

5-Year Strategic Priorities: 2023 - 2028



I. Strategic Priorities

Why the first five-year strategic plan?

This year, EARLALL is introducing the **five-year framework of strategic priorities**, running from 2023-2028. The strategic plan provides a **clear and overarching vision for EARLALL**, outlining its goals and aspirations for the next five years. It comes from the impetus of the EARLALL Regional Exchange in June 2023, which highlighted the will of the network to focus on its core purpose, **establish a sense of direction**, and align its activities accordingly. **A five-year strategic framework was selected as the mandate of the European Commission and other EU institutions is 5 years and members expressed a desire to work in line with the standards and expectations of the key EU institutions.** Moreover, in light of the increased stakeholder cooperation of EARLALL during the European Year of Skills and the increased visibility of the network, the first strategic plan will provide for **greater stakeholder engagement**. Through the strategic plan, EARLALL can gather input from its members, partners, and other stakeholders to ensure that the strategies reflect their needs and interests. This engagement fosters a sense of ownership and collaboration, enhancing each annual action plan's chances of successful implementation. Finally, strategic plan will increase the **adaptability and flexibility** of our actions, all the more important in the face of the digital and twin transition, demographic changes, and uncertainty that many lifelong learning systems are coping with.



EARLALL Strategic Priorities 2023 - 2028

Strategic Priority 1: Working towards skills for the future at the regional level, through innovation in lifelong learning



This priority seeks to align the goals of sustainability, digitalisation and other skills trends with lifelong learning by promoting innovative practices and policies. **It aims to equip individuals with the necessary knowledge, skills, and competencies to contribute to the green economy**, adapt to technological advancements, and participate actively in a rapidly changing society. By combining these elements, it aims to drive economic growth, social inclusion, and environmental sustainability, at the regional and local levels. It involves exploring new approaches, methodologies, and practices that can enhance the effectiveness, relevance, and accessibility of lifelong learning opportunities. This can include initiatives such as competency-based learning, flexible learning pathways, individual learning accounts and micro-credentials, recognition of prior learning, and the promotion of innovative learning environments and methods in VET, apprentices and adult learning.

The priority aligns with the European Skills Agenda, by promoting upskilling and reskilling throughout individuals' lives to meet the evolving demands of the labour market. The priority's emphasis on equipping individuals with knowledge, skills, and competencies aligns with this agenda. It also is linked to the Digital Education Action Plan which seeks to harness the potential of digital technologies for learning and skill development. Moreover, the priority's focus on digitalization and promoting innovative learning practices aligns with the European Framework for the Digital Competence of Educators (DigCompEdu). This framework provides a reference for the digital competencies that educators need to possess to effectively integrate digital technologies into teaching and learning.

Strategic Priority 2: Facilitating mobility and internationalisation across the EARLALL network and outreach



This priority aims to enhance the mobility of individuals and ideas, promote international collaboration, foster networking and knowledge exchange, and influence policies in the field of education, training, and lifelong learning. By facilitating mobility and internationalization, the EARLALL network can expand its reach, enhance its impact, and contribute to the development of a more interconnected knowledge base of lifelong learning systems. This priority seeks to empower EARLALL members to become more inclusive and international, through increased exchange among the membership, work to recognise lifelong learning and qualifications obtained in each region and increased efforts to boost the attractiveness of their lifelong learning structures to other regions.

The strategic priority 2 aligns with several initiatives of the European Commission. The priority relates to the European Quality Framework (EQF) objective of facilitating the recognition and

comparability of qualifications across different countries and systems. The EQF Recommendation promotes transparency and understanding of qualifications, supporting mobility and lifelong learning. It also aligns with the broader vision of the European Education Area (EEA), which aims to strengthen European cooperation in education and training. The European Commission's Communication on the EEA also highlights the importance of mobility, internationalization, and cooperation in building a European knowledge base. It also links to the European Skills Agenda, which focuses on enhancing skills development, recognition, and mobility across Europe. The Skills Agenda aims to facilitate the transferability of skills and promote lifelong learning, supporting individuals in adapting to changing labour markets.

Strategic Priority 3: Supporting the resilience of lifelong learning structures in the face of demographic and societal changes



This priority aims to strengthen the resilience of lifelong learning structures by addressing demographic changes, supporting active ageing, integration of migrants into the labour market and advancing equal access to lifelong learning. By addressing the challenges posed by demographic and societal changes, EARLALL can contribute to the creation of sustainable and adaptable lifelong learning systems that meet the diverse learning needs of individuals throughout their lives. Particularly important to EARLALL members are the shifts in demographics including ageing populations and engaging youth in rural areas, and ensuring that their populations have the right skills to support Europe's changing industries. It also emphasises **gender equality in lifelong learning**, as work-based skills affect the gender dimension of the working population and their engagement in lifelong learning.

This priority seeks to align itself with the European Pillar of Social Rights, which highlights the right to lifelong learning to enhance employability and social inclusion. The priority's focus on resilience and addressing demographic changes aligns with the principles of the European Pillar of Social Rights, particularly concerning skills development and access to lifelong learning opportunities. Moreover, it is in line with the EU Gender Equality Strategy 2020-2025, which **through different policy actions aims to make significant progress by 2025 towards a gender-equal Europe**. The priority's emphasis on gender equality in lifelong learning aligns with the goals of the strategy, recognizing that work-based skills and engagement in lifelong learning can impact the gender balance in the workforce.

Strategic Priority 4: Remaining at the forefront of policy development at the EU level



This priority seeks to ensure that EARLALL is actively engaged in relevant policy discussions and consultations at the EU level. This involves staying informed about and participating to initiatives related to new programs, recommendations, and reports from the European Commission, the European Parliament, and other EU bodies. By closely following policy trends, EARLALL can proactively respond and shape discussions. It also involved strengthening cooperation with strategic partnerships and alliances with other relevant stakeholders, such as European networks, educational institutions, NGOs, and industry associations. Collaborating with like-minded organizations allows for collective advocacy and increased influence in shaping EU policies. Through networking, EARLALL can also access and share best practices, knowledge, and resources.

II. Monitoring and Evaluation of the implementation of the strategic priorities

The implementation of the five-year strategic priorities will be defined through a series of specific actions. The action plan will be updated annually. The goal of the action plan is to **establish clear objectives and indicators**, to be used to effectively measure progress. To monitor and evaluate these action points, regular reporting and stakeholder consultation (within and outside of the EARLALL network) will be established. In line with this, the following monitoring and evaluation timeline for the implementation of the 2023 – 2028 priorities will be established:

	Action	Description
YEAR 1	Internal Evaluation	EARLALL internal survey launched on the relevancy of Working Groups, transversal task forces and actions to meet the strategic priorities
YEAR 2	Review and implementation	Review the internal evaluation and make necessary adjustments according to the internal evaluation
YEAR 3	Mid-term External Stakeholder Evaluation	EARLALL Stakeholders (partners in EU institutions, partner organisations, CSOs etc.) evaluation of the perception of the role and actions of EARLALL in meeting the strategic goals
	Review and adjust	Make adjustments as needed based on the findings and recommendations from the evaluation reports. Continuously learn from the monitoring process and apply the insights to improve the implementation of the strategic priorities.
YEAR 4	Internal Evaluation	EARLALL internal survey launched on the relevancy of Working Groups, transversal task forces and actions to meet the strategic priorities
	Review and implementation	Review the internal evaluation and make necessary adjustments according to the internal evaluation
YEAR 5	Final External Stakeholder Evaluation	EARLALL Stakeholders (partners in EU institutions, partner organisations, CSOs etc.) evaluation of the perception of the role and actions of EARLALL in meeting the strategic goals
	Review and adjust	Make adjustments to the next five-year strategic plan as needed based on the findings and recommendations from the evaluation reports.