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# INTEGRATED ACTION PLAN

URBACT



Co-funded by  
the European Union  
Interreg

**NextGen  
YouthWork**



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## 1. CONTEXT AND PROCESS

### 1.1. City context and definition of the initial problem



Klaipėda – the third largest Lithuanian city in terms of size and population, with almost 161 thousand residents, of which almost 25 thousand belong to youth – 14-29 y.

(Source: [State Data Agency](#) 2025).

The landscape of youth work in Klaipėda is fostered by a robust network of organizations, including non-governmental organizations (NGOs), and institutions such as dedicated youth centres (2) and open youth spaces (2). Additionally, street youth work outreach programs are conducted by various organizations and institutions, further enriching the support system for young people in the city.

Klaipėda City Municipality actively supports youth work through various funding and educational programs. For example, in 2021, Klaipėda served as the European Youth Capital. During this year, one of the program's platforms specifically focused on strengthening youth work and the

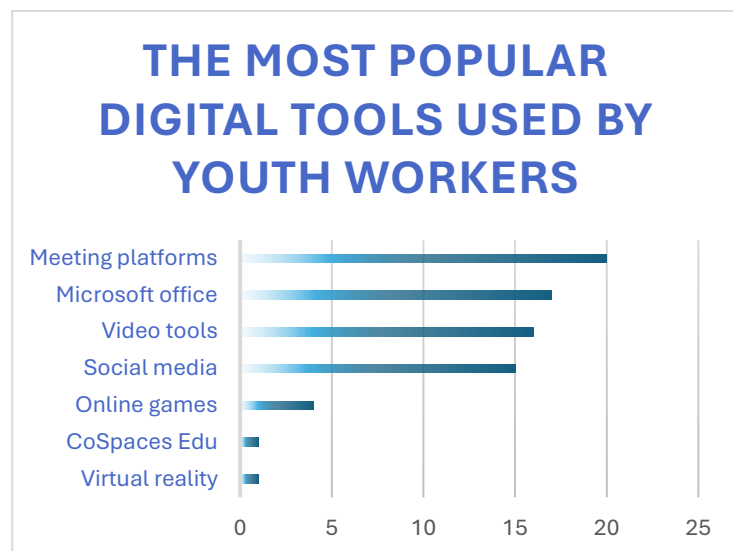
capabilities of youth workers within the city. The municipality also supports strengthening the competences of youth and youth workers (training, seminars, and events for sharing good experiences). Nevertheless, the surveys conducted by the municipality and ULG discussions reflect that youth workers still lack competences related to using digital tools in their daily tasks, they need more methodological and technological support, ready to use teaching and learning material. Youth workers are also lacking knowledge of how to engage youth and create a welcoming environment in their representing organisations.



#### More about the initial problem

The COVID-19 pandemic dramatically accelerated the need for everyone, including youth workers, to adopt digital tools. With physical gatherings restricted, online platforms became the primary means of connecting with young people, providing support, and delivering programs. Youth workers had to rapidly adapt to using video conferencing, social media, and online learning platforms to maintain engagement and address the unique challenges faced by young people during lockdowns and social distancing. However, a survey conducted by Klaipėda City Municipality Administration in 2024 revealed that the digital tools used by youth workers are still very limited.

The most popular tools used by youth workers are:



Although in the above-mentioned survey, youth workers identified that they are feeling confident while using different digital tools, during ULG meetings, youth workers identified several barriers that prevent them from using the tools more broadly:

- **Lack of digital skills.** Many youth workers do not possess the necessary digital competencies, including advanced communication and social media skills, to utilize digital tools effectively.

- **Access to Resources:** There is often a shortage of licenses for digital tools and inadequate guidance on their use. This limits the ability of youth workers to implement digital strategies.
- **Insufficient understanding and capacity** to address the needs of young people, as decision-making is not guided by data or insights. Rapidly changing trends leave youth workers uncertain about which tools to use, when to use them and for what purposes, which results in ineffective engagement with young people.



European documents echo above mentioned concerns. A 2021 [European Commission paper on the situation of young people in the EU](#) emphasizes that effective youth work must constantly develop new approaches to meet young people's changing needs. A key factor driving this change is the increasing digitalization of society, which is transforming how young people experience education, civic engagement, culture, and work as more aspects of life move online. This creates new needs that demand adjustments in the content and methods of youth work. The paper also emphasizes that because of reduced personal contact, young people are more vulnerable to physical and emotional isolation, detachment from education and exclusion from the labour market. These challenges can be offset by participating in youth work through digital means.

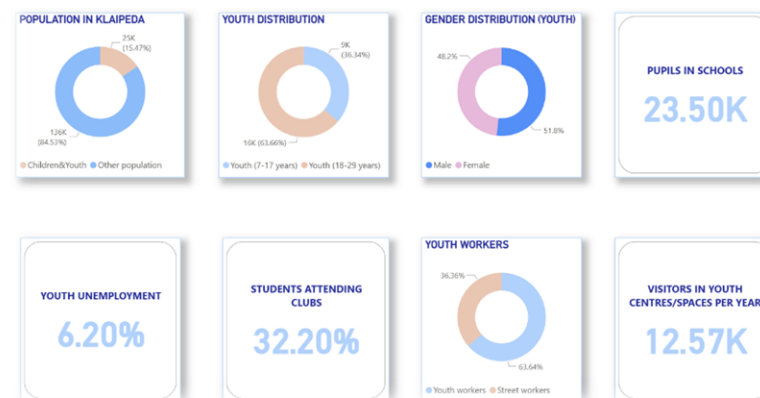
A 2020 survey of youth workers across Europe (European Commission, 2021) revealed that almost half of the youth workers had to start using digital tools or expand their use during COVID-19. This same survey also highlighted a significant rise in the number of youth workers needing help developing digital skills and access to improved digital infrastructure, like high-speed internet and necessary licences and hardware.



The [United Nations](#) (2023) highlights the significance of data-driven decision-making. According to them, Big Data enables the synthesis and analysis of young people's interests, needs, and priorities, providing valuable insights into their sentiments on various issues or public policies. Additionally, data visualization technologies can facilitate the effective sharing of these analyzed insights with youth organizations, youth, and other relevant stakeholders.

The Integrated Action Plan aims to equip youth workers with the tools and guidance necessary to thrive in the digital age. By bridging the gap between the needs of young people and youth workers, this document will create a roadmap for effectively reaching and supporting young people through digital platforms and services.

## Youth work in numbers



### Population

Klaipėda has a total population of 160 979 (as of 2025-01-01, source [State Data Agency](#)), with youth making up 15.47% of that number. Among the youth population, 36.34% are aged 14–18, while 63.66% are between 19–29 years old. In terms of gender, females represent 48.20% of the youth, and males account for 51.80%.

### School and employment

Approximately 23,500 pupils are enrolled in schools located in Klaipėda. Of these, 32.2% participate in one or more after-school clubs.

The city's youth unemployment rate stands at 6.2%, slightly lower than the national average of 6.4%.

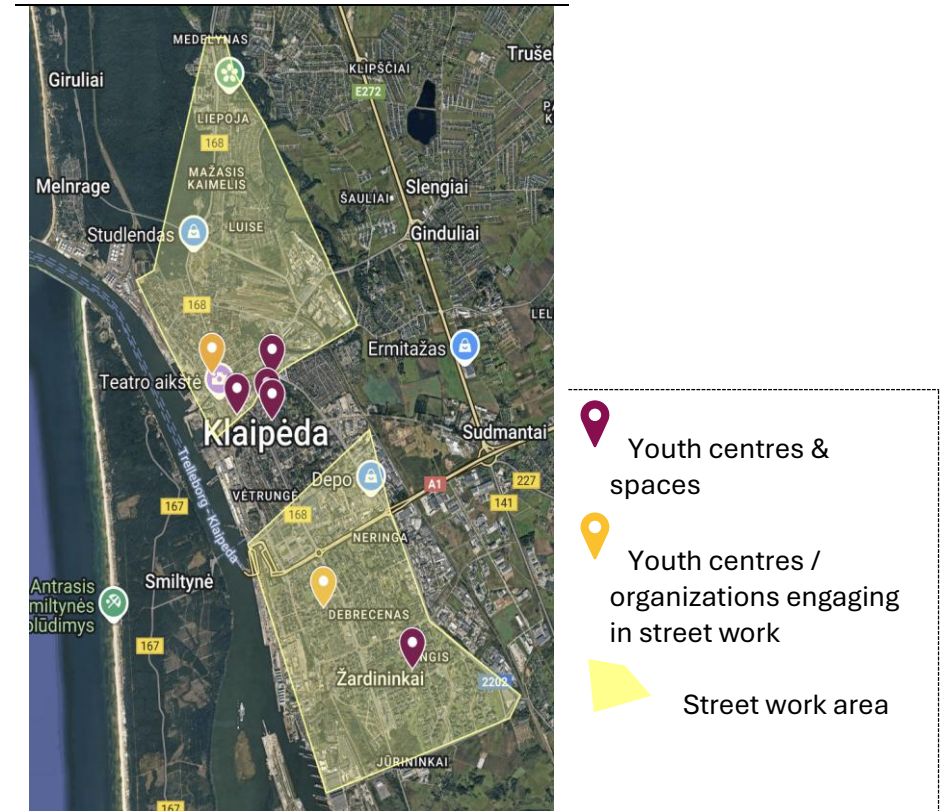
## Youth work

Klaipėda City currently has six youth spaces/centres staffed by 11 youth workers. These centres collectively engage an average of 12,570 young people annually. The areas of intervention are illustrated in the image below.

### Area of intervention

Here are **6 youth spaces/centres and organizations** in Klaipėda City Municipality focused on youth employability, street work, skills development, and mentorship / support:

- Queen Louise Youth Centre – Open Youth Space
- Open Youth Centre "Aje. Skatepark"
- Youth Library's Open Youth Space
- Open Youth Space "City Angel" – Klaipėda Queen of Peace Parish Centre
- Klaipėda City Municipality Open Youth Centre
- Spiritual Assistance to Youth Centre



You can access the online map through the [link](#).

Different surveys and discussion show that these organizations still lack competences related to using digital tools in their daily tasks, they need more methodological and technological support, ready to use teaching and learning material.



## Mapping of Actions to the Areas of Intervention

Area of Intervention	Relevant IAP Actions
1. Youth spaces / youth centres	1.1 Capacity-building for youth workers 2.1 Digital tool licenses; 2.2 VR & digital tools; 2.3 Digital youth centre 3.1 Gaming rooms;
2. Youth organisations	1.1 Training initiatives; 1.2 Participation in digital capacity-building projects; 1.4 Cross-sectoral working group 2.1 Digital tools;
3. Street work	(If Logbook pilots discontinued) → addressed indirectly via capacity building, digital tools, and cross-sectoral coordination (1.1, 1.4, 2.1); future digital outreach via digital youth centre (2.3)

## 1.2. SWOT Analysis

Based on current data, research, and ULG discussions the main positive and negative aspects of the current situation in relation to digital youth work in Klaipeda were identified.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>A positive municipal attitude towards the capacity building of youth workers.</li> <li>Openness of the youth workers to try different digital tools and participate in capacity building activities</li> <li>Municipality, youth centres, organizations are already participating in different projects,</li> </ul>	<ul style="list-style-type: none"> <li>Youth workers lack sufficient financial resources to afford paid versions of digital tools.</li> <li>Youth workers have limited knowledge of how to use relevant digital tools.</li> <li>Youth workers do not have adequate data and knowledge to make informed decisions.</li> </ul>

partnerships, networks, which reflects a major part of the needs for youth workers

- There is a general lack of youth participation.

### OPPORTUNITIES

- Innovations and huge competitiveness create new possibilities for youth workers to use advanced digital tools
- Digital tools enable youth workers to reach a broader audience, including those in remote or underserved areas.
- Digital tools help youth workers collect and analyse data, improving youth work effectiveness

### THREATS

- Cybersecurity Risks: Increased exposure to data breaches, cyberbullying, and online harassment.
- Over-reliance on digital platforms may reduce face-to-face interactions and personal connections, which affects the development of social skills of young people
- Youth workers may struggle to adapt to rapid technological changes and keep pace with young people.

During ULG discussions, youth workers emphasized that young people struggle to find time for non-formal activities outside of school / university and extracurricular commitments. The heavy workload and fast-paced lifestyle leave little room for participation, especially in traditional or less engaging activities. Some students are so overwhelmed that they rarely leave their campuses, transitioning directly from studies to the workforce. As a result, they miss out on enjoyable and meaningful non-

formal experiences that are crucial for developing social skills, empathy, and emotional intelligence.

Youth workers require enhanced capacity and deeper knowledge regarding the digital tools prevalent among young people. This includes not only familiarity with the tools themselves, but also the ability to critically assess their impact and usage. Furthermore, informed decision-making in youth work increasingly relies on data analysis. Youth workers would benefit significantly from developing skills in data literacy, enabling them to interpret patterns and trends in young people's digital engagement. This analytical capacity would allow them to better understand the needs and challenges facing young people in the digital space, and to tailor their interventions and programs accordingly.

Crucially, the successful implementation of these capacity-building efforts hinges on a positive and proactive approach from the municipality. Municipal support is essential for creating an environment where youth workers can thrive in the digital age. This support should encompass several key areas:

- **Initiating Capacity Building Activities:** The municipality should take the lead in organizing and funding training programs, workshops, and other professional development opportunities focused on digital literacy, data analysis, and the effective use of

digital tools in youth work. These activities should be designed to equip youth workers with the practical skills and knowledge they need to confidently navigate the digital landscape.

- **Promoting International Collaboration:** Municipality should actively encourage and facilitate the participation of youth organizations and individual youth workers in international projects and partnerships. Such collaborations offer invaluable opportunities for sharing best practices, learning from diverse experiences, and building networks with colleagues across different countries.
- **Data-Driven Decision Making:** The Municipality could implement a unified data system that would allow youth workers and youth organizations to tailor various programs and activities by better understanding youth participation and engagement trends.
- **Assistance in acquiring necessary infrastructure:** The municipality could help institutions acquire expensive but much-needed infrastructure (e.g. computers, VR equipment, etc.)

By actively engaging in these initiatives, the municipality can empower youth workers to effectively support young people in navigating the complexities and opportunities of the digital world, ultimately contributing to their well-being and development.

### 1.3. The strategic importance of strengthening digital skills of youth workers

#### Local documents

Klaipeda City Municipality sees itself as a world-class city of blue economy and fast solutions: the best place to live, work, rest and to invest in the Baltic region. In order to make this vision the reality [Klaipėda Strategic Plan for 2021-2030](#) highlights the need to provide digital creative and professional services, including raising youth workers' competencies and skills.

[Klaipeda City Municipality Strategic Development Plan 2021 – 2030](#) emphasizes the need for developing new competencies and skills among youth workers to implement new methods in their daily work. A relevant measure includes:

- [Empowering and providing new skills to NGOs, participating youth, and organizations working with youth.](#)

The objectives of the 2024-2026 [Youth and Community Policy Program](#) of Klaipėda City Municipality include increasing the competences of non-governmental organizations (including organizations working with youth)

and providing new skills. The plan also emphasizes the need to develop an action plan for digital work with youth.

#### Regional documents

Even though the [specialization strategy of Klaipeda Region](#) emphasizes the need for teachers to increase their digital skills, the same can be adapted to youth workers. The document highlights the need to raise digital skills of teachers (youth workers).

Relevant measure:

- Creation of opportunities for digital and information literacy, improvement of IT competences and creative use of technologies.



#### National documents

The "[Lithuania 2050](#)" strategic document highlights the country's vision and priorities for long-term development. One of the key aspects emphasized in this document is the development of digital infrastructure. The goal is to create an effective model for reducing social, cultural, and economic exclusion. Advanced digital infrastructure will allow to access necessary public and commercial services, participate in



the cultural, economic and social life of the country, regardless of the place of residence.

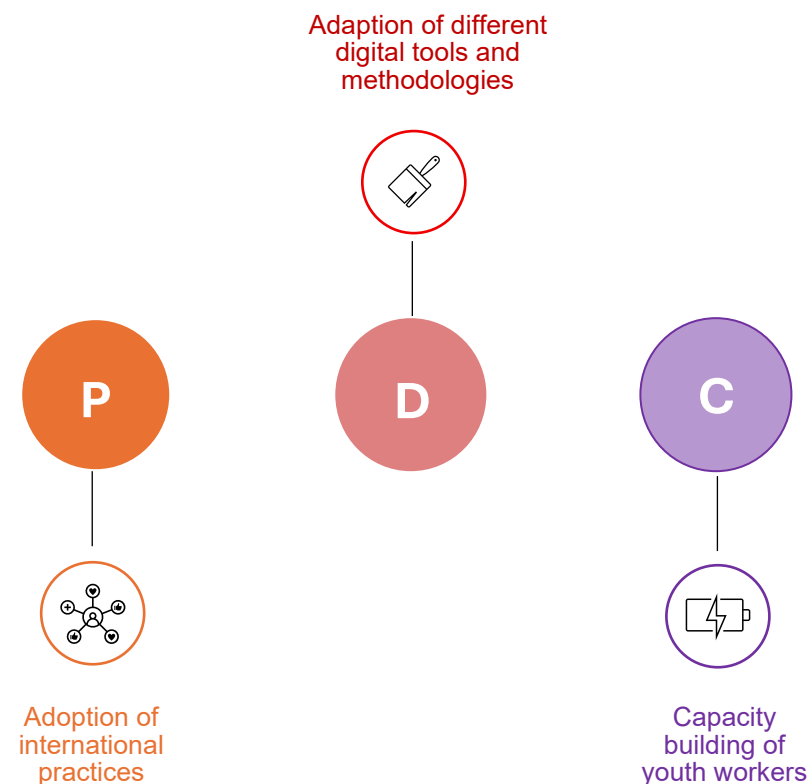
[The Law on Youth Policy Framework](#) in Lithuania outlines the principles for forming and implementing youth policies, working with youth, advisory institutions, and the roles of youth organizations. It emphasizes that informal youth education should include smart methods of engagement. Specifically, youth workers are required to use digital media and smart technologies. This includes providing information and counselling through digital platforms, social networks, and other tools.

## 2. OVERALL LOGIC AND INTEGRATED APPROACH

### 2.1. Focus and Vision

Klaipeda City Municipality joined the project slightly later than the other partner institutions. The municipality replaced another partner institution that was unable to implement the project. When offered to join the project, the municipality's Department of Culture, Sports and Tourism — Unit of Sports, Youth and Community Affairs did not hesitate. Digitalization of youth work is one of the main topics currently being addressed by the Department of Culture, Sports and Tourism — Unit of

Sports, Youth and Community Affairs. In the initial stage, while completing the city questionnaire, Klaipeda City Municipality planned to focus on:



**Source:** *City Questionnaire - NextGen YouthWork Developing a Hybrid and Sustainable Future for Youth Work*

The key results that the municipality wanted to achieve, as mentioned in the initial questionnaire, included: an analysis of digital tools used in youth work; piloting concrete measures and methodologies to be used in the daily tasks of organizations working with youth; developing a universal concept for using digital tools in open youth centres and spaces; analysing the capacities of youth workers to use digital tools; and conducting a SWOT analysis to evaluate the situation in using digital tools.



### The focus

The ongoing discussions with the ULG group specified the adapted focus of the integrated action plan and testing actions. It was decided to concentrate on two very different but necessary actions.

1. Capacity building for youth workers by providing them with the necessary knowledge and guidance on how to use digital tools. One of the ULG members emphasized that the goal is not only to strengthen the skills of youth workers but also to offer new, attractive services to their target group—young people.
2. To pilot logbook and streetbook – two systems designed for documentation and follow-up in youth work and street work, which would be helpful and would support Klaipėda's youth workers in making more informed decisions and improving the quality of their services.

The focus on providing youth workers with digital tools and resources underscores the importance of innovation in youth services. By equipping youth workers with training and giving them the tool for the data-based decisions, Klaipėda City Municipality aim to enhance their engagement strategies and ultimately improve the quality of services offered to young people. This approach not only empowers the youth workers but also ensures that the youth are receiving relevant and effective support in today's digital age.

However, during the piloting of these activities, a decision was made that the LogBook and StreetBook systems were not entirely successful – the workload significantly increases, and linguistic barriers complicate the work, while the data still does not reflect the full picture of youth work in the city. Klaipėda City Municipality, together with other organizations, decided to **focus more on improving the infrastructure of youth centres and integrating gamification principles**. This aims to create a more attractive, inclusive, and stimulating space for young people, taking into account their need to communicate directly and learn through play.

During the discussions with the ULG group and the expert, the possibility of piloting a **virtual youth worker** emerged. However, the

municipality decided to reserve this idea for other projects (e.g. Interreg). During the project implementation, the municipality already took actions and are now implementing the Interreg Latvia – Lithuania project “[Digital youth center in Klaipėda and Liepāja](#)”. The project aims to develop a digital youth center concept that provides an inclusive virtual space for youth in Klaipėda and Liepāja. This space will enable young people to socialize and access tailored support, such as counselling, addiction prevention, and career guidance.

Klaipėda City Municipality decided to have two different focuses in the projects (not to mix them together) and to focus URBACT NextGen YouthWork on strengthening the capacities of youth workers and equipping them with tools and resources to make data-driven decisions.

This decision allows Klaipėda City municipality to focus on immediate, tangible improvements in the skills and resources available to youth workers. By prioritizing capacity building and improving infrastructure, the project aims to ensure that youth workers are well-equipped to navigate the digital landscape and deliver high-quality services to young people. Furthermore, this focus underscores the municipality's commitment to enhancing the professional development of youth workers and improving services for youth.

## Vision

With years of collaborative experience behind them, Klaipėda City Municipality youth coordinator, youth centres, youth organizations, and other organizations working with youth have developed a strong foundation of mutual understanding. This has enabled the development of the vision presented in this document, which aims to create a vibrant youth work ecosystem based on data and increased competences.



**Klaipėda** - a dynamic centre for inclusive, innovative, and digitally advanced youth work, fostering a collaborative environment where young people, youth workers, and organizations flourish through technology, creative spaces, and cross-sectoral partnerships.

## Strategic objectives

Klaipėda City Municipality has defined three strategic objectives to realize its vision:

**SO1:** By 2030, enhance and strengthen the competencies of at least 50% of youth workers and related organizations of Klaipėda by implementing continuous capacity-building initiatives, organizational strengthening programs, and youth-focused training;

**SO2:** By 2030, ensure that at least 70% of institutions serving young people in Klaipėda City Municipality have integrated digital tools and technological infrastructure that support youth work, leading to a 10% annual increase in youth participation in programs;

**SO3:** By 2030, create a 100% inclusive gaming environment, resulting in at least 10 % growth in youth participation.

## 2.2. Description of the planning process

### Presentation of the ULG

To hear different practices and experiences, thoughts and ideas for strengthening digital capacities for youth workers, representatives of different divisions and institutions, health and cultural organization representatives, and other relevant stakeholders were invited to the URBACT Local Action Group. This diverse assembly facilitated a comprehensive exchange of knowledge, enabling participants to share best practices and innovative approaches. By bringing together a wide

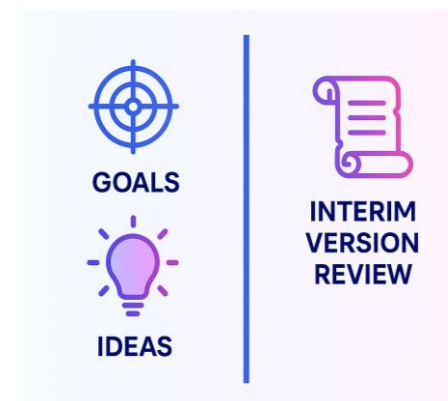
range of expertise, the Local Action Group aimed to create a robust framework for enhancing digital skills and resources among youth workers. The collaborative environment also fostered new partnerships and initiatives, contributing to the overall effectiveness and sustainability of the project's outcomes.

Composition of the URBACT Local Action Group:

<b>KLAIPEDA CITY MUNICIPALITY</b>	<ul style="list-style-type: none"> <li>➤ Vice-Mayor</li> <li>➤ Chief advisors</li> <li>➤ Council members of Klaipėda City Municipality</li> <li>➤ Department of Culture, Sports and Tourism — Unit of Sports, Youth and Community Affairs</li> <li>➤ Inter-institutional coordination group</li> <li>➤ Youth Coordinator</li> <li>➤ Klaipėda Youth Council</li> </ul>
<b>CULTURAL INSTITUTIONS</b>	<ul style="list-style-type: none"> <li>➤ Imanuelis Kantas Public Library</li> </ul>
<b>HIGHER EDUCATION INSTITUTIONS</b>	<ul style="list-style-type: none"> <li>➤ SMK College of Applied Sciences</li> </ul>
<b>HEALTH INSTITUTIONS</b>	<ul style="list-style-type: none"> <li>➤ Klaipėda City Health Office</li> </ul>
<b>NGOs (Youth + working with youth)</b>	<ul style="list-style-type: none"> <li>➤ Klaipėda Association of Youth Organizations "Apskritasis stalias"</li> <li>➤ „Dvasinės pagalbos jaunimui centras“</li> </ul>
<b>YOUTH SPACES AND OPEN YOUTH CENTRES</b>	<ul style="list-style-type: none"> <li>➤ Klaipėda Queen Louise Open Youth Center</li> <li>➤ Asmenybės ugdymo kultūros centras", VšĮ</li> </ul>

The URBACT Local Action Group was involved not only to listen to their views and needs regarding the usage of digital tools in their daily tasks but also to actively participate in planning testing actions. This active involvement ensures that the solutions developed during the project were practical and directly addressed the real-world challenges. Additionally, their participation helped to foster a sense of ownership and commitment to the project's success, paving the way for more effective and sustainable implementation of digital tools and ideas.

Representatives of the Local Action Group were involved in the different stages of project implementation and preparation of the Integrated Action Plan:



In total, 7 Local Action Group meetings were organized during the project implementation period. The meetings covered the following:

- Identification of the main issues, which were incorporated into the preparation of the Integrated Action Plan and the execution of pilot testing actions.
- The vision for the Integrated Action Plan (IAP).
- The objectives of the IAP.
- Potential ideas for the IAP and pilot testing actions.
- Implementation of pilot testing actions.
- Discussion of the pilot testing actions, their evaluation, and the identification of subsequent tasks.
- Developing actions for the action plan.
- Gaining inspiration from the study visits.

## Integrated approach

Klaipėda IAP integrates broad stakeholder participation, alignment with existing strategies, sustainable development principles, sectoral and spatial coherence, territorial and multi-level governance, cross-cutting themes, time-phased actions, complementary soft and hard investments, full funding mobilisation, and shared implementation responsibilities—forming a fully unified and strategically coordinated integrated approach.

### [12 Integrated Approach Aspects](#) – How Klaipėda’s IAP Aligns With Each

#### **1. Stakeholder involvement in planning**

The IAP was co-created through an extensive ULG process involving youth workers, NGOs, municipal departments, cultural, health and education institutions, ensuring horizontal and vertical participation.

#### **2. Coherence with existing strategies**

The plan aligns with municipal (Strategic Development Plan 2021–2030), regional smart specialization priorities, national strategies (Lithuania 2050, Youth Policy Law), and EU digitalisation/youth work frameworks.

#### **3. Sustainable urban development**

Actions contribute to social sustainability (youth inclusion, skills), economic sustainability (digital competence development, labour readiness) and indirectly environmental goals through efficient digital services.

#### **4. Sectoral integration**

The plan integrates youth work with education, health, culture, IT/digital innovation sectors, and connects youth centres, libraries, universities, NGOs and municipal divisions.

#### **5. Spatial integration**

Actions apply across different spatial levels—youth centres, libraries, education campuses and city-wide digital services (e.g., digital youth centre).

#### **6. Territorial integration**

Further Cross-border cooperation is being planned, complementing broader Baltic Sea Region initiatives and enabling alignment with neighbouring municipalities.

#### **7. Multi-level governance**

Local (youth centres, NGOs), municipal (multiple departments), regional, national and EU levels are coherently involved through governance structures and funding programmes.

#### **8. Integration of cross-cutting themes**

The plan explicitly incorporates digitalisation, inclusion, youth participation, gender considerations (gaming inclusion for girls) and addresses data literacy and cybersecurity.



## 9. Integration over time

Short-term pilots, mid-term actions (2025–2027), and long-term objectives (2030 targets) are sequenced logically to ensure continuity and scaling.

## 10. Complementary types of investment

The IAP balances soft investments (training, capacity building, youth engagement programmes) with hard investments (gaming rooms, VR equipment, digital infrastructure).

## 11. Mobilising all available funding

The plan draws on municipal budget, national funds, EU structural and Interreg programmes, and identifies opportunities with Baltic Sea, Nordic Council and Erasmus+ funding streams.

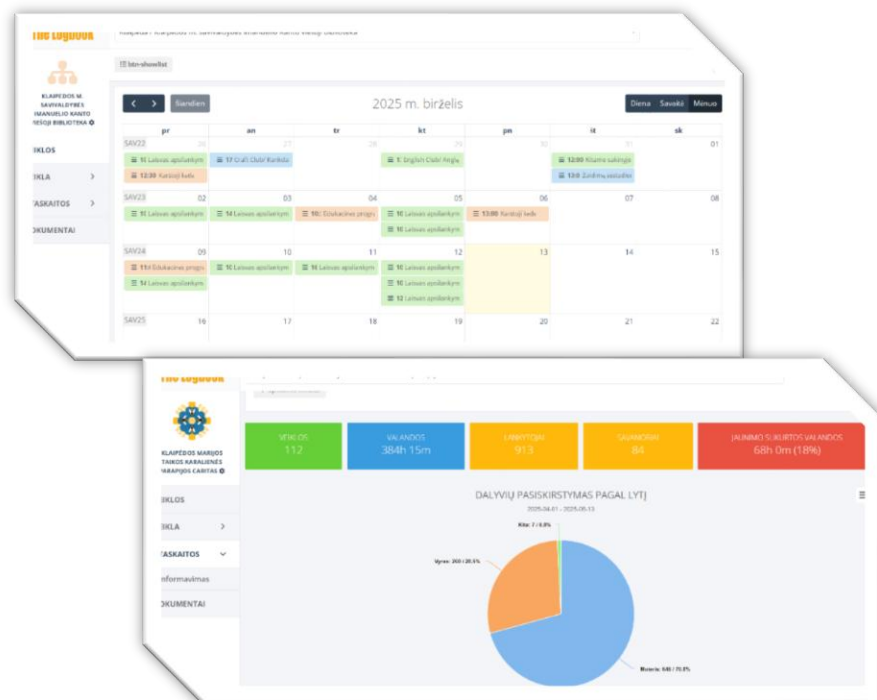
## 12. Stakeholder involvement in implementation

Implementation assigns clear roles across institutions—municipality, youth centres, universities, libraries, NGOs—and foresees governance bodies (Cross-sectoral working group, Youth Advisory Board).

## TESTING ACTIONS

TESTING ACTION	SHORT DESCRIPTION	RESULT(S)
1. Enhancing Digital Skills: Capacity-Building Initiatives for Youth Workers	4 capacity building activities were organized: <ul style="list-style-type: none"><li>• <a href="#">Free video creation apps and how to use them.</a></li><li>• <a href="#">How can artificial intelligence be used in youth work?</a></li><li>• <a href="#">Free digital tools for youth workers</a></li><li>• How to protect yourself from fake news?</li></ul>	<p>No. of participants – 46</p> <p>Participants (Youth workers) reported that organized trainings were useful and provided them with knowledge applicable to their work with young people. Youth workers, in particular, showed great interest in the sessions on video production and the use of free artificial intelligence tools.</p> <p>The most beneficial were <b>“Free video creation apps and how to use them”</b> activity. These trainings attracted the largest number of people. Youth workers gained knowledge about various AI tools that can help create interesting and attractive communication for youngsters.</p> <p>The <b>“Free Digital Tools for Youth Workers”</b> session was the least helpful. The training quality did not meet expectations, as the digital tools presented were already known and used by youth workers.</p> <p>Recognizing the potential of such training, Klaipėda City Municipality has decided to fund similar initiatives in the future.</p>

## 2. Piloting LogBook and LogBook Street in youth centers and youth spaces



During this testing action the *LogBook* and *LogBook Street* in youth centres and spaces were piloted.

*LogBook* is a system designed for documentation and follow-up in youth work. Whereas *LogBook Street* is a tool for street outreach workers.

After some time of piloting organizations have mentioned pros and cons of using the system.

### Pros.

- \* Eliminates the need for paper, enables quick data analysis, shared indicators, and questionnaires; facilitates communication with international colleagues; ensures professional data presentation and centralized data storage.

In 2025, Klaipėda City Municipality joined the KEKS international network and began using the *LogBook* and *LogBook Street* systems. These systems support youth workers in 5 organizations - open youth spaces / centers and libraries.

The implementation cost €6,000, which is counted based on the number of young people in Klaipėda.

- \* Easier access to all reports and performance indicators.

- \* Automatic grouping of youth based on gender, age, and whether they are unique or returning participants.

- \* By recording activities, organizations can better engage youth in regular visits, as tracking their progress helps maintain a continuous connection.

### Cons.

- \* There's some confusion when entering youth engagement data, along with a few minor issues. However, these aren't true drawbacks—it's more about not knowing the correct way to fill in the data.

- \* The registration process for unique users causes challenges to count individual participants.

- \* The use of English makes it difficult to enter data correctly (Remark: *LogBook Street* is not translated to Lithuanian yet.)

- \* Sometimes it doubles the job, as the youth worker has to ensure the reliability of the system count.

When asked whether the organizations would recommend keeping the system for 2026 and beyond, only one out of four respondents answered yes. The others had no clear opinion.

## How did the testing actions inform the Action plan?

Implemented testing action (1) Capacity-Building Initiatives for Youth Workers. Even though not every capacity-building activity organized during the project was equally effective or attracted significant attention, these initiatives received positive feedback from youth workers. Klaipėda City Municipality plans to continue capacity-building activities and programs for youth workers (Action No. 1.1, Capacity-Building Initiatives for Youth Workers – Continuous Program).

After the training sessions, youth workers expressed the need for coordination and discussion when planning future capacity-building activities. They can help determine which topics are most relevant in the current context. The preliminary coordination method will be an online survey.

Another idea and request from youth workers that emerged after the activities was the possibility of centrally funding digital tool licenses for youth workers. This idea is reflected in the action plan, and municipality representatives are exploring funding options.

The two systems – Logbook and Logbook Street – have not achieved significant success. Although they are useful for quick data analysis and communication with international colleagues, they are considerably

expensive and have yet to demonstrate sufficient value to justify continued use. The municipality and organizations are expected to renew the discussion on whether to extend the subscription before it expires. Thus, the continuation of the action is not reflected in the action plan.

## 2.3. Role and impact of transnational learning

During an expert visit, Zsolt Séra shared valuable insights from other cities and partners. One idea that strongly resonated with both municipality representatives and the ULG group was the concept of a virtual youth worker, who delivers youth work services primarily through online platforms and digital spaces. Instead of—or in addition to—meeting young people in community centers, schools, or physical spaces, they connect in the environments where young people already are. This innovative approach aims to enhance youth engagement by providing digital support and guidance through online platforms.

Recognizing the potential impact of this initiative, Klaipėda City Municipality is eager to pilot the concept (Action No 2.3, Piloting digital youth center). The Municipality already wrote the Interreg project under the Interreg Latvia-Lithuania program and got the funding for the project “Digital Youth Work”. The project aims to develop a digital youth center concept that provides an inclusive virtual space for youth in Klaipėda and

Liepāja. This space will enable young people to socialize and access tailored support, such as counselling, addiction prevention, and career guidance. This initiative could significantly improve access to support services, especially for young people who may not regularly visit physical youth centers.

Municipality and Open Youth Centre representatives were particularly impressed by the best practices from Oulu, Finland. The most fascinating ideas and activities included:

- A digital youth center operating on the Discord platform.
- Youth centers equipped with classrooms full of computers.
- Innovative activities designed by youth workers for young people.

As a result, the municipality has decided to explore possibilities for installing a gaming room at the Klaipėda City Municipality Open Youth Center (Action No. 3.1)

Best practices from Eindhoven team, which were highly appreciated by the municipality representatives:

The municipality representatives were highly impressed by their approach to integrating computer games into youth work. The concept of

engaging young individuals facing gaming-related challenges through this method resonated with them. They particularly appreciated the strategy of youth workers actively participating in games alongside young people while also providing mentorship. Eindhoven has developed a comprehensive methodology for working with young people in online environments, and the municipality representatives found their perspective to be highly valuable. Klaipėda City Municipality Administration expects to integrate more gaming experiences through action No 2.2. Creating VR and / or other digital tools for youth workers and youth and action No. 3.1. Installation of Gaming Room.

The Klaipėda City Municipality was also inspired by the **Aarhus** Testing Action, the “Robot Café,” which enables people who cannot leave their homes—due to physical challenges, mental illnesses, or other difficulties—to work remotely. The Municipality is not yet including this activity in the action plan below but will certainly keep it in mind for future planning.

## 2.4. ACTION PLAN

### SO1: ENHANCE AND STRENGTHEN THE COMPETENCIES OF YOUTH WORKERS AND RELATED ORGANIZATIONS

By 2030, enhance and strengthen the competencies of at least 50% of youth workers and related organizations of Klaipeda by implementing continuous capacity-building initiatives, organizational strengthening programs, and youth-focused training.

No.	Actions	Executors	Short description	Execution period	Source of funding
1.1	<b>Promotion of initiatives for strengthening youth organizations and developing the competencies of youth workers</b>  <i>Intended Result:</i> Youth workers and youth organizations improve their skills and knowledge in order to provide high-quality services for young people.	Klaipeda City Municipality together with Klaipeda City Municipality Open Youth Center	The measure is aimed at the continuous strengthening of the capacities and competencies of youth workers and youth organizations, with particular emphasis on digital skills.	2026 - 2030	Funds of Klaipeda City Municipality, State budget funds of the Republic of Lithuania, EU funding programs
1.2	<b>Participation in the projects related to capacity building on digital tools</b>  <i>Intended Result :</i> Digital youth work practices are systematically incorporated into the Youth Affairs Office's project planning and implementation processes	Klaipeda City Municipality, youth organizations, organizations working with youth	This measure encourages municipalities and youth organizations to participate in projects that develop skills and knowledge in digital tools.	2026 – 2030	Interreg / EU programs, Funds of Klaipeda City Municipality, State budget funds of the Republic of Lithuania,
1.3	<b>Capacity-Building Initiatives for Youth</b>  <i>Intended Result:</i> Young people acquire new skills and competencies that support their active participation in society	SMK College of Applied Sciences & Public Health Bureau	This measure foresees activities for youth, who lack knowledge. Possible topics: cybersecurity, data protection, safety	2026-2027	EU and other international and national funding programs
1.4	<b>Creation of cross-sectoral working group on digital youth work</b>  <i>Intended Result:</i> A structured platform is established for collaboration and knowledge exchange on digital youth work.	Klaipeda City Municipality	A group will bring together various departments and outside organizations to share knowledge, discuss challenges, develop solutions related to digital youth work.	2025 – 2030	Funds of Klaipeda City Municipality

## SO2: DEVELOP, PROVIDE, AND INTEGRATE DIGITAL TOOLS AND TECHNOLOGICAL INFRASTRUCTURE TO SUPPORT YOUTH WORK

By 2030, ensure that at least 70% of institutions serving young people in Klaipėda City Municipality have integrated digital tools and technological infrastructure that support youth work, leading to a 10% annual increase in youth participation in programs

No.	Actions	Executors	Short description	Execution period	Source of funding
2.1	<b>Funding for digital tool licenses</b>  <i>Intended Result:</i> Youth workers and organizations gain access to licensed digital tools that enhance service delivery.	Klaipeda City Municipality	An acquisition of licensed digital tools for distribution to youth workers in youth organizations, youth centers, and other organizations working with youth.	2026 - 2030	Funds of Klaipeda City Municipality
2.2	<b>Creating VR and / or other digital tools for youth workers and youth</b>  <i>Intended Result:</i> Innovative digital resources are developed to support youth engagement and learning.	Klaipeda City Municipality	Klaipeda City Municipality will participate, or initiate projects related to creation of digital tools (e.g., ERASMUS+ project "VR the Future")  Municipality plans to purchase educational, VR games, which would expand the use of digital tools in education. Cooperation with business and professional youth orientation is being discussed.	2025 - 2027	EU programs
2.3	<b>Piloting digital youth center</b>  <i>Intended Result:</i> A digital youth center model is tested to complement in-person services and increase accessibility.	Klaipeda City Municipality	This measure intends to let municipality to pilot virtual youth centre.	2027 – 2030	Interreg / EU programs
2.4	<b>Creation of digital activities to children and youth</b>  <i>Intended Result:</i> Children and youth participate in interactive digital activities that foster skills, creativity, and inclusion.	Imanuelis Kantas Public Library	The goal is to promote technological knowledge and skills among youth, especially related to artificial intelligence and information technology, providing necessary foundation for future professions.	2025 - 2030	EU and other international and national funding programs



### SO3: ENGAGE, EMPOWER, AND INCLUDE YOUTH THROUGH INTERACTIVE GAMING ENVIRONMENTS AND EXPERIENCES

By 2030, create a 100% inclusive gaming environment, resulting in at least 10 % growth in youth participation

No.	Actions	Main executor	Short description	Execution period	Source of funding
3.1	<b>Installation of Gaming Room(s) / Classes</b>  <i>Intended Result:</i> A dedicated space is created where youth can engage in safe and structured gaming activities.	Klaipėda City Municipality Open Youth Center	This measure ensures gaming infrastructure development in Open Youth Centre.  The goal of the video game room(s) is to test (pilot project) activities that would encourage young people to leave their homes and to build relationships with them while they are in the space.  A psychologist together with youth worker will be nearby the youth.	2025-2026	Funds of Klaipėda City Municipality, other national funding programs
		AUK Center	AUK center plans to develop a computer class with the gaming computers, recording studio, professional environment for photoshoots/videofilming.	2025 - 2027	EU and other international and national funding programs, Klaipėda City Municipality
3.2	<b>Implement a program to promote inclusion in gaming, focusing on the active participation of girls and people with different abilities</b>  <i>Intended Result:</i> Inclusive, accessible youth services and experiences to girls and people with different abilities.	Klaipėda City Municipality together with Klaipėda Open Youth Center	An inclusive gaming initiative designed to engage girls and individuals with diverse abilities, promoting equal opportunities, accessibility, and active participation in digital gaming environments.	2026 – 2028	Funds of Klaipėda City Municipality, EU and other international and national funding programs .

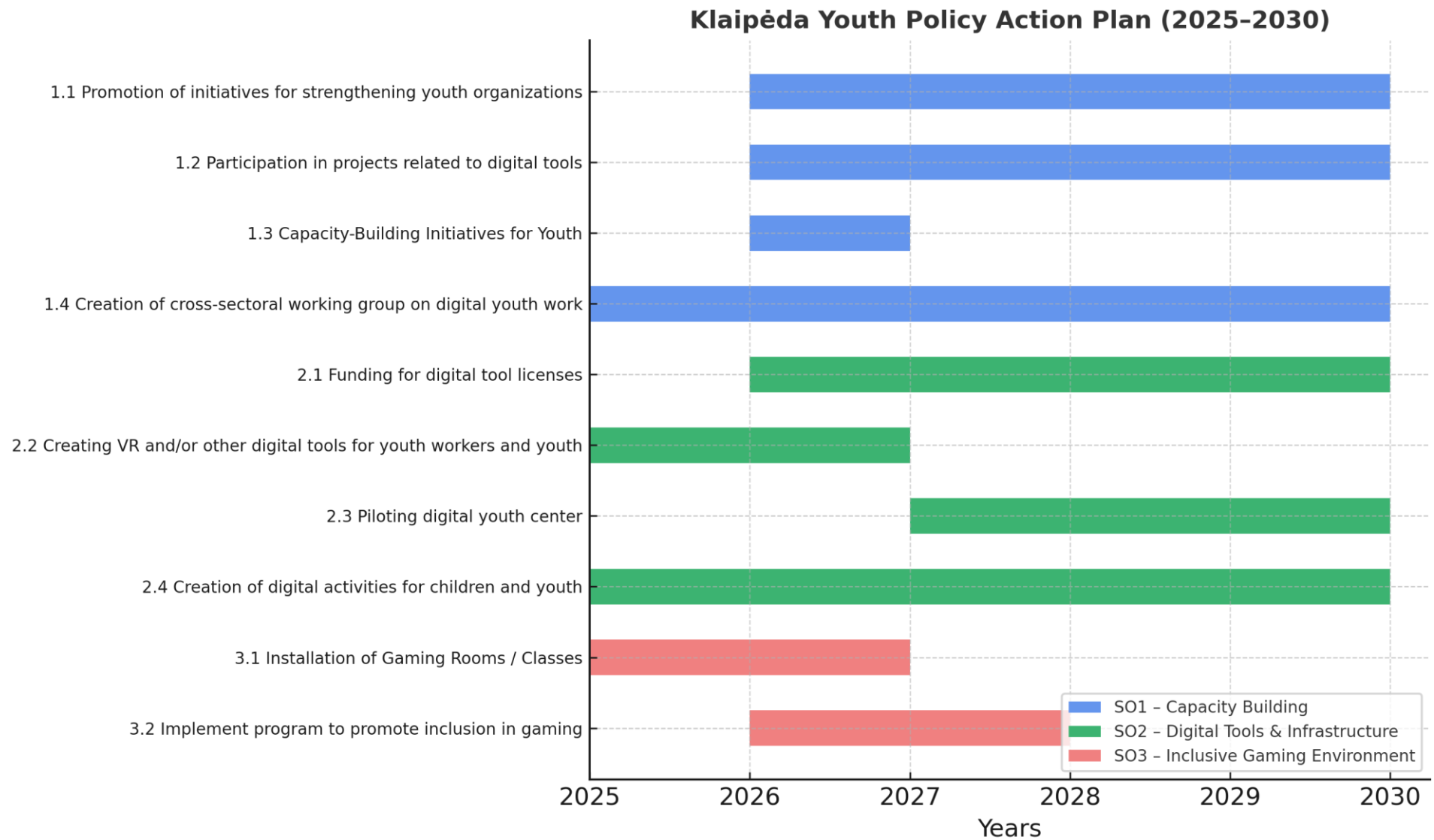
## 2.5. Monitoring Plan

Strategic objective	Actions	Result indicator	Baseline value	Target value	Source of information
By 2030, enhance and strengthen the competencies of at least 50% of youth workers and related organizations of Klaipeda by implementing continuous capacity-building initiatives, organizational strengthening programs, and youth-focused training.	<b>1.1 Promotion of initiatives for strengthening youth organizations and developing the competencies of youth workers</b>  <i>Intended Result:</i> Youth workers and youth organizations improve their skills and knowledge in order to provide high-quality services for young people.	Number of capacity-building sessions delivered to youth workers and organizations.	4 in 2025 y.	At least 5 annually	<a href="https://www.klaipeda.lt/lt/">https://www.klaipeda.lt/lt/</a>
		Number of youth workers trained	46 in 2025 y.	At least 50 annually	Data from the Klaipėda City Municipality youth coordinator reports
		Percentage of organizations adopting new digital tools during the organizational strengthening program.	0 (not monitored)	At least 50% from all the organizations, which completed the program	Surveys, interviews
	<b>1.2 Participation in the projects related to capacity building on digital tools</b>  <i>Intended outputs:</i> Digital youth work practices are systematically incorporated into the Youth Affairs Office's project planning and implementation processes	Percentage of youth projects implemented by the Youth Affairs Office that are related to digital youth work.	60 %	At least 50% from all the projects within the Youth Affairs Office	Data from the Klaipėda City Municipality youth coordinator reports
	<b>1.3 Capacity-Building Initiatives for Youth</b>  <i>Intended Result:</i> Young people acquire new skills and competencies that support their active participation in society	Number of capacity-building activities created for young people	0 (not monitored)	At least 2 new capacity building activities created / adjusted for youth annually	Data from the organizations responsible for the activity
		Number of youths participating in the initiatives	~100	At least 200 annually	Data from the organizations responsible for the activity

	<b>1.4 Creation of cross-sectoral working group on digital youth work</b>  <i>Intended Result:</i> A structured platform is established for collaboration and knowledge exchange on digital youth work.	Number of working groups created	0 (not established)	1	Data from the Klaipėda City Municipality youth coordinator reports
By 2030, ensure that at least 70% of institutions serving young people in Klaipėda City Municipality have integrated digital tools and technological infrastructure that support youth work, leading to a 10% annual increase in youth participation in programs	<b>2.1 Funding for digital tool licenses</b>  <i>Intended Result:</i> Youth workers and organizations gain access to licensed digital tools that enhance service delivery.	Number of youth workers, who use digital tools daily	0 (not monitored)	At least 70% of youth workers uses digital tools daily	Surveys
	<b>2.2 Creating VR and / or other digital tools for youth workers and youth</b>  <i>Intended Result:</i> Innovative digital resources are developed to support youth engagement and learning.	Number of VR or digital tools created and tested with youth workers/youth	2 VRs: 1. In someone else's shoes 2. VR The Future	At least 1 additional tool annually	Data from the Klaipėda City Municipality youth coordinator reports
	<b>2.3 Piloting digital youth center</b>  <i>Intended Result:</i> A digital youth center model is tested to complement in-person services and increase accessibility.	Number of digital youth centers piloted	0	1	Data from the Klaipėda City Municipality youth coordinator reports
	<b>2.4 Creation of digital activities to children and youth</b>  <i>Intended Result:</i> Children and youth participate in interactive digital activities that foster skills, creativity, and inclusion.	Number of digital activities for young people created  Number of children/youth engaged in digital activities annually.	2  400	At least 1 additional digital activity created annually  At least 10% annual growth of youth participants annually	Data from I. Kantas Public Library  Data from I. Kantas Public Library & other organizations working with youth

By 2030, create a 100% inclusive gaming environment, resulting in at least 10 % growth in youth participation	<b>3.1 Installation of Gaming Room(s) / Classes</b>	Number of spaces created for youth	0	2	Klaipeda City Municipality Youth Coordinator & Information from AUK center
	<i>Intended Result:</i> A dedicated space is created where youth can engage in safe and structured gaming activities.	Number of participants attending newly created spaces	0 (not monitored while not established)	10 % annual growth	
	<b>3.2 Implement a program to promote inclusion in gaming, focusing on the active participation of girls and people with different abilities</b>	Number of programs created	0	1	Klaipeda City Municipality Youth Coordinator
	<i>Intended Result:</i> A digital youth center model is tested to complement in-person services and increase accessibility of youth work.	% of gaming activity participants who are girls and/or youth with different abilities.	0 (not established yet)	100 % of program participants are girls and / or youth with different abilities.	Klaipeda City Municipality Youth Coordinator

## 2.6. Summary Gantt Chart



### 3. IMPLEMENTATION FRAMEWORK

#### 3.1. Framework for the delivery of the IAP

The main executors of the Integrated Action Plan will include Klaipėda City Municipality (Youth Affairs Office), the Open Youth Center, SMK University of Applied Social Sciences, the Imanuelis Kantas Public Library, and the AUK Center. These institutions will collaborate in implementing various activities and initiatives aimed at enhancing youth engagement, digital competencies, and social inclusion in Klaipėda.

The **advisory structure** of the plan will consist of two key bodies:

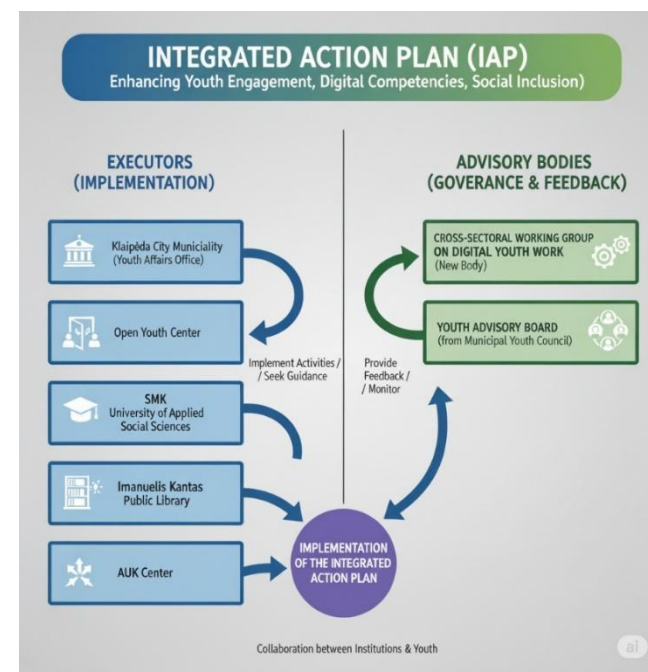
- **Cross-Sectoral Working Group on Digital Youth Work** – a new body to be established as part of this plan. It will bring together representatives from different sectors, including education, youth organizations, and public institutions, to ensure a coordinated approach to the development and implementation of digital youth work strategies.

- **Youth Advisory Board** – composed of members from the existing **Municipal Youth Council**, this board will represent the voices and perspectives of young people in Klaipėda. Its main role will be to provide feedback, propose initiatives, and monitor the relevance and effectiveness of the implemented activities from a youth perspective.

Together, these executors and advisory bodies will ensure both the operational efficiency and participatory quality of the Integrated Action

Plan, fostering collaboration between institutions and youth in shaping local digital youth policy.

The governance of the implementation:



Stakeholder participation continues after planning through the Youth Advisory Board and the Core Implementing Group. The Youth Board will meet semi-annually to review progress, test tools, and ensure youth perspectives. The Core Implementing Group, composed of former ULG members, will meet quarterly in thematic working groups to coordinate implementation and address challenges. Both structures report regularly to the Municipal Youth Affairs Office.



### 3.2. Resourcing and funding

Most of the funds for the implementation of measures are already provided in the city and national budgets. Klaipeda City Municipality is consistently looking for the additional funding in various funds and programs.

The implementation of the measures set out in the Integrated Action Plan is based on various sources of funding

- Funds of Klaipeda City Municipality;
- State budget funds of the Republic of Lithuania;
- Various European Union program funds, structural funds;
- Other project funding.

In addition, depending on the measures envisaged, the following possible sources of funding are identified:



Nordic Council of Ministers / Baltic Sea Region Programs. Funding schemes offer a unique chance for Nordic and Baltic colleagues and partners to connect, share knowledge, and learn from best practices. These opportunities support initiatives in arts, culture, education, social welfare, NGOs, and the public sector, fostering sustainable cooperation to create a greener, more democratic, and resilient region.



The program emphasizes social inclusion, the green and digital transitions, and young people's participation in democratic life. It offers opportunities for students, educators, and organizations to engage in international experiences, fostering skills development and enhancing employability.

To attract external funding for the implementation of the measures provided in the Integrated Action Plan INTERREG programs for the financial period 2021-2027 will be analysed.

	<p>Priorities in line with the Integrated Action Plan:</p> <ul style="list-style-type: none"> <li>✚ Capacity building and people-to-people cooperation</li> <li>✚ Fair and inclusive society</li> </ul> <p>More information: <a href="https://latlit.eu/">https://latlit.eu/</a></p>
	<p>Priorities in line with the Integrated Action Plan:</p> <ul style="list-style-type: none"> <li>✚ Innovative South Baltic</li> </ul> <p>More information: <a href="https://southbaltic.eu/">https://southbaltic.eu/</a></p>
	<p>Priorities in line with the Integrated Action Plan:</p> <ul style="list-style-type: none"> <li>✚ Priority 1: Innovative societies</li> </ul> <p>More information: <a href="https://interreg-baltic.eu/get-funding/programme-2021-2027/">https://interreg-baltic.eu/get-funding/programme-2021-2027/</a></p>

### 3.3. Overview and analysis of risks

The table below discusses the potential risks and mitigation plan for the actions, which were set out in the Integrated Action Plan:

Risk	Description of Risk	Probability	Mitigation plan
<b>OPERATIONAL RISKS</b>			
<b>Insufficient coordination among stakeholders</b>	Risk that poor communication or overlapping responsibilities between the Municipality, URBACT Local Action Group, and implementing organizations may slow down or compromise implementation.	HIGH	Establish clear roles and responsibilities; use a shared project management platform; schedule regular coordination meetings between Klaipeda Municipality, cross-sectoral working group and partners.
<b>Delays in actions execution</b>	Risk of delays due to procurement issues, staffing shortages, or lack of readiness in partner organizations.	MEDIUM	Create a detailed implementation timeline with milestones; appoint project managers for critical tasks; include buffer time for procurement and approvals.
<b>Limited digital skills among youth workers</b>	Some youth workers may struggle to adopt digital tools effectively, limiting the impact of the digital initiatives.	LOW	Deliver tailored training sessions early in the project; pair experienced digital mentors with less experienced staff; offer continuous learning opportunities.
<b>FINANCIAL RISKS</b>			
<b>Inadequate or delayed funding</b>	Risk of delays in disbursement from municipal, national, or EU	MEDIUM	Develop a funding contingency plan; diversify funding

	sources, or potential funding gaps that jeopardize project timelines.		sources (local, EU, private).
<b>Dependency on external funding</b>	Heavy reliance on EU or international programs could cause sustainability issues if funding ends or is reduced.	MEDIUM	Design sustainability models from the start (e.g., integrate actions into municipal budgets); explore public-private partnerships and sponsorships.
<b>SOCIAL &amp; PARTICIPATION RISKS</b>			
<b>Low engagement from target youth groups</b>	Despite available platforms or events, some youth may remain disengaged due to lack of awareness, interest, or digital access.	HIGH	Co-design activities with youth input; use peer outreach and social media; target schools and informal youth networks.
<b>TECHNOLOGICAL RISKS</b>			
<b>Technical failures or insufficient infrastructure</b>	Outdated hardware/software, or lack of IT support disrupting digital engagement efforts.	LOW	Conduct an IT infrastructure audit; allocate funding for upgrades; include IT maintenance support in budget planning.
<b>Cybersecurity and data protection concerns</b>	Handling of youth data and digital platforms may expose the program to compliance risks if not managed properly.	HIGH	Ensure GDPR compliance; train staff on data privacy; use secure platforms and enforce data protection policies.

### 3.4. IAP Communication and Dissemination Strategy

A formal dissemination strategy is essential to ensure the Integrated Action Plan (IAP) reaches the right audiences with tailored messages and formats, securing buy-in and effective implementation. The strategy below targets key internal stakeholders for governance and resource mobilization, and external stakeholders for awareness, participation, and long-term impact.

#### Internal Audiences (Governance & Resources)

This group needs a concise, formal overview of the IAP, focusing on strategic alignment, budget, and responsibilities.

Audience	Purpose / Key Message Focus	Format
<b>Municipal Management</b> (Vice-Mayor, Chief Advisors, Council members, Department Heads)	<b>Decision-Making &amp; Political Support:</b> Secure necessary political will and budget allocations for implementation (Actions 2.1, 3.1). Highlight coherence with the <b>Klaipėda Strategic Plan 2021-2030</b> .	<b>Formal Presentation &amp; Summary Policy Brief:</b> A 5-10 slide PowerPoint presentation with key financial figures and a two-page <b>Executive Summary/Policy Brief</b> detailing the vision, strategic objectives, and funding strategy.
<b>Youth Affairs Office &amp; Core Implementing Group</b>	<b>Operational Coordination:</b> Detail clear roles, responsibilities, and timelines for each action (e.g., training, infrastructure procurement).	<b>Detailed Digital IAP Document &amp; semi-annual Coordination Meetings:</b> for tracking progress and decision making.

<b>Youth Workers (from centres, NGOs, and street work)</b>	<b>Capacity Building &amp; Tool Adoption:</b> Highlight training opportunities (Action 1.1), access to licensed digital tools (Action 2.1), and new infrastructure (Actions 3.1, 2.2). Emphasize how the plan addresses their needs (lack of skills, lack of resources).	<b>Structured Training Information:</b> A detailing the IAP and training schedule. Centralized Digital Resource Hub (e.g., Secure Drive/Internal Platform) for hosting structured training materials and confidential licensed software access.
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#### External Audiences (Engagement & Awareness)

This group requires concise, engaging, and accessible information that emphasizes how the IAP benefits them and encourages participation.

Audience	Purpose / Key Message Focus	Format
Young People (14-29 y.)	<b>Participation &amp; Opportunity:</b> Promote new attractive services like the <b>Gaming Room(s)</b> (Action 3.1), the <b>Digital Youth Center</b> (Action 2.3), and skills training (Action 1.3). Focus on an inclusive environment and addressing isolation.	<b>Social Media Campaign &amp; Interactive Infographics:</b> Short, engaging videos on <b>TikTok/Instagram</b> and visually appealing <b>Infographics</b> shared through youth social networks, centers, and the Youth Advisory Board.
Partner NGOs and Education Institutions (SMK, I. Kantas Public Library, etc.)	<b>Collaboration &amp; Project Recruitment:</b> Detail opportunities for partnership in capacity-building (Action 1.1) and digital activities for youth (Actions 1.3, 2.4). Encourage participation in the <b>Cross-Sectoral Working Group</b> (Action 1.4).	Targeted emails, informational messages, joint project planning and resource coordination.

## 4. CONTACT DETAILS

For more information on Klaipeda's Integrated Action Plan, please contact:

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For more information about Klaipeda, please visit:  
<https://www.klaipeda.lt/>

Project website: [NextGen YouthWork | URBACT](#)



Klaipeda is one of ten cities connected to the URBACT action planning network and working together to develop a Hybrid and Sustainable Future for Youth Work.

As an Action Planning Network, the project “NextGen YouthWork” aims to develop further and improve online youth work through innovative digital solutions at the city level. By this, the network works towards better aligning youth work with the opportunities and challenges posed by the online world in which young people spend a lot of time nowadays.

NextGen YouthWork is an URBACT project co-financed by the European Regional Development Fund. Project leader and key partner the city of **Eindhoven (Netherlands)**. Cities in the project network: Aarhus (Denmark), Cartagena (Spain), Iași (Romania), Klaipėda (Lithuania), Perugia (Italy), Oulu (Finland), Tetovo (Republic of Macedonia), Veszprém (Hungary), Viladecans (Spain).

*Developer of the plan:*



URBACT



Co-funded by  
the European Union  
Interreg