ELGPN Work Programme 2013-14:
Draft Structure, Version 10 Final
(Updated in March 2013)

Introduction

This is the tenth and final version of the ELGPN 2013-14 Work Programme. It follows an earlier paper entitled *ELGPN Work Programme 2013-14: Initial Suggestions and Initial Comments from ELGPN Members*, the discussions on a subsequent version at the ELGPN Plenary Meeting and ELGPN Steering Group and Task Group meetings (Copenhagen, 24-25 April 2012), and feedback from the current Work Packages, from member countries and from parallel organisations. A further version was discussed at the ELGPN Steering Group and Task Group meeting held in Brussels on 14 June 2012; afterwards, during the summer, an open discussion was organised via e-mail. This included two on-line questionnaires (see Annex A). Following further feedback from member countries and partner organisations, and the discussions at the joint Steering Group and Task Group meeting held in Brussels on 12 September 2012, Version 8 was circulated to member countries and partner organisations on 1 October 2012; Version 9 incorporated subsequent comments received from member countries. This final (10th) version is based on the face-to-face discussions between the member-countries that took place during the 11th Plenary Conference of the Network in Cyprus (25-26 October 2012). The modified delivery structure of the WP 2013-14 was agreed by the majority of the member-countries and by two future ELGPN members (Belgium and Switzerland).

1. The ELGPN Work Programme for 2013-14 needs to take account of the following contextual factors:

    1.1. The Network represents the member countries[1] and their strong willingness for future co-operation on the development of national, regional and local lifelong guidance (LLG) policies and systems.

    1.2. The six policy fields where the Network is currently active – schools, VET, higher education, adult learning, employment and social inclusion – are all included in the Europe 2020 Strategy and are related to its key objectives. Youth and active ageing policies were not explicitly mentioned in the previous ELGPN Work Programme, but should now be viewed as horizontal policy themes for the Network's activities. Based on the Network's findings, social inclusion can also be regarded as a horizontal policy theme, rather than a policy field (see Annex G).

    1.3. The current and future work of the Network is in line with the four key priorities of the Europe 2020 Strategy (smart, sustainable and inclusive growth, with greater economic policy co-ordination). Of the five Europe 2020 headline indicators, three (1, 4, 5) are potentially linked directly to the further development of European lifelong guidance systems and policies:

    Employment: 75% of 20−64-year-olds to be employed
    Education: reducing school drop-out rates below 10%; at least 40% of 30−34-year-olds completing third-level education
    Poverty / social exclusion: at least 20 million fewer people in or at risk of poverty and social exclusion

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[1] Countries which are eligible for the Lifelong Learning Programme.

1.4. As the Europe 2020 Strategy indicates, some of these issues require not only specific sectoral measures and policies but also a cross-cutting approach (horizontal policy design, development, implementation and evaluation)[2], as they touch upon general principles applicable to all policy areas and demand multi-sectoral responses. These cross-cutting issues are objectives in themselves and also vital factors in strengthening the impact and sustainability of co-operation. The ELGPN's previous Work Programmes for 2009-10 and 2011-12 were already based on such a cross-sectoral policy approach (which the nature of LLG requires). ELGPN is in a position to demonstrate, through its activities as a network and the work carried out by member-country teams, the way this cross-cutting approach can function in practice and the results that can be achieved, and so to inspire other policy-makers and other stakeholders by its good practices.

1.5. The first six years of ELGPN (2007-12) have created active collaboration between relevant governmental and non-governmental bodies across ELGPN member countries and other relevant networks, as well as with the relevant units of DG EAC and DG EMPL, in support of the development and implementation of European LLG systems and policies and of related economic, social and political goals. This will continue in 2013-14, including seeking closer links with Cedefop, ETF, Euroguidance and the European Network of Public Employment Services (PES), as well as with the reformed EURES.

1.6. The International Symposium on Career Development and Public Policy (Budapest, 5-7 December 2011) invited the ELGPN to strengthen links between European Union member-states and parallel international initiatives in LLG policy development (for details, see Annex B).

1.7. As a result of the work carried out by the ELGPN member countries and partner organisations in the previous working periods, mutual learning about LLG systems and policies at country level and in a European context has taken place, new professional connections among member countries' representatives and other LLG professionals have been established and a common knowledge base and language has been created. On the basis of these achievements, activities within the Network can now adopt an approach with a sharper thematic orientation and a specific focus on outputs that can be used at both European and member-country levels to raise awareness, share ELGPN's results in the LLG community, and support the work of national and European policy-makers.

1.8. The ELGPN Work Programme 2011-12 has developed a Resource Kit which was published in autumn 2012. The Work Programme 2013-14 will focus on adaptation, implementation and sharing activities related to the Resource Kit.

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[2]Joint statement by the Council and the representatives of the governments of the Member States meeting within the Council, the European Parliament and the Commission on European Union Development Policy: 'The European Consensus on Development' (2006/C 46/01). http://ec.europa.eu/development/icenter/repository/european_consensus_2005_en.pdf

<h1 align="center">Working Structure for 2013-14</h1>

2. The key focus of the next phase should be *making an impact*, both at national and European levels. The Network fosters national policy adaptation and implementation processes through a wide variety of ELGPN products and expertise (e.g. Resource Kit, Glossary, Concept Notes etc). Impact will be achieved through:

2.1 Promoting the adaptation, field testing, and application of the Resource Kit at member-country level through **Policy Review Clusters (PRCs).**

2.1.1 It is proposed that there should be five PRCs: one relating to each of the four previous Thematic Activities (CMS, Access, Co-ordination/Co-operation, and Quality) and a fifth one covering all four of these themes. In order to support greater flexibility and stronger communication between the PRCs, each set of PRC meetings will be held within a single Policy Review Meeting (PRM), in a single location: four within Joint Plenary and Policy Review Meetings, plus two additional meetings over the course of the Work Programme. Each of the 6 whole network meetings will last 2 days. Two delegates per country will be fully reimbursed from the ELGPN national grant to attend these two-day meetings. Participation of more than two national delegates is possible, through the use of additional national resources. Partner organisations are encouraged to join relevant PRCs.

2.1.2 The primary aim of the PRC Meetings is to assist the policy adaptation and implementation process of the member countries at national, regional and local levels, using the new ELGPN Resource Kit and providing opportunities for discussion and reflection for on-going and planned national developments.

2.1.3 The PRCs will adopt a closer thematic focus within their respective field (moving beyond the former peer-learning activities which had a broader and less focused scope). The output of the PRCs will be fed into updating/completion of the Resource Kit and where relevant into the work of the Thematic Task Groups (TTGs) (see 3.2 below).

2.1.4 Complementing these activities, participating countries in each PRC will be invited to provide targeted information on aspects of their LLG policies and systems relevant to the PRC's theme. The Co-ordination Team will be responsible for ensuring that the work of all PRCs is co-ordinated in a consistent structure. A **Guidance Note** inspired by the ELGPN Resource Kit will be prepared by the Co-ordination Team and proposed to the PRCs by the Co-ordinator and Steering Group, including general methodological guidelines to be followed across the PRCs to ensure the comparability of data collected and to produce a common basic set of outcomes that can be disseminated by ELGPN.

2.1.5 The information on LLG policies to be collected will be structured in accordance with the structure of the ELGPN Resource Kit, and of the series of OECD/European Commission/ETF/World Bank studies on career development and guidance. The information collected could be structured into **Country Fiches**, which could be developed further in future ELGPN Work Programmes. Descriptive data already provided by Euroguidance on national LLG systems and in the chapter on LLG in Cedefop's previous reports on national VET systems could also be used in future for the development of these Country Fiches, which could then be updated regularly.

2.1.6 The host countries of the meetings will be responsible for logistical organisation (room, printing, accommodation, etc.) in collaboration with the ELGPN Co-ordination Unit.

Together with the meeting hosts, the Co-ordination Unit and the ELGPN Steering Group will provide a consistent framework for the contents of the PRC meetings, steer common work within the PRCs following the basic guidelines set in the guidance note, and organise interactive seminar-style meetings for the PRCs where time for discussing national experiences will be allocated equitably to all participants. Host countries will have an opportunity to involve their national stakeholders in the PRC they will host, thereby supporting national policy processes and providing an opportunity for mutual discussion with other countries' representatives about national and European LLG policy issues, experiences and challenges.

2.2 In addition, four output-oriented **Thematic Task Groups (TTGs)** will be set up:

- TTG 1 will collect existing evidence on the impact of career development services in all sectors and provide a guide to the possible elements of accountability frameworks, in collaboration with ICCDPP and other relevant research networks and think-tanks outside Europe (see Annex B). A legal agreement will be established for this collaboration, covering issues of copyright ownership.
- TTG 2 will explore possible co-operation with OECD on the PISA and PIAAC surveys.
- TTG 3 will examine the possibility of developing a European Framework for Lifelong Guidance Policies and Systems Development (school, VET, higher education, adult education, employment, social inclusion, youth, active ageing) incorporating possible indicators, to include developing the technical basis for such a framework, and an appropriate ELGPN process using the 'open method of co-ordination' (OMC) model.
- TTG 4 will continue the production of ELGPN Policy Briefings on relevant EU policy developments from an LLG perspective to support further national and European consultations. The Briefings will be designed for internal use within ELGPN, focusing on the 5 policy fields and 3 policy themes connected to LLG (see Annex G). In addition, the possibility of producing ELGPN Concept Notes (similar to Concept Notes 1, 2 and 3 on flexicurity, youth unemployment and career management skills) could be considered: some possible topics are outlined in Annex D.

2.2.1 Each member country will be able to take part in one TTG using their allocated budget. Participation in a second TTG may also be possible, through the use of additional national resources. Partner organisations will also be invited to join TTGs where appropriate.

2.2.2 The activities of the TTGs will be mainly ICT-based, combined with meetings during or alongside ELGPN Plenary Meetings. If necessary, representatives of TTGs could be invited to informal information-sharing sessions with European Commission officials following Steering Group meetings; a small sum for any necessary face-to-face meetings (e.g. with the representatives of the Commission or other partners) will be allocated for this purpose to the co-ordination budget.

2.2.3 The TTGs will include consultants (possibly with personal overlaps with the PRCs' consultant pool, depending on the policy brief themes to be selected), country representatives, and representatives of the partner organisations and of the Commission. Country representatives participating in the preparation of a policy brief might be ELGPN members or a professional expert in the topic in question delegated by the ELGPN country
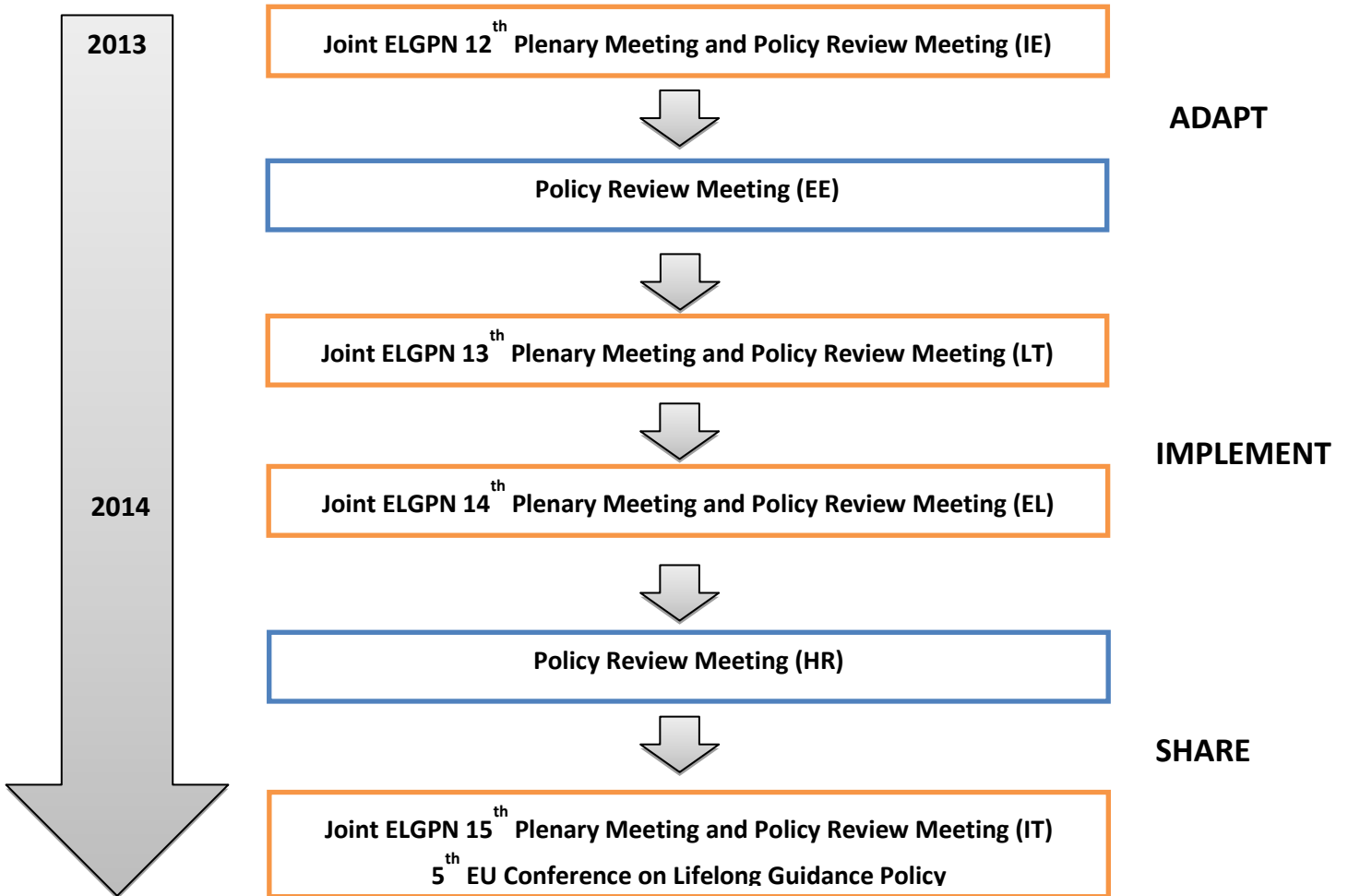
for this purpose. The task of the country representatives and the invited partner organisation representatives in the TTGs is to comment and provide feedback on the drafts and serve as a reference group for the final document. It is anticipated that work of the TTGs will be supported by contracted consultants.

2.2.4 Where a TTG is related to a particular PRC theme, links should be established between the two, to avoid possible overlaps and maximise efficiency. Thus, for example, links will be established between TTG 1 and TTG 2 with the PRC on Quality.

2.2.5 While maintaining a cross-cutting approach within ELGPN as a whole, the TTGs as well as the PRCs will further develop operational policy aspects regarding concepts for quality and effective guidance in all of the 5 policy fields (school, VET, higher education, adult learning, employment) and 3 policy themes (youth, active ageing, social inclusion). This work will build upon existing research and knowledge including relevant work at European level (ELGPN, Cedefop, DG EAC, DG EMPL, Council recommendations etc.).

3. Resource allocation will depend on the balance and relationship between these various elements. All countries will be involved in the PRCs and in the Plenary Meetings. It is hoped that all member countries will also participate in at least one TTG. The level of resourcing required for consultants is also likely to vary across the various activities, depending on their nature.

4. A detailed description of the working structure and working methods under the 2013-14 Work Programme is provided in Annexes C and E.

Timeline for the ELGPN 2013-14 Work Programme

2013

Joint ELGPN 12th Plenary Meeting and Policy Review Meeting (IE)

ADAPT

Policy Review Meeting (EE)

Joint ELGPN 13th Plenary Meeting and Policy Review Meeting (LT)

2014

Joint ELGPN 14th Plenary Meeting and Policy Review Meeting (EL)

IMPLEMENT

Policy Review Meeting (HR)

SHARE

Joint ELGPN 15th Plenary Meeting and Policy Review Meeting (IT)

5th EU Conference on Lifelong Guidance Policy

Annex A: Thematic country preferences for participation in the 2013-14 Work Programme
(Updated in March 2013)

Member country participation preferences in Policy Review Clusters (PRCs)

Country	PRC1 (All priorities)	PRC2 (CMS)	PRC3 (Access) PRC4 (Co-ord & Co-op)	PRC5 (Quality)
AT			x	
BE		x		
BG	x	x		
CY		x	x	
CZ		x	x	
DE			x	x
DK		x		x
EE			x	x
EL		x		x
ES	x			
FI				x
FR	x			x
HR		x	x	
HU	x			
IE		x		x
IS	x			
IT		x	x	
LT		x		
LU		x		x
LV			x	
MT		x		
NL				x
NO		x		x
PL			x	
PT		x		x
RO		x	x	
SE		x	x	x
SI		x		x
SK			x	x
TR		x	x	
UK	x			
Total	**6**	**18**	**13**	**14**

NB: A country can participate in up to two PRCs within the ELGPN budget. Extended participation is possible through the use of additional national resources: this table includes only the preferences that can be covered by the ELGPN budget.

Member country participation preferences in Thematic Task Groups (TTGs)

Country	TTG choice
AT	1
BE	4
BG	3
CY	1
CZ	1
DE	1, 3
DK	1
EE	1
EL	1
ES	3
FI	1
FR	1
HR	4
HU	4
IE	1
IS	1
IT	3
LT	-
LU	3
LV	3
MT	1
NL	3
NO	-
PL	1
RO	3
PT	3
SE	3
SI	4
SK	1
TR	3
UK	1

TTG	No of countries participating
TTG1	14
TTG2	0
TTG3	9
TTG4	3

NB: A country can participate in one TTG within the Network budget. Participation in more than one TTG is possible, through the use of additional national resources. This table includes only the preferences that can be covered by the ELGPN budget.

Annex B: Possible Developments from the 2011 International Symposium on Career Development and Public Policy

The International Symposium on Career Development and Public Policy (Budapest, 5-7 December 2011) invited the ELGPN to strengthen links between European Union member-states and parallel international initiatives in lifelong guidance policy development.

The strong collaborative structures and processes within ELGPN could be enriched by practices from countries outside Europe, for mutual benefit; such links could include, but extend beyond, global sharing of ELGPN publications and tools – recognising that good practice is based on sharing learning, not importing models.

As recommended by the Symposium, the proposed Thematic Task Group on impact evidence could develop a handbook for policy-makers which would pull together the key existing evidence on the impact of career development services, and provide a guide to the possible elements of accountability frameworks (with examples); and could do this in collaboration with ICCDPP and other relevant research network outside Europe, such as those in Australia and Canada.

Annex C: 'Adapt-Implement-Share' – Using the ELGPN Resource Kit to foster the implementation of Europe 2020

Phase	Tasks for ELGPN member countries	Tasks for ELGPN	Possible methods at country level	Schedule
Adapt	Translate. Recontextualise. Abbreviate.	Support for twinning/clustering (for facilitating/ sharing resources; stimulating; benchmarking; EU-level reference group). ELGPN/EC/EU Council Presidency support/endorsement. Co-operation with the ETF in EU neighbouring countries. Technical support.	Twinning /clustering (country-selected). National/regional consultation. National expert involvement.	By February 2013. Possible start in August 2012. Use the 2011-12 budget to prepare the country version (translation and contextualisation).
Implement	Active engagement of key policy makers + stakeholders and practitioners.	Ditto. Clearinghouse of experts from other countries.	Twinning /clustering. Field visits. National/regional expert groups. National/regional policy seminars. Task groups. Conferences.	By March 2014.
Share	Report at PRC and Plenary Meetings. Review. Revise.	Sharing of knowledge/ experiences at PRCs and Plenary Meetings. Revision of Resource Kit. Interface with Europe 2020.	PRCs.	By October 2014. Launch at the 5th European LLG Policy Conference in Italy.

Annex D: Possible topics for ELGPN Concept Notes

TTG 4 could consider producing Concept Notes on LLG policy issues related to burning education and employment policy issues (similar to the work carried out in the 2011-12 Work Programme on flexicurity, career management skills and youth unemployment). Possible topics include:

- Social inclusion, poverty reduction and the role of LLG services.
- Employment: guidance for job-seekers and the unemployed, including for example young persons, elderly and those harder to place; plus guidance for entrepreneurship.
- Active inclusion / active ageing and the role of LLG policies.
- Designing and delivering LLG services for people with special needs.
- CMS within the five policy fields.
- The role of LLG for EU initiatives like the forthcoming Communication on 'Rethinking Skills' or the Council Recommendation on 'Youth Guarantees'.
- EU mobility and other tools (e.g. EQF, ECVET, ECTS, ESCO, EUROPASS, EURES, Skills Panorama) and the role of LLG in linking users with these tools.
- The role of LLG in policies on early school-leaving (prevention, intervention, compensation).
- Funding (how LLG is financed, and by whom).
- Language and concepts (conceptualisation of key terms related to LLG in different European languages, and how this reflects different ways of viewing the concept of LLG and the policies, structures and services required to operationalise it; to be linked to a multi-lingual thesaurus to sit alongside a further revised version of the ELGPN Glossary).

Since issues might emerge during the next two years according to political and economic developments in Europe, there could also be a possibility for members to suggest new such topics in the Plenary Meetings.

Some of these topics might be covered in other ways: for example, in the work of the PRCs (e.g. early school-leaving in CMS; LLG funding in Quality); or as discussion topics in Plenary Meetings.

Topics will need to be approved by the Steering Group and available funding must be checked with the Co-ordination Team.

Annex E: Planned ELGPN meetings and working methods

1. ELGPN Plenary Meetings

1.1   Joint Plenary and Policy Review Meetings will be organised twice a year, both in 2013 and in 2014. In addition, two separate Policy Review Meetings will be organised in the course of the Work Programme. The joint meetings will include a half-a-day Plenary Meeting covering current Presidency Programmes and EU and national LLG system developments connected to LLG policies, plus other necessary items in accordance with the ELGPN governance document. The rest of the time will be allocated to separate Policy Review Meetings with a structured peer process. Plenary Meetings will be chaired by a representative of the host Presidency country.

Standard items on the **Plenary Meeting** agenda will include:

- Presentation of the role of the lifelong guidance in the host country (selected according to the EU Presidency programme);

- Discussions on the outcomes of the ELGPN Work Programme;

- Information on policy-related developments at European level (European Commission and partner organisations);

- Discussion of Network management issues.

1.2   The following table covers the information of host countries and the proposed schedules.

ELGPN Plenary/ Policy Review Meetings for 2013-14	Host	Proposed schedule
2013		
Joint 12th ELGPN Plenary and 1st Policy Review Meeting	Ireland, Dublin	27-28 February 2013
2nd Policy Review Meeting	Estonia	6-7 June 2013
Joint 13th ELGPN Plenary and 3rd Policy Review Meeting	Lithuania, Vilnius	Autumn 2013
2014		
Joint 14th ELGPN Plenary and 4th Policy Review Meeting	Athens, Greece	Spring 2014
5th Policy Review Meeting	Croatia	June 2014
Joint 15th ELGPN Plenary and 6th Policy Review Meeting and 5th European Lifelong Guidance Policy Conference	Italy	Autumn 2014

2. Policy Review Meetings

2.1   The working methodology of **Policy Review Meetings** (PRMs) should include opportunities for targeted discussions with the aim of mutual policy learning. The meetings include common discussions with a plenary format as well as parallel working groups. A structured pedagogical process should be embedded to link the six meetings in an integrated manner. The PRMs act as a mutual learning and inspiration process to support and share the national use of the Resource Kit. The outcome of the PRMs will include reflections on the mutual policy learning between the ELGPN members, and structured data on the progress of lifelong guidance policy development within the ELGPN member countries, as well as inputs to improve the Resource Kit. The meetings could have the following elements:

- Updates on the activities of the Policy Review Clusters (including their transversal elements) and Thematic Task Groups.

- Common questions in relation to the use of the ELGPN tools.

- Reports on success and risk factors in the use of the ELGPN tools.

- Discussions and reflections in parallel groups of one or more specific topics based on the expressed priorities of the ELGPN members, possibly linked to selected TTGs.

- Country feedback on the policy adaptation and implementation process linked to the ELGPN tools.

- Seminar-style discussion between the member-countries on national LLG policy and system development achievement, challenges and burning issues.

- Sharing good ideas on national LLG policy development and practices.

- Further development of national LLG policy goals, strategies and adaptation/implementation steps.

- Revisiting the ELGPN European tools.

- Feeding the work of the TTGs.

3. PRC working methods

3.1   The activities of the five PRCs, each consisting of a group of 10-15 countries, will have a consistent structure. This will include four meetings as part of **Joint Plenary & Policy Review Meetings,** plus two separate **Policy Review Meetings.**

3.2   ELGPN members can express their interest in participating in two PRCs (with one representative in each) most relevant to their interests. Participation in more than two PRCs or the participation of more than one national delegate in a PRC is also possible, using national funding to cover related expenses. Logistical opportunities (e.g. size of the conference room, the number of available presidency seats, rooms available in the hotels etc.) must be discussed in advance with the host country via the Co-ordination Team.

3.3   PRC participants should not only share experiences. Each ELGPN national representative should reflect on how each of the themes in which they are participating could enhance the

development of their national policies and practices, in the various sectors in which they are located.

3.4   Before implementing the activities, each participating ELGPN member should be asked to identify their expectations and aspirations for these themes. When the work of the ELGPN is evaluated, attention should be paid not only to what has been done and what has been learned, but also the extent to which the activities have met these expressed expectations and aspirations, and their impact at national and European levels.

3.5   The work of PRCs will be complemented by updated structured descriptions of national lifelong guidance policies and systems, or aspects of it relevant to the particular PRC theme. These should cover both the education and the employment sectors. Information on LLG policies to be collected will be structured in accordance with the structure of the ELGPN Resource Kit and the series of OECD/European Commission/ETF/World Bank studies on career development and guidance. The information collected could be structured into Country Fiches, to be developed during ensuing ELGPN Work Programmes. Descriptive data already provided by Euroguidance on national LLG systems and in the chapter on LLG in Cedefop's previous reports on national VET systems could be used for the development of these Country Fiches, which could be incorporated into the ELGPN database in a form which would enable them to be regularly updated by the countries themselves. The data collection and maintenance should be harmonised with parallel networks, e.g. with the Euroguidance network, in order to avoid overlapping.

3.6   A guidance note inspired by the ELGPN Resource Kit will be prepared by the Co-ordination Team and proposed to PRCs by the Co-ordinator and Steering Group to provide general methodological guidelines to be followed across the PRCs, to ensure the comparability of data collected and to guarantee a common set of outcomes that can be disseminated by ELGPN.

3.7   It is suggested that each of the Review Meetings should have two components:

• The programme will take account of the common/shared interests of the participating ELGPN members, with the main part of the working time being allocated to mutual learning in accordance with the Resource Kit structure.

• It should reflect the broad ELGPN goals linked to the theme and should produce a reflection note on the mutual learning gained during the meeting. Consultants will be appointed to carry out part of the technical work and to prepare a briefing note and subsequently the reflection note drawing on the proceedings and results of the Review Meeting. The latter will be shared with the whole Network and its implications for the Network as a whole will be discussed and agreed at a subsequent ELGPN Plenary Meeting.

3.8   Between the **Joint Plenary & Policy Review Meetings and Policy Review Meetings**, ELGPN members will concentrate on the EU-level themes that are national priorities. Part of the annual budget will be allocated for members to conduct the *national work* required prior to and subsequent to the Review Meetings. The work of each PRC should lead to concrete learning outcomes at both European and national levels.

3.9   The Policy Review Meetings arranged in 2014 have two additional goals:

• Those ELGPN member countries which have conducted the review and used the Resource Kit, can present the key findings and have an option to upload relevant materials to the ELGPN website as components of their Country Fiche.

• The common elements in relation to EU-level LLG policy development will be distilled for future action.

4. Policy Review Cluster (PRC) themes

• PRC1: Policy review of the national LLG system (All Resource Kit themes).

• PRC2: Career management skills (Council Resolution on Lifelong Guidance 2004, 2008; EU Common Reference Tools).

• PRC3: Access, including APEL (Council Resolution on Lifelong Guidance 2008; Council Conclusions on Validation of Non-Formal and Informal Learning 2004; EU Common Reference Tools).

• PRC4: Co-operation and co-ordination mechanisms in guidance policy and systems development (Council Resolution on Lifelong Guidance 2004, 2008; EU Common Reference Tools).

• PRC5: Quality assurance / Evidence base for policy and systems development (Council Resolution on Lifelong Guidance 2004, 2008; EU Common Reference Tools).

5. TTG working methods

5.1   A key objective of the TTGs is to produce, in accordance with the current aims of the Network, documents that are concise and easily understandable to a broader policy public, and which can be offered for use in policy discussions in ELGPN member countries and at European level, for awareness-raising on LLG policy issues.

5.2   The outputs of TTGs will be used where appropriate as inputs to the PRCs, and vice-versa. They can also be used for complementing/updating the ELGPN Resource Kit.

5.3   The work of the TTGs will be based on the voluntary participation of ELGPN member countries and partner organisations. The number of participants in each TTG is not limited, but should not be allowed to be unwieldy. Altogether 12 staff working days are allocated to ELGPN member countries to support the preparatory work contributing the TTGs. Work of TTGs will supported by consultants. Some TTGs (e.g. TTG 1) are likely to need more resources for technical work than others.

5.4   The work of the TTGs will be mainly ICT-based, combined with face-to-face meetings during or alongside ELGPN Plenary Meetings. However, the budget includes one meeting for the TTG1. If necessary, representatives of TTGs could be invited to informal information-sharing sessions with European Commission officials following Steering Group meetings. A small sum

for any necessary face-to-face meetings (e.g. with the representatives of the Commission or other partners) will be allocated for this purpose to the co-ordination budget.

6. ELGPN Co-ordination Team roles

- ELGPN co-ordination.
- Management and leadership of ELGPN.
- Monitoring and evaluation of ELGPN work.
- Dissemination of work outcomes, and relations with policy-makers in the fields of education and training, employment and social policy, and with the wider European and international guidance community.
- Establishing a more consistent network of contact persons both within the Commission and at national level.

7. Roles of ELGPN members and contracted consultants in the PRCs

7.1   The following table summarises the various roles of ELGPN members within each of the five PRCs.

| Roles needed in each PRCs	Tasks	Working days to complete these tasks in the 2013-14 budget proposal
Co-ordinating Team	1. Provide an overview and leadership to the implementation of the PRC in co-operation with host countries for the Review Meetings. 2. Support organising the Review Meetings in co-operation with the host countries. 3. Support the contracted consultants in producing a briefing paper prior to each Review Meeting and a reflection note on the conclusions from the Review Meeting for the ELGPN network. Negotiate on the preparation of the concept papers or desk studies to enhance the Review Meetings. 4. Promote the use of online tools on the ELGPN website between the Review Meetings. 5. Report to the Steering Group	Full-time staff members 1 Co-ordinator 2 Assistants

	meetings and ELGPN Plenary Meetings as appropriate. 6. Provide information on how the ELGPN themes have been examined in this specific PRC. 7. Provide information about the main learning outcomes from the perspective of the ELGPN Work Programme. 8. Contribute to the ELGPN database of examples of LLG practice and policy development. 9. Feed in to the updating of the ELGPN Resource Kit.	
Review Meeting Hosts	1. Organise a targeted PRC Review Meeting in collaboration with the Co-ordination Team (and the country holding the EU Presidency, in the case of **Joint Plenary & Policy Review Meetings)** 2. Manage the logistical arrangements for the meeting (room, printing, accommodation, etc.). 3. Develop, in co-operation with the Co-ordination Team and with support from the contracted consultant working with the PRC, the contents of the PRC meetings; steer common work within the PRC following the basic guidelines set in the guidance note; and organise interactive seminar-style meetings for the PRC where time for discussing national experiences will be allocated equitably to all participants. 4. When hosting a meeting, potentially involve national stakeholders in the meeting or organise an event for national LLG stakeholders in connection with the ELGPN PRC meeting, in which PRC members from other countries can also participate as resource persons or as interested observers. 5. Support the invited consultant in the preparation of the briefing paper and reflection note.	20 days for the host countries to organise the meetings

	6. In co-operation with the Co-ordinator, liaise with Thematic Task Groups working on topics of mutual interest.	
Participants	1. Before the meeting, identify the expectations and aspirations of the country team for these meetings. 2. Prepare for the Review Meeting by reflecting on the Review Meeting theme(s) from their own country perspective. 3. Participate in the Review Meeting and online discussions after the visit. 4. Evaluate to what extent their expectations and aspirations were met. 5. Develop their national Country Fiche; adopt and/or implement the Resource Kit based on the guidance note structure for national LLG policies.	30 days for preparatory work for each ELGPN member country
Thematic Task Groups (TTGs)	1. Produce, in accordance with the current aims of the Network, documents that are concise and understandable to a broader policy public. 2. In co-operation with the Co-ordinator, liaise with Thematic Task Groups working on topics of mutual interest. 3. Each member-country will be invited to identify one TTG to join (participation in a second TTG may also be possible, through the use of additional national resources). 4. TTGs will be supported by consultants. 5. The activities will be carried out mainly by on-line meetings and e-mail correspondence; only a limited travel budget will be allocated.	12 days per member-country for international and national activities
Partner organisations	1. Some are responsible for their own travel (CEDEFOP, ETF, Euroguidance); some (IAVEG, HoPES, Fedora, ICCDPP, EU Social Partners) will be reimbursed from the Co-ordination budget.	Not applicable
Invited consultants (open call for	1. Prepare prior briefing papers and a subsequent reflection notes for PRC	To be confirmed

	meetings.	
consultants to be announced in early Spring 2013)	2. Undertake supporting roles (discussion animation, monitoring of learning experience) during the Review Meetings. 3. Support the Co-ordinator in reporting to the Steering Group and to the Plenary Meeting. 4. Participate in Steering Group meetings as appropriate. 5. Contribute to the further development of the Resource Kit.	

7.2   The ELGPN members confirm their interest in particular PRCs and TTGs in their Letters of Intent. When designating delegates to participate in the PRC Review Meetings, member-countries should take account of the nature of the theme concerned. It would be helpful if the same person from the ELGPN member country could attend all the meetings related to the PRC. The aim of the Review Meetings is to produce concrete learning outcomes which can benefit national and EU-level policy development. Between the meetings, PRCs can also be supported by using the communication tools available on the ELGPN website.

Annex F:
ELGPN working structure summary
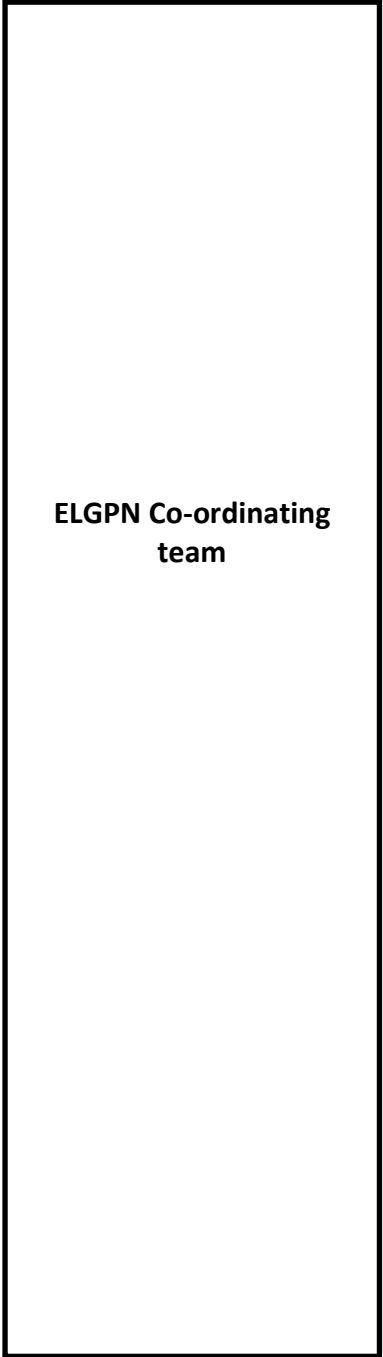
Steering Group
Presidencies (CY, IE, LT, EL, IT, LV) & the present and former co-ordinators

Cross-policy briefings with Commission
EC policy officers (5 policy fields & 3 policy themes), SG members and relevant Network members

Morning meetings in Brussels
One-day SG meeting including a session with the Commission representatives of the 5 policy fields + 3 policy themes
Optional 2nd day for mutual sharing of information between the ELGPN & Commission representatives (e.g. lunch conferences)

ELGPN Co-ordinating team

4 joint Plenary and Policy Review Meetings + 2 Policy Review Meetings

Joint Plenary and Policy Review Meetings in conjunction with Council Presidencies
Parallel organisations invited
Plenary and Policy Review Meeting to address PRC work
At the end of 2014, an extended Plenary Meeting to include the 5th EU Conference on LLG Policy

Policy Review Clusters (PRCs)

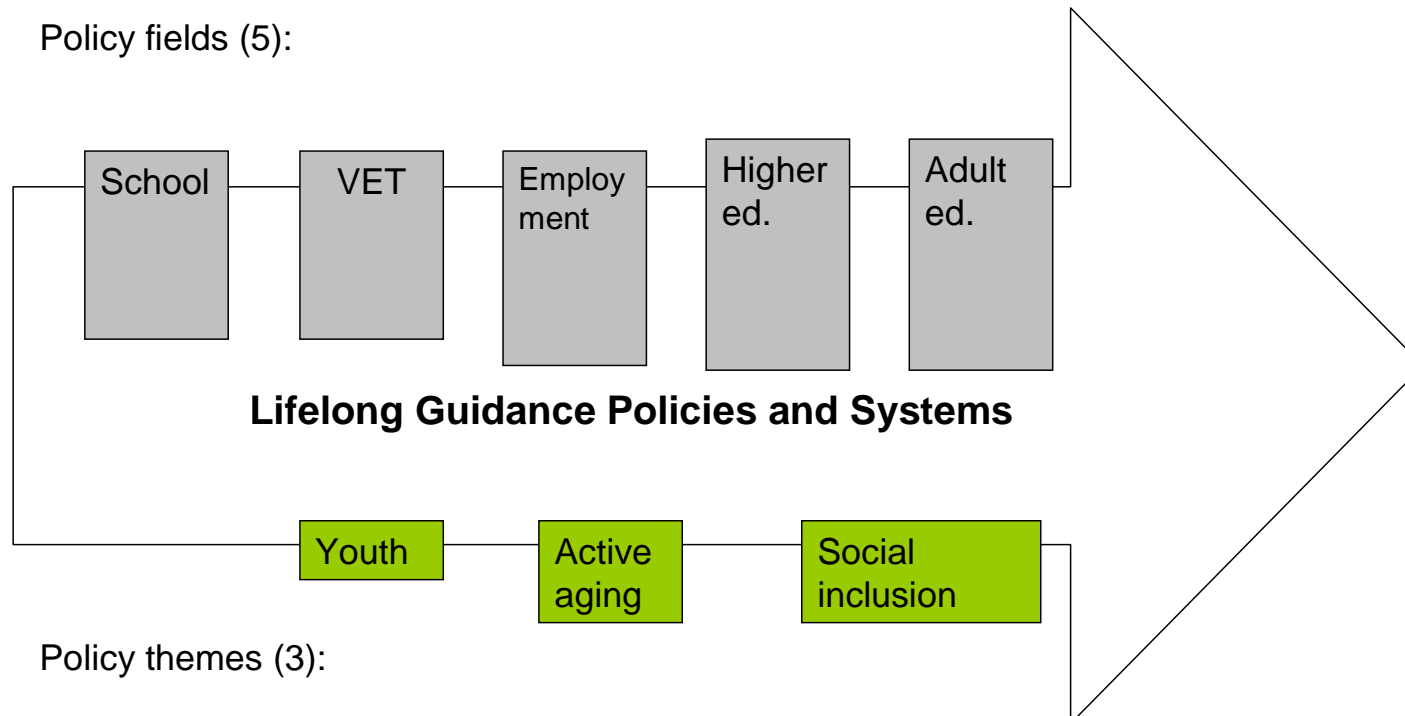| ALL RK priorities	CMS	Access	Co-ord & Co-op	Quality

Six meetings during the 2013-2014 Work Programme for each PRC
Three meetings per year: two joint Plenary and Policy Review Meetings + one Policy Review Meeting held simultaneously in one location for all PRCs
Review & evaluate national situation/ development/ state of the art in light of the Resource Kit (and possibly the OECD, ILO, UNESCO, IMF etc. handbooks)
Feed the work of TTGs (data etc.)
Support from the Co-ordination Team; partnering within the clusters
Cluster consultants to facilitate the country review & reflection processes
Parallel organisations invited to engage in relevant PRC

Thematic Task Groups (TTGs)

Including production of ELGPN Concept Notes
Exchanging expertise with parallel international initiatives (e.g. CAN & AUS)
Reacting quickly to emerging issues

- TTG 1: evidence on the impact of career development services
- TTG 2: exploration of possible co-operation with OECD on the PISA and PIAAC surveys
- TTG 3: possibility of developing a European Framework for Lifelong Guidance Policies and Systems Development
- TTG 4: Policy Briefings on LLG-related EU policy developments

Annex G

Policy fields (5):

School | VET | Employ ment | Higher ed. | Adult ed.

Lifelong Guidance Policies and Systems

Youth | Active aging | Social inclusion

Policy themes (3):

Lifelong Guidance is a horizontal (Europe 2020: cross-cutting) policy area. It is likely to be based on developments within the 5 policy fields and related to the 3 policy themes shown above. But from the viewpoint of the citizen, and his/her learning and employment pathway), it can be understood as a continuing service throughout a lifetime. Different policy fields and themes may be addressed at both European and national levels to improve LLG provision.