Operational Programmes ERDF and ESF.

### City of Cartagena

Two of the most relevant strategic frameworks of Cartagena are its Urban Agenda and the Action Plan. These documents support a new vision of territorial and urban policies for the implementation of the Sustainable Development Goals SDGs and that will mark the future sustainable development of the municipality in environmental, social governance and economic issues.

Cartagena also has a Citizen Participation Regulation. There is also a Regulation of the Municipal Council for Children and Teenagers (2018). Citizen participation is coordinated from the area of Decentralisation and Citizen Participation of Cartagena City Council, although all the information is collected in the Transparency Portal. The city has various working and related committees, although they are not coordinated centrally.

One of the most relevant Youth programs is the T-LA. T-LA is an Alternative Free Time program promoted by the Youth Council of Cartagena for people aged between 14 and 35. The main objective of this Alternative Free Time programme is the organisation and development of activities focused on weekends, using municipal facilities, associations' spaces, educational centres and private spaces as a network of service of new forms of youth leisure. It includes a wide range of recreational, sporting, creative and cultural activities and without a doubt the key to the programme's success is the leading role played by youth associations, as well as other citizen and private entities which is called the Promoter Group.

Some of the local plans and actions that have been implemented in Cartagena in relation to youth and children's programmes, are: 1.Youth Espace in the Municipality with different services offered to young people like employment, education, mobility, housing, health, etc. 2.Join your Neighbourhood 3.Intercultural Community Intervention Project (ICI) 4.Local Plan for Children 5.Municipal Addictions and Drug Addictions Plan 6.Municipal Disability Plan 7.Child Friendly Cities

### City of Aarhus

The City of Aarhus has an active strategic framework specific to NextGen YouthWork network's theme of youth and digitalisation. More specifically:

The Aarhus Compass is the city's foundational policy that describes the kind of municipality and community that Aarhus strives to become. Aarhus aims to be less system and more citizen oriented, and the municipality wants to focus more intensely on what has value for its citizens and its society. Through this local policy, Aarhus will increase its emphasis on co-creation in its approach to public welfare development – and the municipality will work, develop, manage, and lead in a more knowledge-informed way.

The Smart Aarhus plan contributes to the management of digital transformation. This is done through a specific governance structure for the development, implementation, and scaling of digital technological solutions across the municipality. Through this strategy, Aarhus believes that the use of digital technology in all spheres of the city can help to increase efficiency and overall quality of life. Smart Aarhus was designed to work in harmony with the Aarhus Compass vision of defining the challenges Aarhus and creating innovative solutions through a collaborative and co-creative dialogue with citizens and businesses.

The 2023 Employment Action Plan sets a clear direction for employment efforts in Aarhus and prioritises helping unemployed citizens enter the labour market and/or start an education.

The city has identified 7 Wicked Problems (see in detail in 3.1.3) which are dynamic and ever changing problems with no clear-cut solutions to them, including among others youth mental health and digitalisation. These problems set the strategic framework for a new method of trying to solve such problems together with the community in a try - fail - try again manner.

### Viladecans

The city approved its Strategic Framework (Viladecans 2030 Strategy & Local Urban Agenda) in 2021. These documents, aligned with the UN 2030 Agenda guide the work of the local government while ensuring the coherence of local policies. The 2030 Strategy establishes 6 priority axes and sets 25 challenges, and NextGen YouthWork will contribute to at least 3 of them. The Urban Agenda puts the focus on sustainable urban development and defines 131 actions, and 6 of them are aligned with the current project's goals.

In terms of Youth, the guiding lines of the Youth Plan for Catalonia (participation, transformation, integrity and quality) have marked the objectives of Viladecans Local Plan for Youth:

- the promotion of healthy life among the young people,
- the universalization of culture among the youth population as an instrument of social cohesion
- and the promotion of a new model of society based on participation, sustainability and social innovation.

In addition to this, Equal Opportunities is a cross-cutting element of the Viladecans 2030 Strategy that must be present in all project policies. In addition to this, 2 relevant documents have been recently approved: (1) The Local Plan for Inclusive Community Action (2023-2026), which aims for inclusion to be tackled in a cross-cutting and intersectional way in all municipal plans, projects and actions, ensuring an inclusive approach in their diagnosis, design, implementation and evaluation; (2) The Plan for Gender Equality in Viladecans (2023-2026) just approved by the City Council and aligned with the Local Plan for Inclusive Community Action, sets a series of objectives among which it is stated “to Incorporate the intersectional gender perspective in a transversal way in all the City Council's plans, programs and projects”, therefore social inclusion and gender equality are both compulsory elements to be addressed in any municipal initiative.

### Tetovo Municipality, North Macedonia

The Agency for Youth and Sports as an independent body of state administration was established in 2000 as the sole government body responsible for all aspects of the life of young people in North Macedonia.

The National Youth Strategy of the Republic of Macedonia 2016–2025 was adopted by the Government. Its strategic priorities are: 1. Providing a better standard of living and equal opportunities for a decent life. 2. Creating conditions for effective observance and protection of fundamental rights and freedoms, and systematic integration and interaction of different categories of young people. 3. Creating opportunities for the involvement of young people in the monitoring and implementation of policies and decisions that affect them. 4. Equal access to quality education and other forms of personal and professional development.

Local youth work is an organized and systematic process of education and support of authentic development of young people with the aim of fulfilling their overall personal, social and civic potential. It is directly associated with the development of the local community, whereby young people not only become active participants in the process of their own development but also active participants in the life of the community.

In the Republic of Macedonia, the system of local youth work (LYW) is still in the early stages of development.

Based on article 16 of Law on Youth participation and youth policies, municipalities in their statutes foresee establishment of a Local Youth Council.

In Tetovo, a Local Youth Council was established with 9 members of different ethnicities, organizations, political parties and 2 members from high schools. There is a Work Strategy for the Local Youth Council for the period 2018-2024.

### 3.1.3 Local links to Sustainable Urban Development through Cohesion Policy

#### Municipality of Eindhoven

The Eindhoven Preventive Youth Policy serves as an excellent example of how the objectives of the New Leipzig Charter can be achieved through Sustainable Urban Development and Cohesion Policy. The policy aims to strengthen integrated and participatory approaches to sustainable urban development, promoting social, economic and environmental sustainability. Amongst other important aspects of the New Leipzig Charter, social inclusion and greater cohesion are highlighted as main driving forces of sustainable urban development. It is stressed that in order to drive sustainable urban development citizens and communities need to be able to interact and participate in society, and feel a sense of belonging and trust in their fellow citizens and institutions. By empowering young people and fostering collaboration across different sectors and stakeholders, the policy will contribute to bringing Europe closer to its citizens.

One of the main pillars of policy making in Eindhoven is the principle of multihelix cooperation, which involves businesses, knowledge institutions, social organizations and inhabitants working together towards shared goals. The Preventive Youth Policy recognizes the importance of involving young people and organizations representing them in the development and implementation of the policy, which is a guiding principle of Article 11, regarding active citizenship and participation.

The policy also recognizes the importance of preventive youth work in achieving sustainable urban development, and Lumens, a youth organization, has been assigned responsibility for implementing preventive youth work in close cooperation with the municipality. The policy also seeks to strengthen collaboration across different sectors and make the lessons learned in the implementation of preventive youth work transferable to other policy areas, thereby ensuring that sustainable urban development is pursued in an integrated and coordinated manner.

#### Municipality of Veszprém

Veszprém's commitment to sustainability is evident in the range of policies and strategies it has developed since 2011 and which help the city be in line with the objectives of the Cohesion Policy.

The Sustainable Urban Development Strategy is a key document that outlines the city's development directions and objectives for the medium term. It identifies five priority areas: prosperous, greening, digital, sustainable, and serving city dimensions, and proposes intervention proposals that are in line with spatial planning and EU funding requirements.

The Integrated Action Plan developed through URBACT III Global Goals for Cities project focuses on inclusive city, providing care, access and use of green spaces, quantitative development of parks and community spaces, and sustainable water management.

Veszprém has also developed several other strategies, including the Energy Strategy 2011-2025, which includes climate policy aspirations, the Sustainable Energy and Climate Action Plan (SECAP), based on an initial emissions inventory and climate risk and vulnerability assessments, and the Sustainable Urban Mobility Plan (SUMP), which proposes a high-quality and sustainable public transport system in the city. The Green Surface Strategy, accepted in October 2019, is the result of extensive research and public involvement, while the Local Equal Opportunities Program focuses on improving the lives of groups such as people with disabilities, Roma people, those living in deep poverty, children, women, elderly citizens, and homeless people. Finally, the Economic Programme 2020-2025 takes into account Veszprém's status as a county seat, the growing economic

sphere, the presence of the University of Pannonia, and the harmonious cooperation with the community. Overall, Veszprém's commitment to sustainability and the goals of the EU is a comprehensive and integrated effort that addresses social, economic, and environmental concerns.

### City of Gdansk

Gdansk's policies aim to achieve sustainable development and cohesion, in line with the objectives of the Cohesion Policy, and all main EU strategies and programs. The Gdansk Development Strategy is guided by the Urban Agenda for the EU, the Leipzig Charter, the New Leipzig Charter, the UN Sustainable Development Goals, the European Green Deal, and Strategy for Responsible Growth to 2020 (outlook to 2030).

The Gdansk Development Strategy's four key objectives are Green City, Accessible City, Common City, and Innovative City. Green City aims to protect sensitive environmental components and promote sustainability. Common City promotes equitable social and cultural development, strengthens solidarity, and supports long, independent life. Accessible City aims to make the city accessible to all and provide convenient access to services. Innovative City supports a responsible, sustainable economy, entrepreneurship, and prosperity. In order to achieve the aims outlined within the four key objectives, local actions focus on social, economic, spatial, and environmental dimensions, benefiting all residents, regardless of special needs or status. The strategy is supplemented by 4 operational programs that specify development directions by setting activities as well as indicators and measures of their effectiveness. The most important objectives of community and economic life in Gdansk, in close coordination with the development of space in the city and the protection of the natural environment are outlined within the strategy.

By prioritizing sustainability, equity, and inclusivity, Gdansk's policies and programs are contributing to the EU's sustainable urban efforts.

### Iasi Municipality

The city of Iași is making significant contributions to the goals of the Cohesion Policy through various initiatives and strategies. The Integrated Urban Development Strategy 2015-2030 outlines the vision for Iași to become an intelligent European metropolis that is both competitive and unique in its historical and cultural identity. The strategy's primary objective is to support the city's competitiveness by promoting innovation in key domains, such as ICT and the creative sector.

Furthermore, Iași has taken specific steps towards becoming a hub for robotics and artificial intelligence through its "Cyber City" strategy. This strategy aligns with the European Commission's efforts to promote digitalization and innovation in the region.

Iași is also a city committed to sustainable, green development. It has been recognized for its efforts in this area, winning the "Sustainable City of Romania" award in 2019 from the French Government and the European Energy Award -EEA in 2021 from the Swiss Government. The city has implemented various measures to ensure high standards of air quality, including the promotion of greener public transport, wider green spaces, pedestrian areas, reinforced traffic management measures, and the prioritization of electric vehicles.

In summary, Iași's commitment to innovation, sustainability, and green development aligns well with the goals of the Cohesion Policy. The city's efforts to promote a competitive economy while preserving its unique identity and cultural heritage provide significant opportunities for all citizens to participate in decision-making and enjoy a high quality of life.

### City of Oulu

The city of Oulu has implemented and taken part in various projects and networks in order to complement the urban dimensions of the Cohesion Policy. They are mainly in line with various aspects of the New Leipzig Charter, especially regarding its principles of ensuring that urban development is based on a long-term perspective as well as of promoting and encouraging the use of renewable energy sources, energy efficiency in buildings and infrastructure.

Oulu takes part in 6Aika, a strategic development program involving the six largest cities in Finland. Its goal is to promote the development of smart and sustainable urban environments in Finland, testing real solutions with real people. The program focuses on six key areas of urban development: open data and interfaces, smart mobility, smart urban economy, participation and influence, carbon-neutral energy solutions, and smart urban environments and housing. Through 6Aika the six cities are working together to develop new technologies and solutions that can be applied to urban challenges.

According to the New Leipzig Charter, the involvement of young people is an essential aspect of sustainable urban development. Municipalities, youth associations, and other youth work organisations are responsible for the implementation of youth work. One of the municipal youth work's tasks is to support youth associations and groups in their operations, of which there are 70 in Oulu.

Oulu is also a member of the Arctic Cities Network. ACN is a network of cities and municipalities in the Arctic region that work together to promote sustainable development and address common challenges. It aims to facilitate environmental protection, climate change adaptation, economic development, and social issues. Some of the specific initiatives and activities

undertaken by the ACN include the development of sustainable tourism strategies and the promotion of sustainable transportation.

### Comune di Perugia

The strategic framework for the digitalization of the city has been implemented with actions financed by ERDF and ESF funds. A pilot project called DIGIPASS (financed by ERDF) has made it possible to open a space that offers digital facilitation services by removing IT obstacles. The Municipality of Perugia has located the space dedicated to the service for young people near POST, the science museum of the city, which is undergoing transformation and management restructuring aimed at improving its attractiveness to young people and the functionality in terms of urban regeneration. It pays particular attention to the young, providing them technical assistance and informal training on social media, gaming and the use of digital identity.

The ITS, as Innovation and Technology Academy in Umbria, will be able to implement these activities in a building restructured with funding from the Presidency of the Council of Ministers, and activation of labs for digital and graphics that will be open after school hours. The activities involve the development of a physical space in Perugia where citizens can access high-speed internet, workspaces, and training programs for digital skills. In addition to the physical space, through DIGIPASS the development of a digital platform that will allow citizens to access digital services and resources online will be developed. The actions briefly illustrated above are some of the good tools and practices for the achievement of policy objectives of the Cohesion Policy and also of the objectives 4 and 10 of the UN 2030 Agenda. Besides these, the Municipality of Perugia is also engaged in many other projects, most of them funded by the Recovery Plan addressed to urban regeneration designed in line with the policy objectives of the New Cohesion Policy and the Digital Compass strategy based on the 4 goals: Government, Skills, Infrastructures and Business.

### City of Cartagena

Many policies and initiatives are in line with the objectives of the Cohesion Policy, to name a few:

The Cartagena Urban Agenda is aligned with the Spanish Urban Agenda (AUE), which is one of the most relevant leverage policies for the implementation of the SDGs at national level, establishing a reference framework for urban areas and a range of urban policies of a social, economic and environmental nature, which can be implemented by any municipality in the rural or urban environment and by any city, regardless of its size, and which concerns the territory as a whole.

At national and international level, the municipality of Cartagena has been a member of various initiatives, such as the Council of Europe's Network of Intercultural Cities of Spain (RECI) since 2011. Cartagena obtained the Seal of Recognition in 2018 as a "Child Friendly City" (CAI). It is also a member, since 2019, of the Global Network of Age-Friendly Cities and Communities, a project of the World Health Organisation (WHO), with the aim of connecting cities, towns and organizations around the world who share the vision of making their localities places where people can age with quality and dignity.

The municipality has joined the Covenant of Majors and its SECAP has been approved, including measures to reduce CO2 emissions and to improve energy efficiency in different sectors of the city. Within NextGen YouthWork Cartagena shall complete its sustainability strategy applying it in a sector of importance for the economy of the city, tourism.

As a continuation of its Urban Agenda, the municipality has been participating and leading project proposals to find a participatory and inclusive models for urban regeneration. Trying to apply the New European Bauhaus approach, Cartagena has led a proposal presented in the last call of the EUI, and has also participated in the last LIFE call.

### City of Aarhus

Aarhus embraces and operationalises the themes of EUI/ the New European Bauhaus in every aspect of its governance and local policies, and it is just as invested in preserving the aesthetic value of its rich, urban landscape as it is to create solutions to its social and environmental challenges. More specifically, Aarhus has embarked on a problem-centred policy making system. Through widespread citizen mobilisation, the city has identified 7 Wicked Problems (7WiPs) (ex. recruitment & skills) which are dynamic and ever changing problems with no clear-cut solutions to them. Aarhus accepted policy failure and designed a "try, fail, & try again" approach to city-planning - reinforcing the New Leipzig Principles (NLP) through the opening of different departments and stakeholders to work together combating these WiPs. This commitment to solving challenges through a fully integrated approach is something that Aarhus is not only well-versed in, but something that they will continue to do in NextGen YouthWork.

Additionally, Aarhus is also committed to sustainable urban development and promoting a "greener" Europe. As the home of

the Aarhus Convention & member of the '100 Climate Neutral Cities by 2030' mission, the city is a leader in sustainability. Aarhus is committed to doing its part to meet the EU's climate goals with environmental policies at the forefront of city administration.

Finally, Aarhus has also introduced a city-wide policy on active citizenship. Promoting active citizenship is one the Aarhus City Council's concrete goals for the development of Aarhus and a method for realising the vision of making Aarhus a good city for everyone. The purpose of this policy– which creates a local link to sustainable urban development through the Cohesion Policy– provides a shared frame of reference for working together, promotes fellowship and acceptance, and contributes to the creation of a diverse society across all boundaries (i.e., age, gender, ethnicity, etc.).

### Viladecans

The Viladecans strategic program, which includes the 2030 Strategy and the Local Urban Agenda, is a comprehensive and ambitious initiative that demonstrates the city's commitment to sustainable development, good urban governance, and meeting the needs of its citizens. The program aligns with the strategic goals and agendas of both the European Union (EU) and the United Nations (UN). Specifically, the program is in line with the EU's Urban Agenda and the UN's 2030 Agenda for Sustainable Development.

Moreover, the Viladecans strategic documents are designed to meet EU priorities for the new financing framework (2021-2027), particularly the Cohesion Policy. This program contributes to two of the EU's key objectives: creating a more social and inclusive Europe by implementing the European Pillar of Social Rights, which aims to promote social and labor market inclusion and equal opportunities for all; and fostering a Europe closer to citizens by promoting sustainable and integrated development of all types of territories and local initiatives.

The Viladecans strategic program also takes into account other significant EU initiatives such as the Digital Europe Programme and the New European Bauhaus. These initiatives aim to foster innovation and sustainability across Europe, and will be essential to consider when deploying the current project.

In terms of good urban governance, the Viladecans strategic program is fully aligned with the principles set forth in the Leipzig Charter. Specifically, the program follows the five EU principles of good urban governance, which include policy for the common good, integrated approaches, multi-level governance, place-based approaches, and participation and co-creation. By aligning with key EU priorities and initiatives, the Viladecans program is well-positioned to achieve its goals and create positive change for the community.

### Tetovo Municipality, North Macedonia

The city of Tetovo in North Macedonia faces multiple challenges related to urban development, such as air pollution, inadequate infrastructure, and a shortage of affordable housing. However, the municipality has been making efforts towards green development, including financing environmentally friendly projects with support from external donors and organizations, as well as its own budget. The municipality has also taken measures to promote sustainable transport and pedestrian areas, improve waste management and modern waste treatment plants, and increase green spaces by creating new parks and renovating existing ones. Additionally, the municipality encourages the planting of trees and vegetation in public areas.

To implement the principles of the New Leipzig Charter, the municipality has taken several steps. These include developing a Sustainable Urban Mobility Plan to reduce car dependency and improve transportation options, collaborating with the private sector to develop affordable housing options for low-income residents, using digital technologies to improve public services and promote citizen participation, achieving gender equality and the empowerment of all women and girls and promoting the use of green spaces and biodiversity in urban planning.

Sustainable urban development is further accentuated by the establishment of the previously mentioned Local Youth Council. As the New Leipzig Charter highlights the importance of involving young people in shaping the future of cities, all efforts by the Youth Council are set to elevate the challenges faced by the local youth in an urban setting. By emphasising and improving youth work, the necessary conditions will be created to make the youth more active members of their society, further enhancing sustainable urban development. These efforts align with the EU's Cohesion Policy objectives of promoting sustainable development, improving environmental conditions, and enhancing citizens' quality of life.

### 3.1.4 Motivation and commitment of each city to join the network

#### Municipality of Eindhoven

Being the Lead Partner in the URBACT project: CHANGE! People powered public services, Eindhoven has experienced the value of participating in an URBACT Action Planning Network.

Being part of such a network gives the city an opportunity to exchange experiences with European colleagues and have a look at good practices from all over Europe which will broaden our scope and improve our skills, especially when it comes to setting up an Integrated Action Plan jointly with stakeholders involved in the ULG. Such cooperation will boost Eindhoven's ambitions to develop a sustainable, clear vision and policy direction for the future.

The youth in Eindhoven spend a lot of their time online which means that they can no longer be reached in the old fashioned ways. Thus youth work needs to be innovated as young people do have a need for digital activities, counselling and information. We think that the exchange of good practices and having peer reviews with partner cities in the NextGen YouthWork network will enable Eindhoven to develop a long-term strategy and vision on online/digital youth work for the municipality and for youth work organisations.

It is necessary to explore what good strategies and implementation practices there are with regard to online/digital youth work. In Eindhoven we, as municipality and the related youth work organisations wish to build the youth worker of the future. To this end, we want to explore what is happening in other cities, what works, what lessons have been learned, what effective and efficient tools and implementation practices are available, what strategies other cities have and what new working methods do they experiment with. We also want to realise how to create a good youth work offer that effectively meets the needs of young people and also to create a longer term vision/strategy on 'the youth worker of the future' .

### **Municipality of Veszprém**

Youth work and the youth field in general is under development in Hungary generally and thus in Veszprém, too. Therefore the city has a strong motivation and commitment to participate in NextGen YouthWork as it would be of great use for the city to grow in this policy field. The Municipality has started multiple youth related international projects about 6 years ago, including the European Youth Capital application process, and these directly showed the need to strengthen the local urban youth policy, therefore it is an active field in policy making right now in Veszprém.

The Veszprém Youth Concept is currently being revised, thus the current inputs of that process could be well used in the project, and the experience and outputs of NextGen YouthWork on (digital) youth work could also provide invaluable inputs for the new Youth Concept. Participation in NextGen YouthWork would allow Veszprém to share its experiences with partners and learn from best practices in youth work from international peers.

Overall, Veszprém's commitment to youth work and its desire to participate in the project demonstrates its dedication to improving the lives of its young citizens. Through collaboration with international partners and the sharing of experiences and best practices, Veszprém can continue to develop effective policies and programs that meet the needs of its youth population.

### **City of Gdansk**

Gdansk has greatly benefited from its previous participation in URBACT projects (such as My Generation, My Generation at Work, Change & BoostInno (leader), Civic eState, Co4Cities), demonstrating the value of exchanging knowledge and learning from other cities that faced similar challenges. Being part of a network has provided additional inspiration to tackle difficult issues systematically and persistently throughout the project's duration, ensuring that solutions are developed and implemented. One of the most pressing issues today is the well-being of young people, whose mental health is deteriorating. The digital world has become an escape for them from reality, and adults must take responsibility to guide and support them in navigating it. Therefore, it is crucial to find ways to reach out to young people and provide them with the necessary support. This is where the NextGen YouthWork URBACT network can be an ideal starting point.

To address this challenge effectively, the city needs competent, ethical, and dedicated youth workers who are equipped to deal with the unique needs of young people. By leveraging the resources and expertise of the URBACT network, the city can hope to develop a comprehensive strategy that addresses the current situation and lays the groundwork for a better future. The urgency of this issue means that Gdansk cannot afford to overlook it amidst other pressing matters, and being part of the NextGen YouthWork network can provide the impetus the city needs to prioritize this important work.

### **Iasi Municipality**

Iasi Municipality, the most Eastern large city within the European Union's borders, has been very active in the last 10 years in territorial cooperation programs, such as URBACT or Interreg, benefiting from mutual learning in networks of European cities. These projects have widely influenced urban local and regional policies through the exchange of good practices, learning and adaptation. Digital cooperation, citizen involvement, heritage valorization, urban mobility improvement, energy efficiency and new approaches are just some of the subjects tackled through territorial cooperation projects.

In recent years, youth and digitalization have become top priorities of Iasi Municipality. Getting young people more involved in local decisions and services, creating a framework to facilitate their access to public services, identifying ways to combat digital isolation and mental issues associated are challenges for Iasi Municipality that need knowledge and support from other European cities. The impact of wide access of the youth generation to digitalization must be evaluated in a more complete and professionalized way and common problems which are faced by all European cities have to be solved by finding common

solutions, with a proposed common framework/policies. It is important for Iasi Municipality to be part of such a cities' network that will allow its experts and stakeholders access to good practices, knowledge and tools to identify, analyze and find solutions to tackle together digital youth mental health and train local social/youth workers to face these new challenges.

### City of Oulu

As mentioned in point 3.1.1 above, Oulu, even if it has a long history of digital youth work practices, still feels it needs to further improve youth workers' skills and knowledge and would like to create a long-term plan about digital youth work and digitalization in youth services. The city is interested in learning new ways of doing youth work involving different kinds of digital aspects. It is also keen to improve accessibility in their services especially in digital youth work.

There is a necessity to meet young people in the physical world, but also to deal with their needs and issues in the online one. This work requires continuous skill development for youth workers. To support this process the city wishes to get to know different points of views from other organizations to boost its long-term planning, also strengthening their long-term co-operation with other European cities.

Oulu would like to acquire new ideas regarding digital youth work and would like to improve all aspects of its applied areas within the work of the municipality. To that end, the city is also interested in national and European Union wide co-operation in digital youth work.

### Comune di Perugia

Meeting the needs of young people is one of the main objectives of the City of Perugia which it intends to pursue. The main challenges faced are: brain drain on the one hand and university student numbers decreasing on the other hand.

The city of Perugia believes that, so far, the foundations have been laid to address what it could at the local level. To take it further and introduce other significant improvements the city wishes to upgrade the initial commitment by making the most from peer exchange and learning opportunities that the NextGen YouthWork network offers.

What would be particularly interesting for the city is to explore the following topics which the network intends to address:

- mental health issues and low-threshold access to care or help: Perugia already provides a psychological counselling desk for youngsters. It would be interesting to explore how other cities implement and manage similar services, and whether they integrate them with any other services.
  - community engagement and political participation: the city has experienced a certain degree of participatory processes, concretely URBACT III - Find Your Greatness aimed to build a branding strategy for the city. It would be of crucial importance to see the practices applied by other cities to reach youngsters. It would also be important to further explore how it is possible to reach them in the digital sphere.
  - the city has created spaces in which various forms of digital entertainment are used to induce a growing interest in various activities and tools to create new job opportunities. It would be important to see how these already established processes can be used to drive an improvement of training and learning.
- Last but not least: the key actions Perugia is currently working on are all "youngsters oriented". The city is trying to gain knowledge and expertise on how to create a "youngsters district", which is a space created to match the demands of youth and youth workers.

### City of Cartagena

The motivation to participate in NextGen YouthWork stems from the need detected by the municipality to strengthen and develop youth-tailored processes to meet their needs by offering better services and activities from the Youth and Social Services departments.

In addition, Cartagena is interested in strengthening the capacities of the municipality's social youth workers in terms of participation and citizen services addressing the needs of the youth.

In this sense, the aim is to turn Cartagena into a city in which everyone participates and to improve communication between young citizens and public administration. With the new digital culture that has been established in the municipality, it is proposed to create participation plans with innovative and online methodologies adapted to youth's needs, and taking as a basis all the experience of the design of the Urban Agenda, which has meant an integral participation process, adapted to the citizens and with innovative methodologies of activation, inspiration and awareness-raising:

- To create effective communication with youngs and teenagers through the reinforcement of digital skills, to create participation plans, to reinforce the Urban Agenda Observatory.
- To identify, inform and motivate the youth in general, associations and NGOs working with young people, as well as local agents and essential actors.
- Communicate the actions with the main aim of promoting citizen participation and attracting participants to the different participation activities.

- To strengthen multilevel governance by setting up an interdepartmental group and establishing internal coordination. Encourage the work of citizens' associations.
- To bring together actions to offer opportunities to young citizens in the municipality. This way, different actions would be designed for them related to the social, cultural and educational activity of Cartagena.

### City of Aarhus

Aarhus is growing rapidly and is thus expected to reach over 395,000 inhabitants by 2030. Like other cities across Europe, this rapid growth and gradual changes in the demographic make-up of Aarhus have created several challenges that the city is working to address. However, some of these challenges – employment concerns, youth mental health, social inclusion, digitalisation, etc. – are too “wicked” to overcome with simple, everyday solutions, and they call for new forms of (wicked) management.

Recently, the Aarhus City Council has identified a total of 7 Wicked Problems (WiPs) that they cannot solve alone, and which may not be solved at all. However, in this case, the city hopes that it can at least work to influence these problems in a more proactive and productive way if they think outside of the box and if they learn about good practices functioning in other cities of the NextGen YouthWork partnership.

Ultimately, Aarhus is working to strengthen an integrated decision-making approach internally and open cooperation to include citizens, businesses, civil society actors, and other relevant stakeholders to combat these 7WiPs. It is re-thinking how it approaches the challenges currently faced by its citizens and it would like to look beyond its borders for further collaboration and support. Aarhus thus hopes that it can gain inspiration and impetus to reach its goals from participating in the current project-

Furthermore, Aarhus has previously been a part of a successful URBACT network. Through this experience, Aarhus gained firsthand knowledge on the benefits of participating in an international community on local innovation and future-proofing of solutions. Thus, this learning experience is something that the Department of Social Affairs and Employment is eager to replicate within the NextGen YouthWork network.

### Viladecans

As mentioned previously, young people tend to be distant from the public administration (even sometimes opposed to the system), this being a major issue for the City of Viladecans. But they are also prone to learn and change. The youth may find an alliance with whom they currently consider an adversary, the administration for instance, and precisely because of this transformative capacity that characterizes them, it is important to learn about the experiences of other cities that have also met this challenge.

The NextGen YouthWork network represents an opportunity for Viladecans to develop a digital strategy that speaks the youth's language, reaches them, attracts them, engages them and represents a change in how they interact with the city administration, the community and their peers. A digital strategy needs to be developed through the experiences earned by being in this network, that answers youth's needs and challenges, supports and helps to overcome them, and which connects young people with the city, the services and resources that are available to them.

The project will also be an opportunity to jointly reflect and learn about the advantages that the digital environment provides for youth services as well as the possibility of reaching out to young people that otherwise would not be possible.

The proposal is totally aligned with Viladecans strategic framework and youth policies. The city is convinced that the added value of working on this issue in the framework of an URBACT network will have a profound effect on the city's youth work. Youth is the driver of the present, but more importantly, it is the driver of the future. Good health, both physical and mental, must be sought so that they can develop as healthy and productive people within society, which involves encouraging participation in the community and the abandonment of individualism and the misuse of technologies.

### Tetovo Municipality, North Macedonia

One of the biggest motivations to be involved in this project is networking with different cities with different levels of development regarding digital youth work. Tetovo is a city in North Macedonia, a country in the process of joining the EU, thus it will be great for the city, its administration and its youth to gain new experiences in this important domain from cities that are part of the EU. Through the NextGen YouthWork network, Tetovo hopes to foster cross-cultural understanding and exchange best practices on the specific policy challenges related to digital youth work.

Moreover, the fast-paced growth of technology demands youth with relevant skills to navigate the digital landscape. Thus, it is crucial for young people to acquire the necessary skills and mindset towards technology - as well as for youth workers to understand these mindsets and to be able to adapt their supportive services to it. The NextGen YouthWork network should be able to encourage this by providing tools, good practices, and mutual learning opportunities in this field.

Ultimately Tetovo's goal with participating in the current network is to create a local platform for long-term cooperation and sharing of good practices, with the aim of driving innovation and sustainable development in the city. By involving young people into an international project, the city hopes to inspire and empower them to become active contributors to the sustainable development of the city, and to instill a sense of responsibility.

Furthermore, by collaborating with cities from different parts of Europe, Tetovo aims to broaden their perspective on sustainable urban development and learn from diverse experiences and perspectives. We believe that by sharing knowledge and expertise the partnership can collectively achieve its shared goal of providing effective digital youth work services.

### 3.1.5 Added value of being involved in an URBACT network

#### Municipality of Eindhoven

The main pillar of the Eindhoven Preventive Youth Policy is multi helix cooperation with businesses, knowledge institutions, social organisations and inhabitants, therefore for a policy focused on the young generations youth organisations and youth itself play a crucial role.

The world of youngsters is changing rapidly every day and sometimes it is hard to keep up, especially for youth workers. Being part of an URBACT Action Planning Network can offer them the opportunity to exchange experiences with colleagues and get to know good practices from all over Europe which will broaden their scope and improve their skills to handle problems adequately. Such network level cooperation will also help the city to develop a sustainable, clear vision on the future role of online youth workers, to be put down into the Integrated Action Plan drafted with the involvement of the ULG incorporating stakeholders, a.o the youth themselves.

Eindhoven has learning needs it would like to explore during the project. Amongst these, the city would like to explore how youth work can effectively continue to address the needs of young people, as well as to gain insights into the online needs of young people. Both of these are also important in terms of realising how to reach different target groups or communities and how to properly approach various needs, such as mental health, loneliness, financial issues and so on. Although the precise boundaries will never be set, since digital youth work is not static but a continually evolving practice, it will be important to know how to understand the limits of digital youth work. There is also the issue of how many youth workers experience difficulties with how they can connect to and work in the online world of young people. How can youth workers be equipped with concrete tools to tackle this issue? Finally, it will be of the utmost importance for the city and its youth workers to develop a long-term strategy and vision for digital youth work.

#### Municipality of Veszprém

The city of Veszprém stands to gain significant benefits from its participation in an URBACT network. For instance, the Urban Local Group (ULG) of the project would serve as an excellent platform for continuing present cooperation with stakeholders. Furthermore, the ULG could be later merged into the City Youth Roundtable or work with it, thus enabling active youth involved in the project to engage more effectively with their peers.

The introduction of the Youth Roundtable to the active youth involved in the project would create opportunities for mutual learning, idea sharing, and collaboration, thus enhancing youth engagement in local governance. In addition, the effective and useful URBACT tools and methods would facilitate project management and delivery, while the experience of earlier URBACT tools would be shared to enhance project outcomes. The involvement of URBACT experts would facilitate and enhance the project processes and results, bringing in their expertise, experience, and knowledge to ensure its success. By participating in the NextGen YouthWork URBACT network, Veszprém would also benefit from acquiring online workshop techniques that would enable remote participation and enhance stakeholder engagement. Moreover, the Democratic Reloading Online tool would enable the municipality to learn how to use it and integrate it into its everyday work, thus fostering democratic participation and improving local governance.

It is essential to note that Veszprém's substantial experience in URBACT projects has proved to be effective, participative, and has had a long-term effect on the city's development. Therefore, participating in an URBACT network is necessary as it would enable the city to leverage its previous successes and build on them to foster greater collaboration and engagement between stakeholders, enhance project processes and results and gain new digital skills.

#### City of Gdansk

Gdansk, a vibrant and dynamic city in Poland, has long been at the forefront of urban innovation, constantly seeking new ways to improve the lives of its citizens. One of the ways in which the city has achieved this is through participation in URBACT projects and networks, which have been key in facilitating change within the community.

Firstly, participating in NextGen YouthWork would facilitate internal integration within the city structures. By bringing together stakeholders from different sectors and levels of governance, the project would foster collaboration and cooperation

among city officials, practitioners, and citizens promoting a more holistic approach to urban development. Secondly, being part of an URBACT project promotes cross-sectorial approaches improving the efficiency and effectiveness of the city's operations. By breaking down barriers between different sectors, Gdansk will be able to leverage a range of expertise and resources to address complex urban challenges. Thirdly, this project would introduce new areas and methods for building relationships. By engaging with stakeholders from other cities across Europe, Gdansk will learn from other cities' experiences and apply those insights to its own context. This would also help to expand the city's network and create new opportunities for collaboration and exchange. Fourthly, URBACT projects so far provided Gdansk with a chance to reflect on its own urban development strategies by engaging in peer-to-peer learning and exchange, gaining new perspectives and insights on its own strengths and weaknesses, making informed decisions. Finally, Urbact projects so far have provided Gdansk with side inspirations. During transnational meetings, the exchange of practices and ideas that are not directly connected to the topic of the network gives inspiration for new solutions, and approaches. This has helped to stimulate creativity and innovation within the city's urban development processes.

### Iasi Municipality

The URBACT Program provides an excellent platform for cities to engage in mutual learning, networking, and sharing of expertise. As a participant in similar programs over the years, Iasi has found them to be truly inspiring. This is especially important for cities in Eastern Europe that are less developed and may not have access to the same resources as more advanced cities. URBACT provides an opportunity for such cities, like Iasi, to learn and exchange ideas, helping them to better adapt to current developments, address common urban issues - in the current project's case issues that affect younger generations -, and find innovative solutions.

In addition to learning from other cities, being part of the NextGen YouthWork Action Planning Network also allows Iasi to share its local solutions. The city hopes that its local initiatives will inspire the partner cities and thus validate Iasi's efforts. Finally, URBACT provides an excellent opportunity for Iasi's local stakeholders, in the current case youth and youth organizations in particular, to engage directly and gain motivation and knowledge to become more involved in solving local problems through being actively involved in the ULG. This can lead to a greater sense of community involvement and empowerment in the city.

Overall, the benefits of being part of this URBACT project cannot be overstated. NextGen YouthWork offers a valuable platform for Iasi to engage in mutual learning and sharing of expertise, ultimately leading to improved digital youth work solutions and services.

### City of Oulu

The city of Oulu has a long history of excellence in digital youth work, making it an ideal partner for any EU-funded youth work project to learn and get inspiration from. Oulu has a wealth of experience in using digital platforms to deliver youth services and has developed a reputation for innovation and forward-thinking in this field. The city's extensive national and international networks are a valuable resource for partners, offering opportunities for collaboration and knowledge-sharing. NextGen YouthWork offers partners access to Oulu's established network of youth organizations, youth workers, and researchers, as well as its proven methods and tools for digital youth work. Moreover, the project aligns with Oulu's commitment to promoting social inclusion, intercultural dialogue, and active citizenship. Oulu's expertise in digital youth work and its commitment to social inclusion make it a valuable partner for participating in the current network.

In this project, the city of Oulu is eager to leverage its experience and expertise to explore new ways of improving digital youth work. Oulu has identified the need for fresh ideas and innovative approaches to keep up with the rapidly-evolving landscape of digital youth work. Oulu is hoping to be in a network of partners to collaborate with, with whom they can develop novel approaches to online youth work and create comprehensive training programs for youth workers. By working together, partners can leverage each other's expertise and resources to create innovative and effective solutions that will benefit young people across the EU.

### Comune di Perugia

The city of Perugia has already successfully experienced the value of being involved in an URBACT network; working together with other cities, taking an active part in the transnational exchange and learning activities is an incredible and effective source of inspiration.

Having in mind the challenges the network is going to address, it is crucial to involve "generation Z" which has, by its nature, a global and beyond borders approach - as digital natives they virtually meet every day with youngsters from all over the world. Moreover, drafting an Integrated Action Plan that focuses on pressing challenges regarding the increasing role of digitalisation in the life of youth in the frame of a European network could immediately allow the inclusion of concrete actions to widen the opportunities for them.

Based on past experience Perugia will use the URBACT methodology (integrated and participatory approach and co-creation) to overcome barriers that normally may arise at local level.

Mostly the city expects:

- to learn from other partners (specifically from Eindhoven e.g.) how to effectively reach youngsters in the digital sphere;
- to exploit the actions that the city is already undertaking to meet the needs of young people;
- to capitalize and let grow the “digital” part of the “youngsters district” already implemented (Digipass services);
- to improve youth policies;
- to share with other partners in the network Perugia’s experience in implementing urban regeneration actions driven by “social” needs;
- to learn how to integrate “urban regeneration oriented actions” with “digital oriented actions”;
- to better exploit the potential of having 2 Universities (one of them for foreigners) and several higher education institutes.

### City of Cartagena

An URBACT network provides an incredible opportunity for cities to connect and exchange experiences on citizen participation, capacity building, and innovative methodologies. For Cartagena, being part of the NextGen YouthWork network presents a unique opportunity to connect with other cities that have similar needs and contexts. Through this connection, Cartagena hopes to achieve several goals and meet learning needs.

One of the primary goals is to develop a new methodology for involving young people with the local public administration. This is crucial for ensuring that their needs and perspectives are taken into account in decision-making processes. Through collaboration with peer cities, Cartagena hopes to learn about effective strategies for involving young people in local governance and administration.

Another important goal for Cartagena is to explore innovative ways of working for social workers of the City Council with youth, and implementing digital strategies for open government. In today's world, digital technologies have become a crucial tool for enhancing transparency and public participation in government. Therefore, Cartagena hopes to learn from other cities about how they are using digital technologies to improve citizen participation and open governance.

In addition, Cartagena hopes to acquire new digital skills and actions for youth participatory processes and innovative multi-governance models. Cartagena recognizes the value of involving young people in governance and decision-making processes and believes that this will foster a sense of civic engagement and ownership among the younger generation.

Overall, the URBACT network provides an excellent platform for Cartagena to learn, exchange ideas, and develop innovative solutions that can improve the lives of its citizens. Through this collaboration, Cartagena hopes to achieve its learning needs and expectations and ultimately contribute to the larger goal of sustainable urban development.

### City of Aarhus

At the centre of Aarhus’ Department of Social Affairs and Employment’s desire to participate in an URBACT network is the belief that this network will facilitate a deeper understanding of the problems related to digitalisation, having an effect on many policy areas, from mental health to youth unemployment and even social and political participation. Aarhus firmly believes that it is necessary to create space for reflection and learning and that is exactly what an URBACT network can provide. More specifically, digitalization of the public sector - and especially with Aarhus’ citizen policy perspective (‘less system, more people’) in mind - requires focus and inspiration.

Thus, participating in a knowledge network like URBACT will ensure a more integrated, inclusive, and holistic model of dealing with challenges of digitalization. NextGen YouthWork as an URBACT Network will provide shared knowledge with European cities and good practices from all over Europe. Furthermore, the process of co-designing the Integrated Action Plan with stakeholders will provide a boost for stepping up on actions in the field. It is often said in Aarhus jokingly that “capitals talk, second cities act”; and indeed, Aarhus wants to act. We have identified the 7 Wicked Problems of the city and stated that we need to learn and experiment to mitigate and solve these. That is exactly what URBACT can provide to Aarhus.

### Viladecans

After taking part in 3 URBACT projects (and leading 2), Viladecans appreciates very much the benefits of taking part in an URBACT network. The exchange among peers is always a learning experience and inspiration. It allows seeing other ways of doing, approaching or understanding similar situations. It also allows visiting and seeing on-site how things work, the people involved and understanding the “essence” of the projects (otherwise, difficult to understand).

As said before, challenges, difficulties and limitations to reaching and engaging youngsters from the administration are numerous. Viladecans fully supports the learning needs identified as one of the main aims of the project. Working in a network with other European cities in similar situations entails a rich exchange of opinions, learning, experiences and a joint reflection that allows a broader view of possible solutions and realities. It also allows a wide and structured reflection with local stakeholders by means of the ULG.

Viladecans also values very highly the fact that the approved projects will have to address not only digital transformation but also green transition and gender equality (Programme requirements) in all the Integrated Action Plans. And is willing to do it together with other Cities and the URBACT support to take the utmost of it, and also contribute with its experience. The URBACT expert support, by means of the Lead and Ad-hoc Expert, and the Programme Capacity Building resources and tools, provide very valuable support, and at the same time offer the chase to expand a broader vision and acquire new solutions beyond our city.

#### **Tetovo Municipality, North Macedonia**

Being involved in an URBACT centered around innovative practices in both delivering digital youth work and up-skilling youth workers' digital competences is of high added value for the city of Tetovo. There are many good practices around Europe which can also inspire the Municipality of Tetovo's youth work with practical examples that will help the city to come to a working definition of 'digital youth work'.

Tetovo has identified the following key positive outcomes of being part of the NextGen YouthWork APN:

- Exchanging practices and experiences with 9 other European cities and with URBACT experts
- Establishment of an URBACT Local Group as a long-term permanent local cooperation platform with intensive involvement of stakeholders to analyze good practices, adapt them to local circumstances and draft jointly an Integrated Action Plan.
- Promoting project actions locally (and internationally) using social media for sharing information on online youth counseling, supporting digital literacy, enabling participation with digital tools.
- Supporting digital youth work
- Supporting the development of youth workers' digital skills

Tetovo also expects to involve the policy-makers into the project's local actions: the recommendations on the development of innovative methods in youth work, including digital tools, will be addressed to policy-makers at local level.

### **3.1.6 Local Stakeholders to be involved in the URBACT Local Group**

#### **Municipality of Eindhoven**

Lumens: Welfare Organisation

The organisation pays attention to the needs of residents. The distinctive role that Lumens plays is that professionals and volunteers of Lumens always have an eye and ear for the question behind the question and therefore for the context of the residents. From a signalling function, they retrieve the (social) questions and thus provide valuable input to shape the social policy of Eindhoven municipality based on the needs of the residents. They meet residents everywhere, online and offline, and are then focused on opportunities to strengthen social cohesion where necessary.

Dynamo: Youth Organisation

Dynamo Jeugdwerk is committed to all young people from 7 to 27 in Eindhoven. Discovering and developing talents is central to their method: 'Inspire – Learn – Work' (ILW). Dynamo is where the young people are. Based on trust and solidarity, Dynamo contributes to the resilience of all young people. The offer of Dynamo Jeugdwerk is very diverse from activities in the field of sports and technology to culture and health.

Foundation Pitstop: Youth Organisation

Pitstop Youth Center Eindhoven aims to help young people between the ages of 10 and 23 to discover their gifts and talents and to develop into people who are jointly responsible for the society in which they live. Pitstop achieves this, among other things, by creating an environment where young people feel safe, where they are heard and where they can be themselves. Pitstop believes in an approach in which the joint efforts of the municipality, residents, social organisations and communities have a major impact on the young people in the city of Eindhoven.

#### **Municipality of Veszprém**

Veszprém will involve several stakeholders, both internal and external, with varying roles and responsibilities. Among the many possible external stakeholders are:

The Veszprém Youth Round Table is an advisory body established as part of the Youth Concept. The Youth Round Table may host some of the ULG meetings during the project, and the NextGen Youth Work ULG might become a future working group of the Youth Round Table, providing continuity to the project activities

Lélektér Foundation: Veszprém has a yearly contract with the local Foundation to support its youth initiatives. The organisation is the main actor in the youth work field and operates the Youth House of Veszprém. They are members of the Veszprém Youth Round Table. In the ReYouth Erasmus+ current Municipality project they are the main external professional partner, responsible for the content and implementation of the planned activities.

The Student and Youth Municipal Council of Veszprém, the Pannon University Student Council, the primary and secondary

schools' student councils, and other NGOs with a youth focus would contribute to the project by recruiting participants, channeling the voice of their clients to the Veszprém Youth Round Table, and serving as a target group during project implementation.

Internal stakeholders include the Vice Mayor responsible for the Youth, who guarantees political support and commitment, the Personal Assistant to the Vice Mayor responsible for the Youth and the Youth Advisor to the Municipality, who coordinate the work of the Youth Round Table and support related tasks and youth project implementation, and the Mayor's Cabinet Officer, who handles youth-related contracts and financial issues. Additionally, Head of Strategic Department, who is also the Head of Cabinet, and two International Project Coordinators of the Strategic Department with experience in URBACT projects and ULG coordination would carry out project coordination and ULG coordination.

### City of Gdansk

The Mayor's Office of Culture, Education Department, European Solidarity Centre, Social Welfare Agency, and Cultural Center "Youth Palace" are the key institutions that the city will work with. These institutions play a critical role in shaping the cultural, educational, and social development, and their involvement in the project will ensure that Gdansk is aligned with its broader goals and objectives.

The city will cooperate with the Creative Pedagogy project, developed by teachers for teachers, that focuses on a bottom-up renewal of methodology and student-teacher relations in modern schools. By involving the leaders of this project, it can be ensured that all efforts are grounded in the latest best practices in education and that the city is providing young people with the skills and tools they need.

In addition, civil society organizations will be involved, such as scout organizations. These organizations have vast experience in youth work and can provide valuable insights into effective strategies for youth development. The city will also engage organizations that work in the field of prevention of youth addiction, informal education, culture, and leisure time activities of youth. Their involvement will ensure that the diverse needs and interests of young people are addressed.

To support efforts, Gdansk University will be involved, particularly the departments that teach psychologists, pedagogues, and social workers. This will allow to tap into the latest research and knowledge in these fields and apply it to the work with young people.

Finally, the city will work with the Gdansk Youth Council and the Association of School Parliaments. These organizations provide a critical platform for young people to have a voice and participate in the decision-making processes that affect their lives.

By involving these stakeholders, it can be ensured that the initiatives are inclusive and responsive to the needs and aspirations of young people.

### Iasi Municipality

To ensure the success of the project, it is essential to involve stakeholders from various sectors of the community. The city of Iasi has identified several potential stakeholders.

The Digital Council for Digital Transformation of Iasi is a working group that includes representatives from five universities in Iasi, several private companies, NGOs focused on citizenship participation, representatives of the main local authority, and public institutions. This group has the potential to provide valuable input and guidance for the NextGen YouthWork project. The involvement of local universities, including the Informatics High School, is also crucial for the success of this project.

The involvement of Universities will ensure that the project aligns with the needs of the local academic community and provides students with the necessary skills and experience. In addition, co-working spaces and IT informal schools can provide access to technology and mentorship opportunities for youth interested in pursuing careers in the tech industry.

Private companies, especially those in the IT field, can offer their expertise in the form of mentorship, training programs, and job opportunities. NGOs focused on citizenship participation can help ensure that the voices of youth are heard throughout the project's planning and implementation phases. The involvement of local authorities and public institutions is also essential to ensure that the project aligns with the city's broader strategic goals and priorities.

Finally, youth organizations like FONTIS can help ensure that the project meets the needs and interests of young people in Iasi. These organizations can provide valuable feedback on the project's design and implementation, as well as help recruit and engage young people in the project.

### City of Oulu

The city of Oulu is putting together a diverse group of stakeholders, in order to gather the widest possible expertise to comprise its ULG.

It will definitely involve Oulu YMCA, part of the international YMCA movement, which is a global network of organizations working to promote youth development, healthy living, and social responsibility. Oulu YMCA offers various programs and activities for young people, families, and individuals of all ages, including sports, fitness, education, and social activities. The

organization also provides youth work and counseling services, as well as support for people with disabilities. Another organisation to be involved is Kulttuurivoimala, which is the Culture Power Station center around multidisciplinary art, from new media art and environmental art to visual arts. Kulttuurivoimala also offers artistic activities in club and course form, art seminars and events. Community art is an art movement with a central focus in the community the art is created with. Aims of community art include the advancement of interactivity and dialogue, both inside the group, as well as influencing society in general.

Kanuuna will also be involved, which advocates for municipal youth work and serves youth workers throughout the country. As a centre of expertise, Kanuuna's objective is to strengthen expertise and cooperation in the field, increase awareness of the work and the production of information as well as develop and model quality assessment of municipal youth work.

### Comune di Perugia

Perugia will most likely involve the associations of young people managing the space of Digipass, the ITS Center of study, the operators of the third sector managing the Youth Services Centre, the association of inhabitants of the districts interested in the urban regeneration of the city, the University of Perugia Studies, specifically the department of Engineering, the Academy of fine Arts and the Music Conservatory.

With the supervision of the Municipality, the ULG coordinator is expected to come from the above mentioned association of youngsters representing the key contact for all the actions related to the "youth district" that the city would like to create.

The Municipality of Perugia offers many services aimed at young people and many of them are managed by social cooperatives with long experience in the field of youth policies. These associations that manage territorial educational activities, youth service centres and animation and prevention initiatives in close connection with the social services, will be involved in the project to be protagonists with respect to the needs and beneficiaries to the exchange of experiences and the construction of new tools to identify and fill the gaps in the network.

The ULG will also be attended by stakeholders who will be able to support the project in terms of digital expertise (University of Perugia - engineering department and ITS UMBRIA ACADEMY) and the academic world in general, Perugia being known to young people as a university city, also rich in academies related to art and culture (Fine Arts Academy, Conservatory).

Furthermore, it is the intention of the city to also involve residents' associations and cultural associations to plan the activation of urban regeneration projects, with and for young people, together with other protagonists of the city.

### City of Cartagena

The City Council of Cartagena in order to achieve the goals set forth in the project intends to work with various stakeholders but mainly target three areas: Citizen engagement, Academic organizations and the private sector.

The city council works closely with various youth associations in Cartagena. This collaboration is facilitated through the council's employees who work with the associations to organize activities such as events, conferences, and training sessions. Collaboration agreements and subsidies are also signed when necessary to support these activities. Youth workers are responsible for organizing, supporting, and supervising these activities, as well as providing advice on all aspects that are necessary. The youth associations in Cartagena are diverse, ranging from various youth organizations, sports clubs and NGOs to around 226 neighborhood associations in the city.

In addition to youth associations, the City Council of Cartagena has also identified academic organizations as key stakeholders. The council maintains close communication with institutes and universities, coordinating and subsidizing activities where appropriate. These activities include sports days, training sessions, and youth meetings, among others. The council also accompanies young people in exchange programs, providing general advice and support. Some of the institutions involved in these activities include the Polytechnic University of Cartagena, high schools, primary schools, and VET centers.

Finally, the private sector has also been identified as a key stakeholder. The council works closely with the Business Innovation Centre Cartagena and the Association of Businessmen of Cartagena (COEC). This collaboration involves supporting innovation and entrepreneurship in the private sector, which is essential for promoting economic growth and job creation.

### City of Aarhus

Municipality of Aarhus Department of Social Affairs and Employment recognizes the importance of involving all of the most relevant local stakeholders in the URBACT Local Group. To this end, the Department plans to collaborate with other municipal departments, including the "ITK– Innovation, Technology, and Communication", "Citizen Service", "Companies", and "the Cultural Department" to ensure that NextGen YouthWork has access to offices working directly with the citizens of Aarhus.

In addition to this, the Department plans to partner with the official procedure for tackling the Wicked Problems of youth mental health and recruitment and skills. This involves an integrated, cross-sectoral approach that brings together all leaders and top managers from each of the departments to work towards common goals.

To further strengthen the URBACT Local Group, the Department plans to involve nonprofits and research and development

organizations in Aarhus such as the Alexandria Institute and the Centre for Digital Pedagogy. These organizations can provide valuable insights and expertise on a range of issues related to digitalization, youth unemployment, and citizen input. Finally, the Department recognizes the importance of involving other civil society actors such as youth groups, researchers, local businesses, business associations and others. By bringing together a diverse range of stakeholders, the URBACT Local Group can develop a more comprehensive understanding of the challenges facing Aarhus and develop innovative solutions that benefit all members of the community.

### Viladecans

The city of Viladecans needs to ensure that the project meets the needs of the community, and plans to involve a diverse range of stakeholders. Municipal members, including political and administrative representatives from various departments, will be involved in the project. These include the City Councillor for Youth, as well as representatives from the Youth and Culture Department, Youth Resources Centre, Community Dynamisation Department, Equal Opportunities Service, Education Department, Social Services Department, Public Health Department, Corporate Communication Service, and Social Innovation and Relational Governance Service.

The involvement of external members is also critical to the success of the project. The city of Viladecans plans to engage representatives from various youth entities and associations, such as Rudemon, a self-managed youth association that promotes cultural and leisure activities, and Young Scout Groups like Agrupament Escola Sant Joan and Garbí. In addition, non-formal youth organizations such as “La Fede” – Students Federation, a collective of young people aged 14-18 who self-organize and design activities in the city, and “La Comi”, a similar collective but for adults aged 18 and above, will also be included. Moreover, expert practitioners in the form of academic representatives will be invited to participate in the project. Their input will provide valuable insights and guidance in the development and implementation of the project.

In summary, the involvement of a wide range of stakeholders will help ensure that the NextGen YouthWork project is implemented with a comprehensive understanding of the needs of the community it serves. By bringing together diverse perspectives and expertise, the project can be developed in a way that will effectively support young people and provide them with opportunities to thrive.

### Tetovo Municipality, North Macedonia

Municipality of Tetovo will involve a range of local stakeholders, each playing a crucial role.

At the heart is the Municipality itself, which will serve as the Coordinator locally and undertake all obligations for coordinating and involving stakeholders throughout the project's implementation. The Municipality, working in conjunction with the city council, brings plans and programs for the work of public services that it has founded, as well as for the work of primary and secondary municipal schools, the protection of children, and other public institutions established by the municipality. The Sector for Public Affairs functions related to the establishment, financing, and administration of primary and secondary schools and kindergartens within the municipality.

Local youth councils will also be involved, working to approach youth and participating in the process of creating youth policies. Their involvement is critical in the affirmation of young people and their inclusion in decision-making processes. By strengthening their capacities for implementation of their program and the Youth strategy for the Tetovo municipality, they will play a vital role in shaping the future of their community.

Finally, we will also include other stakeholders, such as the City Council, youth organizations, and universities (including students). These stakeholders will bring diverse perspectives and experiences, enriching discussions and contributing to the development of innovative solutions. Their participation will be critical in creating a group that is inclusive, collaborative, and effective in achieving its shared goals.

## 3.1.7 Potential for actions to be funded/ implemented

### Municipality of Eindhoven

An Integrated Action Plan will be developed to address the challenges related to providing effective digital youth work. This plan will be aligned with the Municipal Social Policy, known as "the transformation agenda," which involves experimenting with new projects and working methods, as well as examining current processes to identify areas where adjustments can be made. The ultimate goal is to offer better care and support to all members of the community, while also reducing costs.

To support the implementation of the Integrated Action Plan, there has already been an allocated municipal budget of EUR 7,500 for the year 2024, with an additional EUR 7,500 allocated for 2025, amounting to a total of EUR 15,000. However, depending on the actual costs associated with implementing the planned activities in the final version of the Integrated Action Plan, additional funds may be allocated in 2026.

### Municipality of Veszprém

The city of Veszprém has great potential to fund and implement the actions designed in the NextGen YouthWork project. One way to achieve this is by integrating these actions into the Veszprém Youth Concept, which could serve as the basis for funding through the municipal budget or for future project proposals. Additionally, Erasmus+ and European Solidarity Corps projects could provide funding resources for the implementation of NextGen Youth Work actions.

For instance, these programs could contribute to actions related to surveys that focus on the needs of local youth and youth workers regarding online solutions in youth work. By organizing a high number of workshops, these projects provide opportunities for local youth, youth workers, and municipality officials to work together and identify needs. This would also contribute to general surveys as deeper interviews of target groups (e.g., Erasmus+ Youth Participation).

Erasmus+ and European Solidarity Corps projects could also plan the details of actions related to digital solutions for youth via dialogue between youth, decision makers, and youth workers. Furthermore, they could implement related training for youth workers and create a toolkit for them in an international cooperation framework of project partners. In addition, these programs could create Digital Youth Work Policies, mentorship programs in the field of digital youth work between young people and young people with fewer opportunities, and much more.

Finally, the Veszprém municipality's 2023 budget includes several budget lines connected to the proposal's topic in a broader sense, such as civil funds (for NGOs of Veszprém) amounting to 17,000 EUR and youth funds (mostly the contract amount with Lélektér Foundation) totaling 11,750 EUR. These budget lines can also be explored as possible funding sources for implementing the actions designed in the NextGen YouthWork project.

### City of Gdansk

City Addictions Prevention Programme as mentioned above is the one which addresses youth issues in the most complex way. It includes preventive measures, social campaigns, activities with young people, as well as staff/youth workers competence and skills trainings. The programme has an allocated budget of over 2 million € per year. A part of it is dedicated to youth and children. The programme is revised every year and is actualized according to the current needs, so there is a huge potential to carry out a lot of actions in the scope of this programme.

Gdansk has established 6 local funds to embrace citizens' initiatives. These funds are: Gdansk Youth Fund, Senior Fund, Neighbourhood Fund, Recreational Sports Fund, Innovation Fund and Equal Treatment Fund. Gdansk Funds are the granting system for social initiatives of informal groups (minimum 5 people) and NGOs. Innovation Fund is for the individual initiatives of citizens. There is about 40 000€ allocated from each fund every year coming from the city budget.

In June 2023 Gdansk will launch the new social hub named Citizenship Centre which will be the seat of the Mayor's Office for Participation and Unit for Local Cooperation and Social Innovation. This whole building – an open space for social initiatives carried out by informal groups, social organizations as well as active citizens and district councilors - is dedicated to animation, networking and co-creation. A social Innovation Incubator will also be located there. It will be financed from the city budget. There will be various means allocated for actions, projects and experimentations.

### Iasi Municipality

The Municipality of Iasi is committed to promoting digitalization and supporting the youth community in the city. As part of its Digital Transformation Strategy, the Municipality has allocated an annual budget of approximately 250,000 Euro to fund digitalization projects that aim to foster youth integration, improve digital services, and address new-generation challenges. The fund is open to various project proposals from local NGOs, companies, universities, and other stakeholders, with the aim of encouraging collaboration and innovation in the digital space.

In addition to this, the Municipality has also set aside an annual budget of around 200,000 Euro to co-finance initiatives by NGOs operating in diverse fields, particularly youth projects. This budget has been significantly increased to 1 million Euro in 2022, specifically to co-finance youth projects during Iasi-Capital of Youth Year.

The Department for Social Issues is also playing an essential role in supporting the welfare of various sections of the society. With an annual budget of more than 500,000 Euro, the Department is dedicated to tackling issues related to youth, gender equality, senior well-being, mental health, and inclusion, among other social issues. Through various initiatives, the Department aims to promote social integration, create a supportive environment, and foster a sense of community in the city. By dedicating substantial funds to these initiatives, the Municipality is sending a clear message that it is invested in the future of its citizens and is working tirelessly to create a more inclusive, connected, and innovative community with a particular focus on youth.

### City of Oulu

There are a number of focus points that the city of Oulu would like to develop as a result of participating and getting inspired in the NextGen YouthWork network - which are thus expected to be designed within Oulu's Integrated Action Plan:

Creating a multi-professional and interactive chat service for young people within the existing online youth environment. This

service will involve a team of experts, including a youth worker, a nurse, a social worker, and a study guide, to provide comprehensive support and advice to young people in need.

Participate in the development of a national online youth space, and contribute to its content by highlighting the unique perspectives and needs of young people in the local community. This will ensure that the online space is relevant and engaging for young people across the country.

Create an educational package focused on digital youth work, which can be used by youth workers, teachers, and other professionals working with young people. This package will provide practical guidance and tools for delivering effective digital youth work programs and services.

Offer young people interested in the gaming industry the opportunity to learn about game development and connect with other like-minded individuals. This can include workshops, mentorship programs, and networking events, aimed at fostering creativity, innovation, and entrepreneurship among young people.

The City of Oulu is committed to fund all these activities.

### Comune di Perugia

The various actions that will be included in the Integrated Action Plan will aim to address different challenges in Perugia. These actions can be funded through different sources, including the European Regional Development Fund (ERDF) and the European Social Fund (ESF), both managed by the Umbria region.

The Perugia Foundation is also interested in promoting social inclusion projects and projects for the valorization of human and social heritage. Some of the actions proposed in the IAP could be financed by an ongoing project related to the enhancement of the digipass in Perugia, that is set to be financed under the national Recovery Plan.

Additionally, there is a possible funding source from the National Fund for Youth Policies called "LINKS! Let's connect young people to the future." This program aims to support NEETs, young people who are not included in any training, education, or work path. This initiative is promoted by the Department for Youth Policies and the universal civil service of the Presidency of the Council of Ministers and Anci (National Association of the Municipalities).

### City of Cartagena

The Urban Agenda of Cartagena includes a special focus on Good Governance, which has been initiated through the creation of an interdepartmental group within the City Council. This process allows the Municipality of Cartagena to leverage the resources, human capital, and materials available to implement the plan within the Urban Agenda, and continue the work that has been done thus far. Furthermore, the Agenda provides a communication channel that can facilitate the coordination and execution of these actions. Another important aspect of the Urban Agenda is the emphasis on leading and fostering digital innovation in Cartagena. By leveraging technology as a tool for social innovation, Cartagena aims to bridge gaps and drive progress towards the objectives of the Network. Additionally, participatory budgets in schools enable experimentation with novel approaches to governance. In addition, Cartagena is also looking for other national and EU funding sources to be able to implement a most comprehensive program to complement NextGen YouthWork.

### City of Aarhus

Within Aarhus there are a number of funding mechanisms available that could help to fund the future implementation of the actions developed through this network, to be detailed in the IAP. The Public Private Innovation Fund is particularly relevant because its aim is to increase the use of technological solutions across the municipal organisations for the benefit of both citizens and companies, and it can help future projects with funding, financial advice, and/or project management.

Outside of the more traditional funding sources in Aarhus, the municipality has established a new way of funding projects through the framework of the 7 Wicked Problems methodology and city's budget. More specifically, the Municipality has set aside funds and begun "piloting" innovative solutions. When one proves to be successful, the municipality then dedicates a portion of the allotted funds to further improving or expanding the initiative. Thus, this "try, fail, and try again" governance philosophy allows room for the actions of this network to be funded outside of the traditional municipal funds.

Furthermore, the Danish Government— as well as other Danish organisations— also provides funds for youth and digital innovation projects. These funds include the Denmark Youth Fund, the Danish Social Fund, etc.

In addition to public funding potential, Aarhus also has access to private funding. In the past, Aarhus has pursued financing for urban development initiatives through NORDEA Funds, Lindt, and the Velux Foundation.

Finally, at the European-level, Aarhus can utilise the Interreg Funding programme. More specifically, they can continue to pursue transnational funding through Interreg Baltic Sea Region, Interreg North Sea Region, Interreg Europe, and Interact. Aarhus can also pursue funding opportunities through Erasmus+ to help it expand its focus on youth and digital innovation.

### Viladecans

NextGen YouthWork is fully aligned with local policies. The project will contribute to achieving all strategic lines of the Local

Plan for Youth: Youth emancipation; Leisure that promotes sports & youth associationism; Improvement of Youth Services, information & tools; Health support (also emotional); Gender Equality. This alignment will facilitate city budget allocation to project actions.

Viladecans also addresses youth issues in a transversal way together with several departments which regularly allocate specific budgets for these actions or receive external funding. Just to name an example, within the Employment & Training Service, there are currently 9 projects addressed to young people (ex. School of New Opportunities) with an approximate budget of € 1.200.000 coming from the Municipality and several external funding (Barcelona Provincial Council, Barcelona Metropolitan Area, or Catalanian Government).

It is also worth mentioning the recently created “Social innovation and relational government” Department. One of its objectives is to design and implement strategies to reach new audiences, with a special focus on young audiences. The Department is working on several projects, some of them with external finance, to promote and improve the participation of young people in the city.

Project actions will also be under the scope of The Local Plan for Inclusive Community Action and more precisely, the programme “Viladecans em cuida” (“Viladecans takes care of me”), which aims to improve the living conditions of all citizens (especially in vulnerable situations) by incorporating the community dimension and social inclusion in all local policies. The alignment with the city’s priorities ensures the city’s commitment to implement the actions designed within the IAP. During its elaboration, it will be ensured that the actions defined are well-planned and feasible. Possible funding opportunities at the national and European level will be analysed.

### Tetovo Municipality, North Macedonia

The Municipality of Tetovo has shown a strong commitment to supporting youth activities and projects through various funding and support mechanisms. One of the ways in which the Municipality has demonstrated its dedication to youth work is through the provision of a space, previously occupied by Radio Tetova, which is now available for various associations to use for their activities. These activities are largely geared towards youth, and the Youth Council also uses this space to conduct their events.

In addition to providing a physical space for youth activities, the Municipality of Tetovo has allocated funds from their 2023 budget to support education and environmental awareness-raising initiatives. A portion of the budget has also been set aside to encourage creativity and innovation among students, with advanced tools made available for this purpose.

The Municipality of Tetovo has a long-standing partnership with the Local Youth Council and various non-governmental organizations for young people, in addition to running numerous local and international projects and activities designed to involve young people.

Funding for projects and activities can come from various sources, including the municipality of Tetovo, the government, the Ministry of Culture, the Ministry of Labor and Social Policy, the Employment Agency, and donations or grants from international organizations.

## 3.2 Why does it make sense for these cities to work together? What added value will be created?

Cities joined NextGen YouthWork as it provides a valuable opportunity for European cities to collaborate on policies for developing the digital skills of youth workers. This collaboration allows cities to access broader resources and expertise, share good practices and knowledge, align policies with EU goals, increase visibility and recognition, and achieve greater impact and scale.

10 European cities will work together, exchanging knowledge and good practices, learning from each other's successes and failures and incorporating this knowledge into their Action Plans. Thus, NextGen YouthWork will lead to more effective approaches to developing the digital skills of urban youth workers.

The network allows access to broader expertise and resources by cities joining forces and pooling their knowledge. Cities can rely on the URBACT methodology and involve Lead and Ad-hoc experts, guiding to more comprehensive and effective policies.

Sharing their experiences and best practices helps cities identify innovative approaches to youth work policies they might not have considered. Through the URBACT network, cities can align their policies for developing the digital skills of youth workers with EU goals and objectives. This helps ensure policies are consistent across different regions and align with the European Union's priorities.

NextGen YouthWork will increase cities' visibility and recognition, helping them attract funding and resources and helping them position themselves as leaders in youth work, digital transition and developing digital skills.

Working together in an Urbact Network can help cities to scale up their policies for developing the digital skills of youth

workers, which can lead to a more significant impact. By working together, cities can create more comprehensive, efficient, and effective policies, which can help address the challenges of digital skills development at a larger scale.

NextGen YouthWork will also provide an opportunity for cross-cultural learning, which can help cities better understand their communities and other cities' needs. This can lead to developing more inclusive and culturally sensitive policies and actions. Collaboration within NextGen YouthWork can also form partnerships between cities, leading to more significant opportunities for cooperation and exchange.

Apart from the above-mentioned general advantages, NextGen YouthWork may offer cities additional and specific added value:

Many partners (Cartagena, Gdańsk, Tetovo and Viladecans) hope to learn about effective strategies and actions for youth participatory processes, innovative multi-governance models, and open government. Eindhoven's central pillar of its Preventive Youth Policy is the multi-helix cooperation with businesses, knowledge institutions, social organisations, and citizens; NextGen YouthWork will improve the city's skills in co-designing an Integrated Action Plan with its stakeholders from different areas.

Gdańsk and Perugia count on 'side inspirations', i.e. the exchange of practices and ideas cross-fertilising cities in other policy areas, inspiring new solutions and approaches and stimulating creativity and innovation in the city's urban development.

Perugia highlights that it is crucial to involve Generation Z (and Generation Alpha, in the long run), who have a global and beyond-borders approach.

Veszprém counts on continuing its present cooperation with stakeholders, later merging it into the City Youth Roundtable, enabling active youth involved in the project to engage more effectively with their peers.

Viladecans emphasises that visiting peer cities and seeing on-site how things work helps people understand the "essence" of good practices. It also allows a broad, structured reflection with local stakeholders. The city welcomes that URBACT supports networks in addressing digital transformation, green transition and gender equality involving other cities.

## **4. ACTIVITIES AND EXPECTED OUTPUTS**

## 4.1 Description of Work Package 1- Network management

### 4.1.1 Organisation of the project coordination

Activities of Work Package 1 provide sound management of the network. With wide-ranging experience managing international projects, Lead Partner Eindhoven will be responsible for project-level management. It will be of critical importance to have such an experienced Lead Partner, as the NextGen YouthWork network is a varied partnership with members with different levels of experience, one partner being a first-time URBACT participant. Also, the variety of the network partners brings forth a diversity of cultural backgrounds, which has to be adequately addressed. Thus a well-thought-through management structure, entailing a properly balanced division of tasks and clear communication channels, is essential for a successful implementation. It also needs to comply with the reporting and management procedures required by the URBACT Programme and, at the same time, attest to the individual processes partners are involved in. Thus, it will be a crucial responsibility of the Lead Partner to create a common ground amongst the partners and to create a framework of management which can act as a guide for each partner.

The City of Eindhoven will be responsible for properly implementing the project, including overall project and process management tasks. As such, it will be crucial that the Project Coordinator possesses in-depth thematic knowledge and understanding of the project and the URBACT Programme itself. The Lead Partner will set up user-friendly and tailored management structures (management guidelines, guide on “how to join online meetings”, internal monitoring system, etc.) to support partners in meeting country-specific and Programme level administrative and reporting requirements. Project coordination will be carried out through in-person and online meetings, bilateral online consultations and emailing. The network will address management issues on the partnership level in online meetings organised in between physical meetings. Partners can request bilateral discussions with the Lead Partner anytime, while regular email contact will secure continuous information flow. The Lead Partner will also work closely with the Lead Expert.

The LP will also assign a Financial Coordinator to the project to provide an efficient financial implementation. They will ensure that partners' spendings duly follow the project implementation activities and that country, EU and Programme level expectations are met. Proper follow-up will be ensured by regular, systemic financial monitoring.

Communication and dissemination actions will be carried out under the guidance of the LP's Communication Manager, ensuring efficient internal communication flow within the partnership and successful dissemination to external target audiences.

The LP will assign a ULG Coordinator, who will continuously contact the other coordinators and provide professional guidance if issues arise.

Each NextGen YouthWork partner will set up their project coordination team, which shall include a project coordinator, a financial coordinator, a communication manager and a ULG Coordinator.

The LP will develop guidelines, clearly setting and indicating Programme requirements, division of responsibilities and relevant deadlines.

The Lead Partner will work efficiently with the Lead Expert to ensure the provision of expertise and guidance, prepare and facilitate workshops and meetings, coordinate project activities, monitor project progress and evaluate project outcomes. The LP will ensure that aspects of digital transformation, gender inclusion and the green transition will be respected during all project activities. Guides and checklists (such as the Sustainability Checklist commissioned by the Council of Europe Youth Partnership to support the highest possible environmental sustainability level) will help cities to consider these aspects.

### 4.1.2 Activities to be implemented under WP1

The role of Work Package 1 is to establish the overall coordination structures following a smooth start-up, including creating a sound administrative and financial management system for the whole of the action planning network. Work Package 1 also encompasses communication and visibility of the project, communication structures guaranteeing flawless communication flow inside the partnership, and efficient and successful dissemination of the project results to peers and the public. Most WP1 activities will be carried out or supervised by the Lead Partner, while some will be complemented by the Lead Expert and all the partners involved in the project.

Activities to be implemented under WP1 include

1) Preparation and signature of contractual documents with Programme and network level, serving as the legal basis of the network:

a, the Subsidy Contract is the contractual document between the Lead Partner and the URBACT Managing Authority, including planned outputs and their scope, terms of funding and Programme financial control, requirements for reporting and

timeline for delivery.

b, the Joint Convention will set the legal framework between the Lead Partner and the Project Partners. It covers the main duties and responsibilities of all actors. It will include basic information regarding the roles and obligations of each partner, financial contributions and management, details of liabilities, information and publicity requirements and resolutions regarding conflicts in the partnership.

2.) Setting up each partner's project team, including the roles of project coordinator, ULG coordinator, communication officer and financial officer:

a, The Lead Partner's project team will consist of 1) the Project Coordinator, bearing an apt thematic knowledge of the project theme; 2) the Communication Officer, responsible for network related and local communication activities; 3) a Financial Officer, whose responsibility is the smooth financial running and reporting of the project at the network and local level; 4) the ULG coordinator, who will be tasked with steering the LP's URBACT Local Group.

b, Similarly, all Project Partners will have to set up their project teams. These will consist of 1) a project coordinator overseeing the overall running of the project on the partner level, 2) a financial officer tasked with reporting and supervising the project finances at the local level, 3) a person responsible for communication and 4) a ULG coordinator steering the URBACT Local Group.

3) Day-to-day management of the project, accomplished with the help of regular management meetings:

At least one regular online management meeting will be organised between each in-person transnational meeting, aiming to establish efficient communication channels between partners to ensure smooth project coordination. The Project Coordinator will coordinate these meetings, supported by the Lead Expert if necessary. The main purpose of the meetings is to have an opportunity to discuss partners' tasks and their progress, including content and financial progress, spending, reporting, and accomplishment of set goals.

4) Financial management, budget follow-up and reporting

The project needs careful financial management, close follow-up and efficient mitigation of arising issues and problems. The Financial Officer will regularly monitor the partners' spending, aligning it with the project activities and implementation plan. Reporting will also be coordinated by LP's project management team, requiring partners to report their spending in line with Programme eligibility rules regularly. The Financial Manager will have to ensure that all the funds received (on a separate bank account created for the sole purpose of receiving and transferring funds related to the NextGen YouthWork project) are promptly and correctly transferred to all partners following the Joint Convention.

5) Appointment and coordination of Lead and Ad hoc Experts in line with the expertise framework provided by the Programme

All URBACT networks are supported by a Lead Expert delegated by the URBACT Secretariat, guiding the partnership in the exchange of experience process. The LP will manage the appointment of the LE with the Secretariat and set up and maintain close cooperation with the LE throughout the project. Ad-hoc Experts will be involved at various points of the project when specific expertise will be needed. LP's team will identify, involve and manage the necessary Ad-hoc Expert capacities throughout the project.

6) Submission of official reporting documents by all partners – every 12 months, and final closure documents to be submitted at the end of the project

APN networks will report project activities and spending annually, three times during the project lifetime. LP will duly guide partners in the reporting process. Reporting is done on two levels: the partners will report to their First Level Controllers on their activities and expenses, based on which the LP will compile the thematic Progress Report, the Financial Payment Claim and the Evidence Documents and submit them to the URBACT Secretariat. Partners must provide thematic inputs and certificates approved by their relevant FLCs for reporting at the project level. At the end of the project, the Final Closure document, including the Final Payment Claim must be submitted by the project.

7) Regular implementation checks carried out by the URBACT Secretariat, including the Mid-term Reflection

Regular online 'health checks' will be carried out by the Secretariat, based on the quarterly reports prepared by the LE, ensuring the opportunity for the Programme to assist in mitigating possible issues and discuss arising thematic questions. At the end of the Planning Actions stage, i.e. after 19 months into project implementation, the URBACT Secretariat organises a Mid-Term Reflection process with the partnership, online or linked to an in-person meeting(s) if relevant. The Mid-Term Reflection offers a possibility for reprogramming: major thematic or financial modifications may be initiated by the partnership if found necessary.

8) Ensuring efficient communication within the partnership and with peers

The Communication Officer will be responsible for setting up a smooth communication flow within the partnership, with the help of Basecamp online networking space provided by the URBACT Secretariat. It will be used as a central channel for communication inside the Partnership and with the entire URBACT community. It enables the effective management of information, content, processes and outputs.

9) Preparation of a Communication Plan, ensuring the proper use of URBACT branding and the due curation of the project's mini-site on the URBACT website and social media channels

The partnership will agree on the Communication Plan prepared by the CM and approved by the network. Besides the

principles of internal communication, the Communication Plan contains the branding guidelines and visibility obligations set by the Programme, lays down the main messages of the project adapted to various target groups, the frequency and type of URBACT mini-site updates and social media channel contents and partners' tasks in the project level communication activities. Project-level communication activities will be led by the LP's Communication Manager, with inputs from the partners and the Lead Expert. Partners should set up partner-level communication plans as well, adapting the communication plan to the local context. The Lead Partner provides assistance and guidance to all project partners in external communication activities if needed.

#### 10) Participation at Programme events

As part of the network management, the Lead Partner, the Lead Expert and all Project Partners will attend information and training sessions and other relevant events organised by the URBACT Programme (based on invitation), e.g. URBACT LP seminar, URBACT Summer University, etc.

## 4.2 Description of Work Package 2 – Network Level Activities

### 4.2.1 General framework for Network Level Activities

The original idea for NextGen YouthWork was initiated by Eindhoven Municipality. The city realised that with the advancement of digitalisation, youth work is increasingly shifting from its traditional settings (family, community, school, etc.) into the digital space, where young people spend more and more time. This shift has raised challenges that youth workers need to prepare for. Based on the positive experience Eindhoven had with CHANGE! URBACT Network, the city decided to initiate a new network to exchange knowledge and learn about good practices of other cities.

Eindhoven has used its international network to reach out to cities. Bilateral meetings with candidate cities and multilateral meetings with the selected cities shaped the project. These meetings allowed cities to share their main challenges, learning needs and good practices in the field of digital youth work. The discussions resulted in the development of the planned methodology and the main scope of the application.

#### GENERAL FRAMEWORK

Partners propose a general framework focusing on three main themes:

- Adapting to the new challenges posed by digitalisation (1)
- Building youth workers' digital skills (2)
- Creating a long-term and sustainable vision and organisational background for youth work (3)

#### 1) ADAPTING TO THE NEW CHALLENGES POSED BY DIGITALISATION

With the advancement of digitalisation, youth work is increasingly shifting from its traditional settings (family, community, school, etc.) into the digital space, where young people spend more and more time. This shift has raised challenges that youth workers need to prepare for. The main challenges related to the content of urban youth work are:

- How to apply youth work most effectively so that it continues to meet the needs of young people in large cities?
- How to gain insights (e.g. via data analysis) into the needs and developments of young people? How to use these insights to enhance the effectiveness of youth work activities and use scarce resources in the right places in the vast online world?
- How to meet the needs of young people regarding different topics, e.g. mental health issues, isolation and loneliness, informal education, gender equality, etc.? How to deal with new problems specific to the digital sphere, such as cyberbullying, fraud, privacy violation, social isolation, and digital addiction?
- What language to use when communicating with the youth?

#### 2) BUILDING YOUTH WORKERS' DIGITAL SKILLS

Most youth workers have not been trained to work in the digital world. Therefore, the extent to which they contact youth digitally and use online services, platforms and tools depends on the interest and skills of individual youth workers.

The main challenges related to the digitalisation of youth work are:

- How to reach different target groups? Digital youth work provides the opportunity to reach young people not well-reached in the physical world (because of social anxiety issues or additions).
- What does growing up in the online world require from a youth worker regarding guidance (guiding/supporting youth)? How to ensure that youth workers can offer this guidance?
- What digital tools can youth workers offer to engage and work with youth?
- How to make sure that youth work remains relevant and effective due to the usage of the online environment? How to apply youth work effectively so that it (continues to) meet the needs of young people?

#### 3) CREATING A LONG-TERM AND SUSTAINABLE VISION AND ORGANISATIONAL BACKGROUND FOR YOUTH WORK

With the advance of digitalisation and the shift of youth work to the digital space, public authorities need to be aware that youth work needs to be rethought and redesigned. For more effective digital youth work, cities need a clear strategy and vision embedded into their policies, processes and planning. They must promote a culture of innovation and experimentation, trying new approaches, and learning from failure and success. Cities must train staff and volunteers to build competencies, challenge mindsets, and capitalise on cross-sectoral partnerships.

The main challenges related to providing a sustainable organisational background are:

- How can a municipality and youth work organisations develop a long-term strategy and vision for online/digital youth work?
- How to make youth work more visible to decision-makers? Youth workers need resources, time to develop, autonomy and freedom to experiment with the possibilities of digital youth work. Still, cities do not always see the added value that digital youth work brings compared to physical youth work. Moreover, cities with an ageing population often dedicate most of their resources to the elderly instead of the youth.
- How can digital youth work be aligned with other sectors, such as education and healthcare? Collaboration with other policy areas could be intensified by exchanging information and developing joint programs online aimed at informing, counselling, learning, and training.
- How to provide efficient youth work cooperating at a broader level? In digital youth work, no physical barriers could stand in the way of collaborating with multiple youth work organisations nationally or internationally. Knowledge and experience could be shared, making developing and maintaining effective platforms, tools, or models easier.

#### MAIN TOPICS AND CITIES' NEEDS

Cities of NextGen YouthWork have agreed on the main topics of digital urban youth work they need to exchange knowledge on:

- Mental health issues (loneliness, digital addiction, anxiety, stress, depression, concentration problems, often combined with poor physical health)
- Informal learning (Gender equality, Diversity, Financial literacy, Sexual education, information and awareness, etc.)
- Community engagement, social participation, political participation
- Low-threshold access to care or help
- Talent development
- Online frauds, fight against cyberbullying, privacy violation

#### LEARNING NEEDS AND KNOWLEDGE EXCHANGE

Cities will exchange knowledge and experience within the general framework along the three primary project themes and main topics described above. Due to the possibilities (and limitations) of an URBACT project budget, this process must be carefully designed to the cities' previous experience and learning needs, based on the baseline study process and the methodology elaborated by the Lead Expert. Cities will formulate their exact learning needs, and the LE will design a learning grid in the Network Roadmap to ensure that partners can effectively learn from each other.

However, cities have varied experiences with digital youth work, and there is much knowledge beyond the network, especially regarding technical knowledge. The Network Roadmap will suggest incorporating knowledge from outside the partnership into the learning process.

Therefore, the Network Roadmap will need to provide a smart set of possibilities for learning within the predefined structure of core and online transnational meetings, study visits and presentation of good practices, staff exchanges and other events.

#### GOOD PRACTICES

While preparing the proposal, cities have identified some good practices they can showcase.

Some cities have a robust digital game culture in youth work. Oulu has seven youth centres with gaming equipment and offers digital services for youth on different platforms (chat services, Discord, Minecraft). Dynamo in Eindhoven has also created a centre for online gaming bringing physically together online gamers from the city. Iași will host the World Championship of eSports in 2023, an excellent opportunity to tap into the possibilities of linking the online gaming scene to youth work.

Aarhus is experimenting with an app where children and youngsters from high-conflict divorce families get advice through an app. They also experiment with VR glasses as a means for young people to reach out of loneliness. Perugia has created DIGIPASS, a space that offers youth digital facilitation services by removing IT obstacles

Some cities' good practices are linked less to the digital aspect of youth work but still can help create a joint vision of digital youth work. Cartagena has created a Youth Space in the municipality, offering different services to young people. Gdańsk and Aarhus have experience with youth funds and grants for young people. Tetovo and Veszprém have established a local youth council, working in different activities involved in international projects.

#### 4.2.2 Proposed approach to network communication

Communication is vital for NextGen YouthWork to achieve its objectives. Therefore the communication and dissemination activities will align with the guide for communication of URBACT but will be customised to the specifics of youth work and

the local context of the participating cities.

NextGen YouthWork's Communication Officer will elaborate a draft Communication Plan and present it at CTM2, Ready for Action meeting. It will help the project to showcase the outputs of its activities on an ongoing basis to the broader community of city practitioners and youth work organisations beyond the network. The Plan will present the main objectives, target audiences, key messages, and primary communication outputs foreseen in each stage.

The Lead Partner and partners' Communication Officers will regularly assess the progress of the ongoing communication activities and adapt the content of the communication materials accordingly. Moreover, the Mid-Term Reflection will contain a section dedicated to delivering the planned outputs of the Communication Plan and evaluating their success. The evaluation will be based on quantitative (number of articles, reach, online audience engagement) and qualitative (feedback from relevant stakeholders and programme officials) indicators.

Overall, communication and dissemination of the network will adhere to the following general principles:

- Following the general framework for communication of the URBACT programme, still maintaining originality;
- Ensuring a proper understanding of the target audiences and tailoring the communication tools accordingly;
- Building on the cooperation of partners, involvement of the youth and the local context regarding the development and production of the communication materials;
- Selecting the right amount of content to communicate the key messages accurately but avoiding audience fatigue and information overload;
- Providing an appropriate timing of the various communication activities to maximise outreach and impact;
- Encouraging engagement of the target audiences and creating opportunities for bi-directional communication.

Even though the main objectives, target audiences, key messages, and primary communication outputs will be presented in detail in the Communication Plan, some have already been preliminarily determined.

The main objectives of communication include:

- Ensuring all cities fully comprehend the project's objectives, main themes and topics.
- Informing and engaging city practitioners, youth workers and youth as target communication groups and co-creators of communication outputs.
- Presenting activities and results of the knowledge exchange process throughout the project duration, showcasing lessons learned and good practices showcased through various pre-set communication tools.
- Sharing project results with the broader audience of city practitioners, decision-makers, and youth workers at the local, national and European levels.

The main outputs of communication will be (in line with the URBACT requirements):

- A network acronym, tagline, logo and boilerplate prepared by the Communication Officer and accepted by the partnership.
- An A3 poster, to be also customised to partner cities (prepared to be displayed on screens; should be printed only if necessary)
- The network's mini-site on the URBACT website updated monthly and fed by partners' contributions based on a schedule to be included in the Communication Plan.
- A project level social media account (e.g. Twitter, Facebook, LinkedIn, but other platforms might be considered as well) constantly updated and operated. The LP Communication Officer will manage the project-level social media account based on all partners' inputs.
- At least three articles written by the LE, in line with the Guide for Applicants and the Terms of Reference.
- A Network Results Product drafted by the LE and the Communication Officer based on inputs from the partnership. The structure, content and general layout will be jointly determined with partner cities during the Planning Actions stage. However, a possible Network Results Product could be an online tool for improving the digital skills of youth workers.
- A set of guidelines on creating the two-minute-long videos recording key learnings of all ULG meetings and the short videos sharing the most important takeaways of cities.

Besides communication, dissemination activities are also planned. Such activities include participation in relevant local (national) and international dissemination and networking events.

The LP will represent the partnership at compulsory Programme-level events as required during the project's lifetime. The Final Conference will engage attendance beyond the partnership, disseminating project results and findings at the European level. The Network Roadmap will determine the location of the Final Conference.

Project communication will pay particular attention to and align with the cross-cutting aspects of URBACT, such as digital transformation, gender inclusion and green transformation.

Cities will involve youth organisations and the youth in elaborating content for the project communication based on the Communication Plan. Involving the youth themselves in communicating project results to the youth target group will provide a valuable 'relevance filter' for the communication messages. It will also help city practitioners and social workers understand the youth's needs and interests.

At least ten online coordination meetings among the project partners will ensure efficient internal communication, continuous information flow, regular follow-up and feedback on project tasks. Internal communication will be backed by digital tools, such as basecamp (or any similar platform). The LP will define its structure involving the LE, considering the principles of engagement, transparency and visibility of the knowledge sharing and IAP co-design process. Capturing knowledge in transnational and ULG meetings using videos and sharing them also improves internal communication among partners and at the local level.

### 4.2.3 Proposed content, tools and methods for the transnational exchange and learning activities

The proposed framework for network-level activities aligns with the APN journey presented in the Guide for Applicants. The planned meetings are explained below, complying with the Guide and ensuring that planned activities fit the tight budget. Six Core Transnational Meetings (CTM) and four Online Transnational Meetings (OTM) will also be organised, where attendance is compulsory for all partners. These are vital for successfully carrying out all network activities and producing the planned outputs. Besides them, ten Study Visits are envisaged to ensure the possibility of visiting all cities and maximising knowledge exchange among all partners. Six will be Coupled Study Visits (CSV) arranged together with CTMs, and four will be Single (Stand-alone) Study Visits (SSV) organised by cities not hosting CTMs. Thus all partners will participate in the 6 CSVs and select a further two or three SSVs to attend.

As a result, ten transnational meetings (TM) and ten study visits (SV) will take place, one in each quarter of the year period, from Q1 to Q10. The numbering of these meetings indicates the number of the quarter when the meetings are held (e.g. CTM1 indicates a core transnational meeting organised in Q1).

Parallel to each TM, staff exchanges will be organised. Some civil servants of partners will travel to CTMs or SSVs, but will not participate in the sessions. Instead, they will meet civil servants of hosting cities based on a separate schedule previously agreed upon by the sending and hosting city.

Apart from these TMs and SVs, further online knowledge exchange and capacity-building sessions will be scheduled based on the cities' learning needs. A unique feature of NextGen YouthWork is the direct involvement of youth organisations in the knowledge exchange within the network. Representatives of Youth ULGs (see 4.3.1.) will be invited to participate in certain OTMs and CTMs organised in their cities.

The LE will elaborate on the proposed content and timing of these sessions in the Network Roadmap.

The ACTIVATION STAGE will consolidate the partnership and develop a customised methodology for transnational and local activities.

The first activity required from all partners is participating in the Network Launch Meeting, organised by the Urbact Secretariat on 20 June with LP and LE and 22 June with the LE, LP and all network partners.

On the network level, the stage will commence with the first CTM organised in Eindhoven (CTM1, together with CSV1), i.e. the Kick-Off Meeting planned for July 2023. The meeting is vital for creating a shared understanding of the project's background, objectives, and tasks needed to be performed by all cities, as well as to start organising the Baseline Study process.

Cities will participate at the Urbact Summer University in August 2023, building their capacities and getting ready to set up URBACT local groups (ULGs).

The Lead Expert (LE) and the Lead Partner (LP) will visit the network's cities to specify local policy contexts further, define the focus of knowledge exchange and design effective learning tools. Based on this process, the LE will compile a state-of-the-art analysis (the Network Roadmap) presenting the network's policy challenges and the proposed methodology.

Partners will discuss and agree on the Network Roadmap, i.e. the itinerary and focus of network exchange and learning activities and the methodological framework for local activities at CTM2, the Ready for Action meeting (planned for November 2023, together with CSV2) in Aarhus. During CTM2, cities will vote on the locations of the remaining four CTMs and select the SSVs they plan to attend.

Therefore, by the end of the stage, the network will have produced a Network Roadmap, organised two CTMs, and each city will have set up its URBACT Local Group.

The PLANNING ACTIONS stage will follow the itinerary and methodology set up in the Network Roadmap and conclude in the draft Integrated Action Plans (IAPs) produced by all partners and the Mid-Term Reflection process (MTR). The stage aims to provide thematic inputs related to youth policy challenges by exploring case studies of good practices of partner cities, suggesting solutions and providing inspiration for the network's members.

CTM3 (core meeting planned for February 2024, together with CSV3) will focus on the topic and aspects of the integrated approach, helping cities understand how to co-design their IAPs effectively with their ULGs. The LE's role will be pivotal in designing the meeting, using tailored exercises, methods and tools to assist the cities.

An Online Transnational Meeting (OTM4) planned for May 2024 will be dedicated to planning Small Scale Actions (SSAs) to help cities prepare their own actions, including a Mini-Scale Actions Fair, where Youth ULGs can present their ideas for Mini-Scale Actions (MSAs, see 4.3.1), fostering the exchange of ideas within the network. However, cities will probably begin to carry out SSAs only later, in the autumn of 2024. SSV4 will be organised in the same quarter of the year.

Two further OTMs will be held at this stage in September and November 2024. OTM5 will focus on the cross-sectoral topics of the Urbact call (digital transition, gender equality and green transition) to understand the aspects of youth work on these topics. OTM6 will be dedicated to the capacity building of local policymakers, civil servants and youth workers about digital youth work and related challenges, such as understanding the language of the youth. SSV5 and SSV6 will be scheduled in parallel with OTM5 and OTM6. Members of Youth ULGs will be invited to these two events.

The stage will conclude with cities producing their Draft IAP and the MTR process, allowing cities to reflect on their progress and possibly adjust and reprogram network activities.

TMs and SVs to cities' good practices will feed into three quarterly network reports and at least one network article (to be prepared by the LE).

By the end of the stage, the network will have organised four TMs (one core meeting, three online) and 4 SVs, providing a set of exchange and learning activities (based on the Network Roadmap). Furthermore, three quarterly network reports and one network article will have been published.

The PREPARING IMPLEMENTATION stage will be characterised by working directly on finalising IAPs. Draft IAPs produced by December 2024 will be peer-reviewed in CTM7, planned for March 2025, together with CSV7. Parallel to the peer review, cities will be provided methodological support to finalise and fine-tune their IAPs in identifying resources for specific actions, defining the responsibilities of stakeholders for implementing actions, setting up a monitoring framework and analysing risks. Cities will also determine their IAPs target groups and the formats of their IAPs and explore communication and policy advocacy challenges.

OTM8 (scheduled for May 2025) will be dedicated to the lessons learnt from SSAs/MSAs, which means cities are expected to conclude their SSAs by April. This is an essential step in exchanging experience on SSAs, thus contributing to incorporating these learnings in producing the cities' Final IAPs. SSV8 will be organised in the eighth quarter.

The Final IAPs are expected to be completed by August 2025, and CTM9 (planned for September 2025, together with CSV9) will focus on their peer review. Youth ULGs will be involved in the peer review of at least one other city's IAP.

By the end of the stage, the network will have organised three TMs (two of them as core meetings), and the LE will have produced three quarterly network reports.

The NETWORK FINALE stage will be a short but intense period, focusing on a retrospective of the network journey and capturing the results in a Network Result Product. The stage will culminate in a final meeting, CTM10 (planned for October 2025, together with CSV10), highlighting the progress of cities and lessons learnt and setting off the implementation of IAPs. Cities will organise local events to launch the IAPs at the local level, presenting their IAPs to a broader audience in their national languages.

Thus, by the end of the stage, the network will have organised one TM and one CSV and presented ten final IAPs and one Network Result Product. The LE will have published a last network article.

#### 4.2.4 Expected outputs under WP2

##### List of deliverables of the work package

Activity	ID	Type of deliverable	Unit	Title of the deliverable	Description	Total target value

2.1 Work Package 2 - Network Level activities	160230	WP2 - Network Roadmap (Baseline study)	Number	2.1.1 WP2 Network Roadmap	Network Roadmap prepared by the Lead Expert based on the Baseline Study process and accepted by the network on CTM2.	1
2.1 Work Package 2 - Network Level activities	160231	WP2 - Transnational meeting	Number	2.1.2 WP2 Transnational meeting	10 Transnational Meetings organised throughout the project.	10
2.1 Work Package 2 - Network Level activities	160232	WP2 - Quarterly Network Reports	Number	2.1.3 WP2 Quarterly Network Reports	6 Quarterly Network Reports prepared by the LE	6
2.1 Work Package 2 - Network Level activities	160233	WP2 - Communication Plan	Number	2.1.4 WP2 Communication Plan	1 Communication Plan prepared by LP's Communication Officer and accepted by the network at CTM2 by the end of the Activation Stage	1
2.1 Work Package 2 - Network Level activities	160234	WP2 - Network Articles	Number	2.1.5 WP2 Network Articles	3 Network Articles by the LE	3
2.1 Work Package 2 - Network Level activities	160235	WP2 - Network Results Product	Number	2.1.6 WP2 Network Results Product	Network Results Product prepared by the end of the project	1

## 4.3 Description of Work Package 3 – Local Level Activities

### 4.3.1 General framework for Local Level Activities

Work Package 3 aims to ensure NextGen YouthWork has an impact on each city's local governance and practices. Its activities will encompass three main lines: operation of the ULGs, development and carrying out small-scale actions (SSAs) and co-designing the IAPs.

The operation of the ULGs will include several steps. The first step is selecting ULG coordinators in all cities and fine-tuning the composition of the ULGs based on the instructions cities will receive during the Urbact Summer University, CTM1 and CTM3. ULG Coordinators must be professionals with a good knowledge of youth work and the local environment and good moderation skills. Involving representatives of youth organisations is evident and paramount. However, cities must ensure that they also bring together representatives of different departments, elected representatives, and decision-makers to secure horizontal integration.

A unique feature of NextGen YouthWork is the direct involvement of youth organisations in the knowledge exchange within URBACT. Besides ULGs, cities will set up 'Youth ULGs' or involve existing local youth councils that will work in parallel with the ULGs. They will provide a much broader forum for youth organisations to discuss topics related to digital youth work, their needs and cross-sectoral issues (digital transformation, gender inclusivity, green transition). The ULG coordinator will participate in moderating Youth ULGs. Youth organisations designated to represent the Youth ULG will be invited to the ULGs and participate in the co-designing process of IAPs as well.

The next step will be an initial team-building session to understand the journey ULGs embark on and create cohesion at the local level. ULGs will hold meetings (at least 8 per city) throughout the whole project duration, in between the transnational meetings to support the IAP's co-design process. They will also be involved in the ULGs' contributions to the mid-term reflection (MTR). The ULG involvement process will be assisted by the URBACT guidance document 'Setting up and running a multi-stakeholder group'.

Each ULG will prepare a plan for their SSA, in collaboration with the other cities and the LE in April-May 2024. SSAs will be implemented from September 2024 to April 2025. The SSAs could consist of one action per city. However, cities can choose to make a call for financing 'mini-scale actions' (MSAs) that the youth suggest. Youth organisations and communities will come up with ideas that could be tested, piloted or demonstrated, and the city will choose which ones to finance as Small-Scale Action(s). That could unleash a creative buzz among local youth, leading to 1) selecting the most exciting idea(s) to be financed by the city as an SSA(s) and 2) having many good ideas for actions that could be further developed and incorporated into the Integrated Action Plan.

The SSAs/MSAs will be discussed in more detail in OTM4 with all the partners in May 2024. Cities that choose the idea of

financing MSAs will organise an online event where youth from different European cities will pitch their ideas. They could inspire, motivate and help each other carry out their MSAs, further contributing to cities' knowledge exchange and learning process.

Last but not least, the ULGs will co-design the IAPs: the Draft IAPs by December 2024 and the Final IAPs by August 2025. This work will be assisted by the URBACT guidance document 'Guidelines to produce an Integrated Action Plan' and the URBACT toolbox ( Problem Tree, Newspaper of Tomorrow, Action Table, Monitoring & Performance Table, etc.). Youth ULGs will be involved in peer-reviewing their city's IAP. The Draft IAPs of all cities will be peer-reviewed in CTM7 in March 2025, and the Final IAPs in CTM10 in September 2025.

Cities organising CTMs and SSVs will invite members of their ULGs and Youth ULGs to meet with the project partners and participate in the staff exchanges to deepen the knowledge sharing and network with other cities' professionals.

ULG meetings are vital to link the local work to what is happening in transnational meetings. Therefore two-minute-long videos will record key learnings of all ULG meetings, which will be presented at CTMs/OTMs.

### **4.3.2 Short description of the principles for linking transnational activities under WP 2 and local activities under WP3**

NextGen YouthWork has many features that strongly link transnational learning and local activities. First, budget has been allocated to each city for travel and accommodation so in general 2 or 3 persons from each partner will attend transnational meetings, including ULG members. Second, all information presented during these meetings will be shared with cities and their ULGs, and short videos will be produced to share the most important takeaways of cities. Third, each ULG meeting will conclude by making a two-minute-long video of the ULG meeting as an output. Fourth, issues raised by ULGs will be discussed at the transnational level during dedicated ULG sessions that will take place during each TNM. These features are explained below.

Travel and accommodation budget will strengthen the link in both directions. Allowing 2-3 people from each partner to attend each TNM will ensure consistency (the ULG coordinator can attend all sessions), still providing the possibility of ULG members and staff members to travel.

Sharing information presented during the TNMs and recording short videos (using mobile phones) by hosting cities will provide the link in the direction of transnational to local. Cities will use basecamp (or a similar knowledge-sharing platform) to share presentations and videos. Of course, videos will not be able to present all the information shared, but they will be a handy tool to record the key learnings of participating cities. These can then be used by the members of the ULG who attended the masterclasses to aid them in transmitting information back to their ULG group during the ULG meetings that follow transnational meetings.

The ULG meeting minutes provide the link to share learnings from the local to the transnational level. ULG coordinators will compile an approximately 2-minute-long video about each ULG meeting. These videos will capture the progress being made at the local level but also draw attention to any challenges and bottlenecks. The ULG coordinators will then use these videos to provide feedback at the transnational level during dedicated ULG sessions that will take place during each meeting.

These dedicated ULG sessions during the transnational meetings will focus on presenting the videos of cities and discussing the progress in each ULG. The Lead Expert will use these sessions to discuss any previously not touched upon local input that could shape transnational actions and the other way around. Practicalities, like topics of upcoming transnational meetings will also be discussed so that the ULG coordinators can select the most appropriate ULG members to attend, thus strengthening the local-transnational level feedback loop.

### **4.3.3 Proposed approach to local level communication**

NextGen YouthWork's Communication Plan presented in 4.2.2 will be elaborated by the Communication Officer and presented at CTM2, Ready for Action meeting. Besides containing detailed instructions on communication at the project level, it will also set up a clear local communication framework. Communication at the local level will adhere to the same general principles as at the project level and align with the assessment and evaluation indicators, to ensure that project-level communication targets are met.

The main outputs of communication at the local level will be for each city:

- The project's visual identity customised to partner cities in the local language(s), containing the acronym, tagline, logo, boilerplate and A3 poster (prepared to be displayed on screens; printed only if necessary).
- A social media account at the local level (e.g. Twitter, Facebook, but other platforms might be considered) constantly updated and operated.
- Regular updates on the city's online platforms (URBACT mini-site, organisation's website, other social media accounts). The

local social media account should be updated at least monthly.

- Partners need to publish information on the URBACT project on their institutional website, informing the public about the support received from ERDF, along with a short description of the project. Content created by cities will feed into communication at the project level and vice versa. Local youth organisations and local youth themselves will be involved in communicating project results, supplying the benefit of providing a 'relevance filter' for the communication messages.

- ULG coordinators will compile an approximately 2-minute-long video about each ULG meeting, capturing progress at the local level. These ULG videos will provide valuable content for communication at the local level, besides giving feedback and inputs to the transnational level.

Regarding dissemination, cities will play an active role by taking part in networking events organised at the national level and providing synergies with other projects or professional networks.

All partners will organise local dissemination events in the Finale stage to present the final Integrated Action Plans to a broader audience in their national languages and format(s) customised to the IAPs' target audiences.

#### 4.3.4 Expected outputs under WP3

##### List of deliverables of the work package

Activity	ID	Type of deliverable	Unit	Title of the deliverable	Description	Total target value
3.1 Work Package 3 - Local Level Activities	16023 6	WP3 - ULG Contact List	Number	3.1.1 WP3 ULG Contact List	10 ULG Contact lists prepared (1 by each city)	10
3.1 Work Package 3 - Local Level Activities	16023 7	WP3 - Integrated Action Plan	Number	3.1.2 WP3 Integrated Action Plan	10 Integrated Action Plans prepared (1 by each city)	10

## 5 PROJECT WORK PLAN

### 5.1 Work plan

Objective	1 Work Package 1 - Network management		
Activity	1.1 Work Package 1 - Network management	Start date	2023-06-01
		End date	2025-12-31
Description	Work Package 1 - Network management		
Deliverables			
Main partner	Municipality of Eindhoven		
Participating partners	+ City of Aarhus + Municipality of Veszprém + City of Oulu + Comune di Perugia + Tetovo Municipality, North Macedonia + Viladecans + City of Gdansk + Iasi Municipality + City of Cartagena		
Localization	all partners		
Objective	2 Work Package 2 - Network Level activities		
Activity	2.1 Work Package 2 - Network Level activities	Start date	2023-06-01
		End date	2025-12-31
Description	Work Package 2 - Network Level activities		
Deliverables	+ 1 x 2.1.1-WP2 Network Roadmap + 10 x 2.1.2-WP2 Transnational meeting + 6 x 2.1.3-WP2 Quarterly Network Reports + 1 x 2.1.4-WP2 Communication Plan + 3 x 2.1.5-WP2 Network Articles + 1 x 2.1.6-WP2 Network Results Product		
Main partner	Municipality of Eindhoven		
Participating partners	+ City of Aarhus + Municipality of Veszprém + City of Oulu + Comune di Perugia + Tetovo Municipality, North Macedonia + Viladecans + City of Gdansk + Iasi Municipality + City of Cartagena		
Localization	all partners		

<b>Objective</b>	<b>3 Work Package 3 - Local Level Activities</b>		
Activity	3.1 Work Package 3 - Local Level Activities	Start date	2023-06-01
		End date	2025-12-31
Description	Work Package 3 - Local Level Activities		
Deliverables	+ 10 x 3.1.1-WP3 ULG Contact List + 10 x 3.1.2-WP3 Integrated Action Plan		
Main partner	Municipality of Eindhoven		
Participating partners	+ City of Aarhus + Municipality of Veszprém + City of Oulu + Comune di Perugia + Tetovo Municipality, North Macedonia + Viladecans + City of Gdansk + Iasi Municipality + City of Cartagena		
Localization	all partners		

### List of project deliverables

Objective	Activity	ID	Type	Unit	Deliverable name	Description	Total forecast value
1 Work Package 1 - Network management	1.1 Work Package 1 - Network management						
2 Work Package 2 - Network Level activities	2.1 Work Package 2 - Network Level activities	160230	WP2 - Network Roadmap (Baseline study)	Number	2.1.1 WP2 Network Roadmap	Network Roadmap prepared by the Lead Expert based on the Baseline Study process and accepted by the network on CTM2.	1
2 Work Package 2 - Network Level activities	2.1 Work Package 2 - Network Level activities	160231	WP2 - Transnational meeting	Number	2.1.2 WP2 Transnational meeting	10 Transnational Meetings organised throughout the project.	10
2 Work Package 2 - Network Level activities	2.1 Work Package 2 - Network Level activities	160232	WP2 - Quarterly Network Reports	Number	2.1.3 WP2 Quarterly Network Reports	6 Quarterly Network Reports prepared by the LE	6

2 Work Package 2 - Network Level activities	2.1 Work Package 2 - Network Level activities	16023 3	WP2 - Communication Plan	Number	2.1.4 WP2 Communication Plan	1 Communication Plan prepared by LP's Communication Officer and accepted by the network at CTM2 by the end of the Activation Stage	1
2 Work Package 2 - Network Level activities	2.1 Work Package 2 - Network Level activities	16023 4	WP2 - Network Articles	Number	2.1.5 WP2 Network Articles	3 Network Articles by the LE	3
2 Work Package 2 - Network Level activities	2.1 Work Package 2 - Network Level activities	16023 5	WP2 - Network Results Product	Number	2.1.6 WP2 Network Results Product	Network Results Product prepared by the end of the project	1
3 Work Package 3 - Local Level Activities	3.1 Work Package 3 - Local Level Activities	16023 6	WP3 - ULG Contact List	Number	3.1.1 WP3 ULG Contact List	10 ULG Contact lists prepared (1 by each city)	10
3 Work Package 3 - Local Level Activities	3.1 Work Package 3 - Local Level Activities	16023 7	WP3 - Integrated Action Plan	Number	3.1.2 WP3 Integrated Action Plan	10 Integrated Action Plans prepared (1 by each city)	10

## 6 PROJECT MANAGEMENT AND LEADERSHIP

### 6.1 Lead partner experience (highlights of city's experience)

The municipality of Eindhoven has a successful track record in managing EU co-financed projects, both as lead partner as well as project partner. The Strategic Department of the municipality has a dedicated team Europa with professionals who handle the development, implementation and management of EU projects on a daily basis.

Eindhoven is (amongst others) recently involved in projects under the following EU programmes: CERV-2021-CITIZENS-TOWN-NT, H2020-CI-LEIT-Energy-efficient Building which aimed at the development of more energy-efficient buildings and neighbourhoods, including the use of innovative technologies and solutions to reduce energy consumption, improve indoor air quality, and increase the use of renewable energy sources. H2020-LC-SC3-2018-2019-2020 / H2020-LC-SC3-EE-2019, two innovation projects were developed to promote energy efficiency in smart cities and communities, in order to reduce carbon emissions and improve the sustainability of urban areas.

DIGITAL-2021-CLOUD-AI-01-PREP-SMART-COMM: sustainable data governance scheme for the smart communities' data space as well as a blueprint that connects existing local data ecosystems and EU systems and enables public and private stakeholders to develop cross-sector, cross-community, data services. Given the systemic nature of the Green transition challenge, the project will bring together existing local data ecosystems, and relevant stakeholders to join efforts for sharing large pools of data at the EU level.

HORIZON-EIE-2021-CONNECT-01-01 - Preparatory action for setting up joint programs among innovation ecosystems actors. The project aims to open the dialogue, prepare the ground and facilitate the agreement among Member States, Associated Countries and EU regions, in cooperation with the private sector and research and innovation actors, towards more dynamic, inclusive, gender diverse, and connected innovation ecosystems

In the past, Eindhoven participated successfully as URBACT Lead partner in the project: CHANGE! People-powered public services. The project aimed to develop and test new models for public service delivery that involve citizens and promote their active participation in shaping and delivering public services. It did so by creating a more democratic, inclusive, and responsive public service system that meets the needs and expectations of citizens in a more effective and sustainable way.

Project Coordinator for this network will be Ms Yvonne Blankwater, who has also managed the above-mentioned previous Urbact Action Planning Network. An external expert will provide support in the financial management of the network. One of the criteria for selecting the external financial management support will be to have previous experience with the URBACT programme.

## 6.2 Experience of proposed project coordinator

Ms Yvonne Blankwater will fulfil the Lead Partner's Project Coordinator position. Yvonne has worked for the Municipality of Eindhoven for over 15 years. Previously, she was a municipal project manager in several development projects in South Africa, Nicaragua and Sudan. In her current position, Yvonne is a member of the Eindhoven team Europa and, as such, is handling the development, implementation and management (also financial) of EU projects on a daily basis. Yvonne also acted as project coordinator when Eindhoven was Lead Partner in the URBACT Action Planning Network: CHANGE! People-powered public services.

Yvonne's key qualifications cover:

(a) Profound knowledge of different EU policies, programmes and financial schemes; (b) Formulation and implementation of the EU's development and international policies on a practical and financial level; (c) Preparing, structuring, and writing international projects; (d) Managing and coordinating international projects; (e) Advisory functions concerning European funding, project financing and international public procurement; (f) Supervision of the market of competitive tendering; (g) Development of cooperation with the institutions of the European Union and with regional partners in Europe and third countries.

Yvonne is fluent in Dutch and English and speaks other languages, such as German and French.

## 6.3 Presentation of the Lead Partner project team (roles and responsibilities)

Yvonne Blankwater, City of Eindhoven. As project coordinator, it will be Yvonne's responsibility to have an in-depth knowledge of the thematic elements of the project, as well as that of the programme itself. She will also have to ensure that apt management structures are in place, so that all the partners have the necessary support they need to carry out successful project management locally and to be able to comply with programme level administrative and reporting requirements.

Sanne de Jong, City of Eindhoven. It will be her responsibility as communication manager to establish efficient internal communication flow within the partnership. Dissemination of information towards external audiences will also be within her responsibilities, both of which play an integral part in carrying out effective and successful project management.

Carlijne Rouw and Marc Mulder, City of Eindhoven. They will be acting as advisors for the Integrated Action plan and will be responsible for providing sound advice regarding the creation of the IAP, by creating detailed guidelines and will also take pivotal role in finalising the Action Plan.

Dirk-Jan Soelen, Lumens: It will be within the tasks of Dirk-Jan as ULG coordinator to provide support for the stakeholders coming together to form the ULG. He will provide the necessary management to make sure that the members of the ULG have links of communication and will be responsible for delivery of the city activity and outputs.

Marielle Tebbenhof, City of Eindhoven: financial manager, responsible for financial project reports. The financial manager will have to monitor partners' spending and has to make sure that they are aligned with the project activities and implementation plan. The financial manager will have to ensure that funds are received and correctly transferred to all partners.

Samir Toub, Vice Mayor City of Eindhoven. The vice mayor will act as a project ambassador within and without the municipality and will provide political support for the project. He will support the process of engagement with the stakeholders and will aid the process of integrating the IAP into the city's policies and budget.

The project team will be extended with ad-hoc representatives from (1) Dynamo and Pitstop to make sure that youth itself (as an end-user) is involved in ULG meetings; (2) from Fontys University to advice on educational matters and a new curriculum for youth workers; and (3) with civil servants working for our CIO office (data and digitalisation) and from the department

responsible for Safety to advice on privacy issues.

## 7 USE OF EXPERTISE

### 7.1 Proposed use of expertise resources allocated by the Programme

#### 7.1.1 Proposed use of URBACT Lead Experts

The primary needs and tasks identified by NextGen YouthWok partners related to the Lead Expert are:

- Providing expertise and guidance.
- Facilitating workshops and meetings.
- Coordinating project activities.
- Supporting partners in developing their Integrated Action Plan.
- Monitoring project progress and evaluating project outcomes.

To complete these tasks, the Lead Expert must be able to work efficiently with the Lead Partner and project partners.

Related to specificities of the NextGen YouthWork network, the Lead Expert to be appointed should have:

- experience in policy development and analysis, including understanding policy frameworks, policy evaluation, and monitoring of policy implementation.
- experience in developing strategies and action/project plans, timelines and budgets, managing project teams and coordinating project activities, including monitoring and evaluating actions.
- strong facilitation and consensus-building skills to help the project partners and stakeholders develop a shared vision for their IAPs.
- a good understanding of urban development and the challenges facing cities today.
- good communication skills to communicate effectively with project partners and stakeholders,
- the ability to facilitate meetings, lead workshops, and give presentations.

The LE should be sensitive to cultural differences and have experience in working effectively with people from diverse backgrounds in multicultural environments. They should be able to work effectively as part of a team and collaborate with other experts, project partners, and stakeholders, sharing knowledge, exchanging ideas, and working together to achieve common goals.

Finally, the Lead Expert should have a good understanding of urban development and the challenges facing cities today. Ideally, the LE should have an excellent working knowledge of digital technologies and understand their potential for improving cities' policies and the development of digital skills of youth workers. This includes understanding digital tools for data analysis, online collaboration, and learning.

The LE must have an excellent command of English and ideally speak more languages of the partner cities to transfer their expertise effectively.

Experience in developing and / or implementing actions and projects in different European regions and in different European programmes (National OPs, European Social Fund, European Territorial Cooperation, Centrally managed EU programmes or even Instrument for Pre-accession Assistance) would have a high added value.

#### 7.1.2 Proposed use of URBACT Ad Hoc Expert(s)

Ad-hoc experts support specific needs the network identifies with shorter or more specific expertise missions. These can include a wide array of expertise.

The need for Ad-hoc experts has been pre-evaluated by partners during the project development process, however, it will be finetuned at the end of the Baseline Study process. The LE and the LP will visit all network cities to specify local policy contexts further, define the focus of knowledge exchange and design effective learning tools. Based on this process, the LE will compile a state-of-the-art analysis (the Network Roadmap) presenting the network's policy challenges and the proposed methodology for the knowledge exchange process.

Due to the possibilities (and limitations) of an URBACT project budget, this process must be carefully designed in line with the cities' previous experience and learning needs. Cities will formulate their exact learning needs, and the LE will design a learning grid in the Network Roadmap to ensure that partners can effectively learn from each other.

However, cities have varied experiences with digital youth work, and there is much knowledge beyond the network, especially regarding technical knowledge. The Network Roadmap will suggest incorporating knowledge from outside the partnership into the learning process and of the means to ensure the involvement of such Ad-hoc Experts.

Even though formulating such needs is premature at this stage, some fields of expertise might be needed to provide a

comprehensive outlook by such experts on the following three topics:

- Capacity building of local policymakers, civil servants and youth workers about digital youth work and related challenges
- Use of social media: providing content, planning and monitoring communication and campaigns
- Gender equality

## 8 BUDGETARY PROPOSAL

### 8.1 Financial contribution by partner and source (incl. ERDF, IPA III funds and local contribution)

#### ERDF

Name of partner	ERDF	% ERDF	Public co-financing	Total
Municipality of Eindhoven	€132 507.70	65.00 %	€71 350.30	€203 858.00
Sub total	€132 507.70		€71 350.30	€203 858.00
Municipality of Veszprém	€49 831.20	80.00 %	€12 457.80	€62 289.00
City of Gdansk	€50 678.00	80.00 %	€12 669.50	€63 347.50
Iasi Municipality	€54 957.60	80.00 %	€13 739.40	€68 697.00
Sub total	€155 466.80		€38 866.70	€194 333.50
City of Oulu	€61 258.75	70.00 %	€26 253.75	€87 512.50
Comune di Perugia	€49 697.90	70.00 %	€21 299.10	€70 997.00
City of Cartagena	€51 937.90	70.00 %	€22 259.10	€74 197.00
Sub total	€162 894.55		€69 811.95	€232 706.50
City of Aarhus	€61 411.03	65.00 %	€33 067.47	€94 478.50
Viladecans	€48 933.95	65.00 %	€26 349.05	€75 283.00
Sub total	€110 344.98		€59 416.52	€169 761.50
<b>Total</b>	<b>€561 214.03</b>	<b>70.09</b>	<b>€239 445.47</b>	<b>€800 659.50</b>
<b>Total %</b>	<b>70.09 %</b>	<b>70.09 %</b>	<b>100.00 %</b>	<b>100 %</b>

#### IPA fund

Name of partner	IPA fund	% IPA fund	Public co-financing	Total
Tetovo Municipality, North Macedonia	€46 873.24	95.00 %	€2 467.01	€49 340.25
Sub total	€46 873.24		€2 467.01	€49 340.25
<b>Total</b>	<b>€46 873.24</b>	<b>95.00</b>	<b>€2 467.01</b>	<b>€49 340.25</b>
<b>Total %</b>	<b>95.00 %</b>	<b>95.00 %</b>	<b>100.00 %</b>	<b>100 %</b>

### 8.2 ERDF per year

	ERDF
2023	168478.63
2024	152352.08
2025	235383.32

### 8.3 IPA per year

	IPA
2023	12609.21
2024	9963.08
2025	24300.95

## 8.4 Expenditure per partner, per year and budget subcategory

### Municipality of Eindhoven

	2023	2024	2025	2026	Total
<b>Staff costs</b>					
Staff costs	€33 480.00	€27 360.00	€33 120.00	€0.00	€93 960.00
<b>Total Staff costs</b>	<b>€33 480.00</b>	<b>€27 360.00</b>	<b>€33 120.00</b>	<b>€0.00</b>	<b>€93 960.00</b>
<b>Office and Administration</b>					
Office and Administration	€1 674.00	€1 368.00	€1 656.00	€0.00	€4 698.00
<b>Total Office and Administration</b>	<b>€1 674.00</b>	<b>€1 368.00</b>	<b>€1 656.00</b>	<b>€0.00</b>	<b>€4 698.00</b>
<b>Travel and Accommodation</b>					
Staff Travel and Accommodation	€7 400.00	€4 650.00	€6 600.00	€0.00	€18 650.00
<b>Total Travel and Accommodation</b>	<b>€7 400.00</b>	<b>€4 650.00</b>	<b>€6 600.00</b>	<b>€0.00</b>	<b>€18 650.00</b>
<b>External Expertise and Services</b>					
External Expertise Project Coordination	€4 000.00	€12 000.00	€18 000.00	€0.00	€34 000.00
Expertise Meeting Organisation	€8 000.00	€2 000.00	€2 000.00	€0.00	€12 000.00
Expertise Communication	€6 000.00	€2 500.00	€2 500.00	€0.00	€11 000.00
Expert and other non-staff Travel	€10 300.00	€3 450.00	€3 800.00	€0.00	€17 550.00
Expertise First Level Control	€2 000.00	€4 000.00	€4 000.00	€0.00	€10 000.00
<b>Total External Expertise and Services</b>	<b>€30 300.00</b>	<b>€23 950.00</b>	<b>€30 300.00</b>	<b>€0.00</b>	<b>€84 550.00</b>
<b>Equipment</b>					
Equipment	€0.00	€0.00	€2 000.00	€0.00	€2 000.00
<b>Total Equipment</b>	<b>€0.00</b>	<b>€0.00</b>	<b>€2 000.00</b>	<b>€0.00</b>	<b>€2 000.00</b>
<b>Total</b>	<b>€72 854.00</b>	<b>€57 328.00</b>	<b>€73 676.00</b>	<b>€0.00</b>	<b>€203 858.00</b>
<b>Partner financing plan</b>					<b>€203 858.00</b>

## Municipality of Veszprém

	2023	2024	2025	2026	Total
<b>Staff costs</b>					
Staff costs	€7 224.00	€6 168.00	€7 368.00	€0.00	€20 760.00
<b>Total Staff costs</b>	<b>€7 224.00</b>	<b>€6 168.00</b>	<b>€7 368.00</b>	<b>€0.00</b>	<b>€20 760.00</b>
<b>Office and Administration</b>					
Office and Administration	€361.20	€308.40	€368.40	€0.00	€1 038.00
<b>Total Office and Administration</b>	<b>€361.20</b>	<b>€308.40</b>	<b>€368.40</b>	<b>€0.00</b>	<b>€1 038.00</b>
<b>Travel and Accommodation</b>					
Staff Travel and Accommodation	€5 700.00	€1 650.00	€4 201.00	€0.00	€11 551.00
<b>Total Travel and Accommodation</b>	<b>€5 700.00</b>	<b>€1 650.00</b>	<b>€4 201.00</b>	<b>€0.00</b>	<b>€11 551.00</b>
<b>External Expertise and Services</b>					
External Expertise Project Coordination	€1 000.00	€2 000.00	€8 000.00	€0.00	€11 000.00
Expertise Meeting Organisation	€0.00	€7 200.00	€1 200.00	€0.00	€8 400.00
Expertise Communication	€0.00	€500.00	€500.00	€0.00	€1 000.00
Expert and other non-staff Travel	€1 800.00	€1 550.00	€3 190.00	€0.00	€6 540.00
Expertise First Level Control	€0.00	€0.00	€0.00	€0.00	€0.00
<b>Total External Expertise and Services</b>	<b>€2 800.00</b>	<b>€11 250.00</b>	<b>€12 890.00</b>	<b>€0.00</b>	<b>€26 940.00</b>
<b>Equipment</b>					
Equipment	€0.00	€0.00	€2 000.00	€0.00	€2 000.00
<b>Total Equipment</b>	<b>€0.00</b>	<b>€0.00</b>	<b>€2 000.00</b>	<b>€0.00</b>	<b>€2 000.00</b>
<b>Total</b>	<b>€16 085.20</b>	<b>€19 376.40</b>	<b>€26 827.40</b>	<b>€0.00</b>	<b>€62 289.00</b>
<b>Partner financing plan</b>					<b>€62 289.00</b>

## City of Gdansk

	2023	2024	2025	2026	Total
<b>Staff costs</b>					
Staff costs	€9 030.00	€7 710.00	€9 210.00	€0.00	€25 950.00
<b>Total Staff costs</b>	<b>€9 030.00</b>	<b>€7 710.00</b>	<b>€9 210.00</b>	<b>€0.00</b>	<b>€25 950.00</b>
<b>Office and Administration</b>					
Office and Administration	€451.50	€385.50	€460.50	€0.00	€1 297.50
<b>Total Office and Administration</b>	<b>€451.50</b>	<b>€385.50</b>	<b>€460.50</b>	<b>€0.00</b>	<b>€1 297.50</b>
<b>Travel and Accommodation</b>					
Staff Travel and Accommodation	€5 700.00	€2 150.00	€3 300.00	€0.00	€11 150.00
<b>Total Travel and Accommodation</b>	<b>€5 700.00</b>	<b>€2 150.00</b>	<b>€3 300.00</b>	<b>€0.00</b>	<b>€11 150.00</b>
<b>External Expertise and Services</b>					
External Expertise Project Coordination	€0.00	€0.00	€6 000.00	€0.00	€6 000.00
Expertise Meeting Organisation	€0.00	€7 800.00	€1 800.00	€0.00	€9 600.00
Expertise Communication	€0.00	€500.00	€500.00	€0.00	€1 000.00
Expert and other non-staff Travel	€1 800.00	€2 150.00	€2 400.00	€0.00	€6 350.00
Expertise First Level Control	€0.00	€0.00	€0.00	€0.00	€0.00
<b>Total External Expertise and Services</b>	<b>€1 800.00</b>	<b>€10 450.00</b>	<b>€10 700.00</b>	<b>€0.00</b>	<b>€22 950.00</b>
<b>Equipment</b>					
Equipment	€0.00	€0.00	€2 000.00	€0.00	€2 000.00
<b>Total Equipment</b>	<b>€0.00</b>	<b>€0.00</b>	<b>€2 000.00</b>	<b>€0.00</b>	<b>€2 000.00</b>
<b>Total</b>	<b>€16 981.50</b>	<b>€20 695.50</b>	<b>€25 670.50</b>	<b>€0.00</b>	<b>€63 347.50</b>
<b>Partner financing plan</b>					<b>€63 347.50</b>

## Iasi Municipality

	2023	2024	2025	2026	Total
<b>Staff costs</b>					
Staff costs	€10 836.00	€9 252.00	€11 052.00	€0.00	€31 140.00
<b>Total Staff costs</b>	<b>€10 836.00</b>	<b>€9 252.00</b>	<b>€11 052.00</b>	<b>€0.00</b>	<b>€31 140.00</b>
<b>Office and Administration</b>					
Office and Administration	€541.80	€462.60	€552.60	€0.00	€1 557.00
<b>Total Office and Administration</b>	<b>€541.80</b>	<b>€462.60</b>	<b>€552.60</b>	<b>€0.00</b>	<b>€1 557.00</b>
<b>Travel and Accommodation</b>					
Staff Travel and Accommodation	€6 000.00	€1 600.00	€4 250.00	€0.00	€11 850.00
<b>Total Travel and Accommodation</b>	<b>€6 000.00</b>	<b>€1 600.00</b>	<b>€4 250.00</b>	<b>€0.00</b>	<b>€11 850.00</b>
<b>External Expertise and Services</b>					
External Expertise Project Coordination	€0.00	€0.00	€6 000.00	€0.00	€6 000.00
Expertise Meeting Organisation	€0.00	€7 200.00	€1 200.00	€0.00	€8 400.00
Expertise Communication	€0.00	€500.00	€500.00	€0.00	€1 000.00
Expert and other non-staff Travel	€1 900.00	€1 600.00	€3 250.00	€0.00	€6 750.00
Expertise First Level Control	€0.00	€0.00	€0.00	€0.00	€0.00
<b>Total External Expertise and Services</b>	<b>€1 900.00</b>	<b>€9 300.00</b>	<b>€10 950.00</b>	<b>€0.00</b>	<b>€22 150.00</b>
<b>Equipment</b>					
Equipment	€0.00	€0.00	€2 000.00	€0.00	€2 000.00
<b>Total Equipment</b>	<b>€0.00</b>	<b>€0.00</b>	<b>€2 000.00</b>	<b>€0.00</b>	<b>€2 000.00</b>
<b>Total</b>	<b>€19 277.80</b>	<b>€20 614.60</b>	<b>€28 804.60</b>	<b>€0.00</b>	<b>€68 697.00</b>
<b>Partner financing plan</b>					<b>€68 697.00</b>

## City of Oulu

	2023	2024	2025	2026	Total
<b>Staff costs</b>					
Staff costs	€15 050.00	€12 850.00	€15 350.00	€0.00	€43 250.00
<b>Total Staff costs</b>	<b>€15 050.00</b>	<b>€12 850.00</b>	<b>€15 350.00</b>	<b>€0.00</b>	<b>€43 250.00</b>
<b>Office and Administration</b>					
Office and Administration	€752.50	€642.50	€767.50	€0.00	€2 162.50
<b>Total Office and Administration</b>	<b>€752.50</b>	<b>€642.50</b>	<b>€767.50</b>	<b>€0.00</b>	<b>€2 162.50</b>
<b>Travel and Accommodation</b>					
Staff Travel and Accommodation	€7 100.00	€3 000.00	€4 700.00	€0.00	€14 800.00
<b>Total Travel and Accommodation</b>	<b>€7 100.00</b>	<b>€3 000.00</b>	<b>€4 700.00</b>	<b>€0.00</b>	<b>€14 800.00</b>
<b>External Expertise and Services</b>					
External Expertise Project Coordination	€0.00	€0.00	€6 000.00	€0.00	€6 000.00
Expertise Meeting Organisation	€0.00	€2 000.00	€8 000.00	€0.00	€10 000.00
Expertise Communication	€0.00	€500.00	€500.00	€0.00	€1 000.00
Expert and other non-staff Travel	€2 000.00	€3 000.00	€3 300.00	€0.00	€8 300.00
Expertise First Level Control	€0.00	€0.00	€0.00	€0.00	€0.00
<b>Total External Expertise and Services</b>	<b>€2 000.00</b>	<b>€5 500.00</b>	<b>€17 800.00</b>	<b>€0.00</b>	<b>€25 300.00</b>
<b>Equipment</b>					
Equipment	€0.00	€0.00	€2 000.00	€0.00	€2 000.00
<b>Total Equipment</b>	<b>€0.00</b>	<b>€0.00</b>	<b>€2 000.00</b>	<b>€0.00</b>	<b>€2 000.00</b>
<b>Total</b>	<b>€24 902.50</b>	<b>€21 992.50</b>	<b>€40 617.50</b>	<b>€0.00</b>	<b>€87 512.50</b>
<b>Partner financing plan</b>					<b>€87 512.50</b>

## Comune di Perugia

	2023	2024	2025	2026	Total
<b>Staff costs</b>					
Staff costs	€10 836.00	€9 252.00	€11 052.00	€0.00	€31 140.00
<b>Total Staff costs</b>	<b>€10 836.00</b>	<b>€9 252.00</b>	<b>€11 052.00</b>	<b>€0.00</b>	<b>€31 140.00</b>
<b>Office and Administration</b>					
Office and Administration	€541.80	€462.60	€552.60	€0.00	€1 557.00
<b>Total Office and Administration</b>	<b>€541.80</b>	<b>€462.60</b>	<b>€552.60</b>	<b>€0.00</b>	<b>€1 557.00</b>
<b>Travel and Accommodation</b>					
Staff Travel and Accommodation	€5 900.00	€2 050.00	€3 300.00	€0.00	€11 250.00
<b>Total Travel and Accommodation</b>	<b>€5 900.00</b>	<b>€2 050.00</b>	<b>€3 300.00</b>	<b>€0.00</b>	<b>€11 250.00</b>
<b>External Expertise and Services</b>					
External Expertise Project Coordination	€0.00	€0.00	€6 000.00	€0.00	€6 000.00
Expertise Meeting Organisation	€0.00	€2 000.00	€8 000.00	€0.00	€10 000.00
Expertise Communication	€0.00	€500.00	€500.00	€0.00	€1 000.00
Expert and other non-staff Travel	€1 700.00	€2 150.00	€2 700.00	€0.00	€6 550.00
Expertise First Level Control	€500.00	€500.00	€500.00	€0.00	€1 500.00
<b>Total External Expertise and Services</b>	<b>€2 200.00</b>	<b>€5 150.00</b>	<b>€17 700.00</b>	<b>€0.00</b>	<b>€25 050.00</b>
<b>Equipment</b>					
Equipment	€0.00	€0.00	€2 000.00	€0.00	€2 000.00
<b>Total Equipment</b>	<b>€0.00</b>	<b>€0.00</b>	<b>€2 000.00</b>	<b>€0.00</b>	<b>€2 000.00</b>
<b>Total</b>	<b>€19 477.80</b>	<b>€16 914.60</b>	<b>€34 604.60</b>	<b>€0.00</b>	<b>€70 997.00</b>
<b>Partner financing plan</b>					<b>€70 997.00</b>

## City of Cartagena

	2023	2024	2025	2026	Total
<b>Staff costs</b>					
Staff costs	€10 836.00	€9 252.00	€11 052.00	€0.00	€31 140.00
<b>Total Staff costs</b>	<b>€10 836.00</b>	<b>€9 252.00</b>	<b>€11 052.00</b>	<b>€0.00</b>	<b>€31 140.00</b>
<b>Office and Administration</b>					
Office and Administration	€541.80	€462.60	€552.60	€0.00	€1 557.00
<b>Total Office and Administration</b>	<b>€541.80</b>	<b>€462.60</b>	<b>€552.60</b>	<b>€0.00</b>	<b>€1 557.00</b>
<b>Travel and Accommodation</b>					
Staff Travel and Accommodation	€6 200.00	€1 700.00	€4 400.00	€0.00	€12 300.00
<b>Total Travel and Accommodation</b>	<b>€6 200.00</b>	<b>€1 700.00</b>	<b>€4 400.00</b>	<b>€0.00</b>	<b>€12 300.00</b>
<b>External Expertise and Services</b>					
External Expertise Project Coordination	€0.00	€0.00	€6 000.00	€0.00	€6 000.00
Expertise Meeting Organisation	€0.00	€8 000.00	€2 000.00	€0.00	€10 000.00
Expertise Communication	€0.00	€500.00	€500.00	€0.00	€1 000.00
Expert and other non-staff Travel	€1 900.00	€1 700.00	€3 600.00	€0.00	€7 200.00
Expertise First Level Control	€1 000.00	€1 000.00	€1 000.00	€0.00	€3 000.00
<b>Total External Expertise and Services</b>	<b>€2 900.00</b>	<b>€11 200.00</b>	<b>€13 100.00</b>	<b>€0.00</b>	<b>€27 200.00</b>
<b>Equipment</b>					
Equipment	€0.00	€0.00	€2 000.00	€0.00	€2 000.00
<b>Total Equipment</b>	<b>€0.00</b>	<b>€0.00</b>	<b>€2 000.00</b>	<b>€0.00</b>	<b>€2 000.00</b>
<b>Total</b>	<b>€20 477.80</b>	<b>€22 614.60</b>	<b>€31 104.60</b>	<b>€0.00</b>	<b>€74 197.00</b>
<b>Partner financing plan</b>					<b>€74 197.00</b>

## City of Aarhus

	2023	2024	2025	2026	Total
<b>Staff costs</b>					
Staff costs	€17 458.00	€14 906.00	€17 806.00	€0.00	€50 170.00
<b>Total Staff costs</b>	<b>€17 458.00</b>	<b>€14 906.00</b>	<b>€17 806.00</b>	<b>€0.00</b>	<b>€50 170.00</b>
<b>Office and Administration</b>					
Office and Administration	€872.90	€745.30	€890.30	€0.00	€2 508.50
<b>Total Office and Administration</b>	<b>€872.90</b>	<b>€745.30</b>	<b>€890.30</b>	<b>€0.00</b>	<b>€2 508.50</b>
<b>Travel and Accommodation</b>					
Staff Travel and Accommodation	€3 800.00	€3 150.00	€4 300.00	€0.00	€11 250.00
<b>Total Travel and Accommodation</b>	<b>€3 800.00</b>	<b>€3 150.00</b>	<b>€4 300.00</b>	<b>€0.00</b>	<b>€11 250.00</b>
<b>External Expertise and Services</b>					
External Expertise Project Coordination	€0.00	€0.00	€6 000.00	€0.00	€6 000.00
Expertise Meeting Organisation	€8 000.00	€2 000.00	€2 000.00	€0.00	€12 000.00
Expertise Communication	€0.00	€500.00	€500.00	€0.00	€1 000.00
Expert and other non-staff Travel	€800.00	€2 050.00	€3 100.00	€0.00	€5 950.00
Expertise First Level Control	€1 200.00	€1 200.00	€1 200.00	€0.00	€3 600.00
<b>Total External Expertise and Services</b>	<b>€10 000.00</b>	<b>€5 750.00</b>	<b>€12 800.00</b>	<b>€0.00</b>	<b>€28 550.00</b>
<b>Equipment</b>					
Equipment	€0.00	€0.00	€2 000.00	€0.00	€2 000.00
<b>Total Equipment</b>	<b>€0.00</b>	<b>€0.00</b>	<b>€2 000.00</b>	<b>€0.00</b>	<b>€2 000.00</b>
<b>Total</b>	<b>€32 130.90</b>	<b>€24 551.30</b>	<b>€37 796.30</b>	<b>€0.00</b>	<b>€94 478.50</b>
<b>Partner financing plan</b>					<b>€94 478.50</b>

## Viladecans

	2023	2024	2025	2026	Total
<b>Staff costs</b>					
Staff costs	€7 956.00	€6 552.00	€8 352.00	€0.00	€22 860.00
<b>Total Staff costs</b>	<b>€7 956.00</b>	<b>€6 552.00</b>	<b>€8 352.00</b>	<b>€0.00</b>	<b>€22 860.00</b>
<b>Office and Administration</b>					
Office and Administration	€397.80	€327.60	€417.60	€0.00	€1 143.00
<b>Total Office and Administration</b>	<b>€397.80</b>	<b>€327.60</b>	<b>€417.60</b>	<b>€0.00</b>	<b>€1 143.00</b>
<b>Travel and Accommodation</b>					
Staff Travel and Accommodation	€5 800.00	€3 400.00	€1 800.00	€0.00	€11 000.00
<b>Total Travel and Accommodation</b>	<b>€5 800.00</b>	<b>€3 400.00</b>	<b>€1 800.00</b>	<b>€0.00</b>	<b>€11 000.00</b>
<b>External Expertise and Services</b>					
External Expertise Project Coordination	€2 988.00	€2 376.00	€12 116.00	€0.00	€17 480.00
Expertise Meeting Organisation	€0.00	€2 100.00	€8 100.00	€0.00	€10 200.00
Expertise Communication	€0.00	€500.00	€500.00	€0.00	€1 000.00
Expert and other non-staff Travel	€2 000.00	€3 200.00	€2 000.00	€0.00	€7 200.00
Expertise First Level Control	€800.00	€800.00	€800.00	€0.00	€2 400.00
<b>Total External Expertise and Services</b>	<b>€5 788.00</b>	<b>€8 976.00</b>	<b>€23 516.00</b>	<b>€0.00</b>	<b>€38 280.00</b>
<b>Equipment</b>					
Equipment	€0.00	€0.00	€2 000.00	€0.00	€2 000.00
<b>Total Equipment</b>	<b>€0.00</b>	<b>€0.00</b>	<b>€2 000.00</b>	<b>€0.00</b>	<b>€2 000.00</b>
<b>Total</b>	<b>€19 941.80</b>	<b>€19 255.60</b>	<b>€36 085.60</b>	<b>€0.00</b>	<b>€75 283.00</b>
<b>Partner financing plan</b>					<b>€75 283.00</b>

## Tetovo Municipality, North Macedonia

	2023	2024	2025	2026	Total
<b>Staff costs</b>					
Staff costs	€5 117.00	€4 369.00	€5 219.00	€0.00	€14 705.00
<b>Total Staff costs</b>	<b>€5 117.00</b>	<b>€4 369.00</b>	<b>€5 219.00</b>	<b>€0.00</b>	<b>€14 705.00</b>
<b>Office and Administration</b>					
Office and Administration	€255.85	€218.45	€260.95	€0.00	€735.25
<b>Total Office and Administration</b>	<b>€255.85</b>	<b>€218.45</b>	<b>€260.95</b>	<b>€0.00</b>	<b>€735.25</b>
<b>Travel and Accommodation</b>					
Staff Travel and Accommodation	€6 000.00	€2 100.00	€3 650.00	€0.00	€11 750.00
<b>Total Travel and Accommodation</b>	<b>€6 000.00</b>	<b>€2 100.00</b>	<b>€3 650.00</b>	<b>€0.00</b>	<b>€11 750.00</b>
<b>External Expertise and Services</b>					
External Expertise Project Coordination	€0.00	€0.00	€6 000.00	€0.00	€6 000.00
Expertise Meeting Organisation	€0.00	€1 200.00	€5 200.00	€0.00	€6 400.00
Expertise Communication	€0.00	€500.00	€500.00	€0.00	€1 000.00
Expert and other non-staff Travel	€1 900.00	€2 100.00	€2 750.00	€0.00	€6 750.00
Expertise First Level Control	€0.00	€0.00	€0.00	€0.00	€0.00
<b>Total External Expertise and Services</b>	<b>€1 900.00</b>	<b>€3 800.00</b>	<b>€14 450.00</b>	<b>€0.00</b>	<b>€20 150.00</b>
<b>Equipment</b>					
Equipment	€0.00	€0.00	€2 000.00	€0.00	€2 000.00
<b>Total Equipment</b>	<b>€0.00</b>	<b>€0.00</b>	<b>€2 000.00</b>	<b>€0.00</b>	<b>€2 000.00</b>
<b>Total</b>	<b>€13 272.85</b>	<b>€10 487.45</b>	<b>€25 579.95</b>	<b>€0.00</b>	<b>€49 340.25</b>
<b>Partner financing plan</b>					<b>€49 340.25</b>

## 8.5 Expenditure per year and budget category

	2023	2024	2025	2026	Total
<b>Staff costs</b>					
Staff costs	€127 823.00	€107 671.00	€129 581.00	€0.00	€365 075.00
Staff cost	€0.00	€0.00	€0.00	€0.00	€0.00
<b>Total Staff costs</b>	<b>€127 823.00</b>	<b>€107 671.00</b>	<b>€129 581.00</b>	<b>€0.00</b>	<b>€365 075.00</b>
<b>Office and Administration</b>					

Office and Administration	€6 391.15	€5 383.55	€6 479.05	€0.00	€18 253.75
<b>Total Office and Administration</b>	<b>€6 391.15</b>	<b>€5 383.55</b>	<b>€6 479.05</b>	<b>€0.00</b>	<b>€18 253.75</b>
<b>Travel and Accommodation</b>					
Staff Travel and Accommodation	€59 600.00	€25 450.00	€40 501.00	€0.00	€125 551.00
<b>Total Travel and Accommodation</b>	<b>€59 600.00</b>	<b>€25 450.00</b>	<b>€40 501.00</b>	<b>€0.00</b>	<b>€125 551.00</b>
<b>External Expertise and Services</b>					
External Expertise Project Coordination	€7 988.00	€16 376.00	€80 116.00	€0.00	€104 480.00
Expertise Meeting Organisation	€16 000.00	€41 500.00	€39 500.00	€0.00	€97 000.00
Expertise Communication	€6 000.00	€7 000.00	€7 000.00	€0.00	€20 000.00
Expert and other non-staff Travel	€26 100.00	€22 950.00	€30 090.00	€0.00	€79 140.00
Expertise First Level Control	€5 500.00	€7 500.00	€7 500.00	€0.00	€20 500.00
<b>Total External Expertise and Services</b>	<b>€61 588.00</b>	<b>€95 326.00</b>	<b>€164 206.00</b>	<b>€0.00</b>	<b>€321 120.00</b>
<b>Equipment</b>					
Equipment	€0.00	€0.00	€20 000.00	€0.00	€20 000.00
<b>Total Equipment</b>	<b>€0.00</b>	<b>€0.00</b>	<b>€20 000.00</b>	<b>€0.00</b>	<b>€20 000.00</b>
<b>Total</b>	<b>€255 402.15</b>	<b>€233 830.55</b>	<b>€360 767.05</b>	<b>€0.00</b>	<b>€849 999.75</b>

## 8.6 Project cost per budget line

Expenditure budget line	Subcategories	Total
Staff costs	Staff costs	€365 075.00
	Staff cost	€0.00
	<b>Total</b>	<b>€365 075.00</b>
Office and Administration	Office and Administration	€18 253.75
	<b>Total</b>	<b>€18 253.75</b>
Travel and Accommodation	Staff Travel and Accommodation	€125 551.00
	<b>Total</b>	<b>€125 551.00</b>
External Expertise and Services	External Expertise Project Coordination	€104 480.00
	Expertise Meeting Organisation	€97 000.00
	Expertise Communication	€20 000.00
	Expert and other non-staff Travel	€79 140.00
	Expertise First Level Control	€20 500.00
	<b>Total</b>	<b>€321 120.00</b>

Equipment	Equipment	€20 000.00
	<b>Total</b>	<b>€20 000.00</b>
	<b>Global budget</b>	<b>€849 999.75</b>

## 8.7 Project costs per budget category – Justification/Explanation

	Justification/Explanation
Staff costs	Staff costs were estimated based on daily fee rates and the days needed to carry out the activities detailed in the internal implementation plan. Daily fee rates were calculated based on the average salary payments (and other costs directly linked to them) for staff employed by partners and expected to be involved in the project implementation. Staff costs and external expertise related to project management represent only 12.5% of the total budget.
Office and administration	Calculated automatically: 5%
Travel and accommodation	Travel and accommodation costs were calculated based on a detailed plan using unit costs for travel, accommodation and subsistence costs defined by the Commission Decision of 12.1.2021. Please note that the involvement of Oulu and Cartagena implies excessive travel distances, and costs might be slightly higher. However, we tried to balance higher costs by carefully planning travel and reducing the project's carbon footprint.
External expertise and services	External expertise was planned for the following tasks: - support project management (€33,000) - organisation of meetings (€108,480) - external communication (€20,000) - expert and non-staff travel (€79,140) - First-Level Control (€20,500) - tasks related to small-scale actions (€60,000)
Equipment	We have calculated a budget of €8,000 per city for Small-Scale Actions. As SSAs have not been identified and planned yet, we have included €6,000 as external expertise costs and €2,000 as equipment costs. Equipment costs related to SSAs might be relocated later after the SSAs are identified and planned.

## 9 SIGNATURE

### 9.1 Signature of the Lead Partner/project coordinator

Signature of the Lead Partner / project coordinator :

Name (capital letters) :

Position :

Date :

Official stamp