



Strategy and Work Programme for the Future of ELINET

(Proposal from ELINET Transitional Committee [= TC], based on Meeting in Cologne, 3rd – 5th March 2016)

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I Introduction (Background)

According to the results of our members' survey on the Future of ELINET (Dec 2015), the priorities for future ELINET work should focus on 5 topics:

- 1. Good Practice:** "Foster good practices exchange among members", further develop / update and disseminate the "European Framework of Good Practice in Raising Literacy Levels among Children, Adolescents and Adults"
- 2. Policy Advocacy:** "Advocate for European literacy policy development" on national and European levels; issue thematic policy papers on "hot" literacy topics
- 3. Research:** "Identify research gaps and set up a literacy research agenda"; "initiate joint research projects among members"; "produce ELINET original knowledge / research"
- 4. Awareness Raising:** "Organise thematic awareness raising European events"
- 5. Communication / Networking / Services:** Organise European annual literacy conferences (in cooperation with existing networks and (bi-)annual meetings and conferences)

At the Final ELINET conference in **Amsterdam** a **Transitional Committee** has been established and assigned **three main tasks**:

- 1.** To further develop a shared vision and goals of a future ELINET beyond the life of the initial project: working out a **content agenda for the next two years**.
- 2.** To design an **organizational structure** which enables current members of ELINET to engage in the activities of the future network and which opens the network for new members;



3. To develop a **fundraising strategy**, identify public and private sources of further funding of the network, including future project applications and the option to raise membership fees for sustaining the necessary network infrastructure.

The **Transitional Committee (TC)** has met in Cologne on **3-5 March** and worked on all three topics. The following TC members were present in Cologne: Viv Bird, Rosie Flewitt, Christine Garbe, Kees Hammink, Jean-Pierre Jeantheau, Karin Plötz, Pehr-Olof Rönholm (representing Greg Brooks), Stefan Salamonsberger, Sari Sulkunen, Ariana Vacaretu, Corina Volcinschi. Unable to attend / excused were: Greg Brooks, Fabio Nascimbeni, Helin Puksand.

In this paper we will share with you main results of this meeting in order to prepare for further discussion of those topics in Brussels on 11/12 April.

II The Future work programme of ELINET in 2016 / 2017 (and beyond)

Main Challenges within this period:

1. Finalizing the ELINET project, delivering all products and the final report to the EC (by 31 May 2016)
2. Finding ways (and funding) to maintain the ELINET platform for at least 5 more years (as requested in the Grant Agreement)
3. Transforming the ELINET *project* (with its 78 members engaged in 8 workteams) into an ELINET *network*: open for new members, new tasks and working groups, based on a more democratic, bottom-up structure and offering attractive services to its members.
4. Ensuring dissemination and policy impact of all ELINET products: Country Reports, Framework and Examples of Good Practice, Literacy Declaration, Awareness Raising and Fundraising Tools, reports on Indicators of Success...
5. Defining a convincing vision and mission statement
6. Developing a policy agenda which inspires national and European literacy policy, engages the network members, gains public attention and attracts funders / enables public or private fundraising.
7. Engaging and promoting the *younger generation*, e.g. by building a network of young professionals / young researchers etc. within the larger network.

How to meet these challenges / main approaches discussed in the TC:

1. Create a **legal entity** in form of an **association**, which will consist of the following elements: (a) an (elected) executive body (and ideally a secretariat); an advisory board of members (and externals?) for content agenda setting and strategic advice / preparing strategic decisions of members, a regular (annual) assembly of members for democratic decision making. Further options: (temporary) task forces and dynamic working groups for different topics / tasks; an editorial board for the website / for publications of the network; projects funded by EU money under Erasmus+ or other programmes... (Further details see under II below.)
2. The members of this legal entity will elect or appoint one or more **speaker(s)** representing ELINET to the public.
3. Develop a **fundraising strategy**. The strategy should include the funding of the association as a whole as well as the different topics (see below). Without funding the further work on special topics wouldn't be possible.
4. Focus the work of ELINET on **one main topic for a certain period (e.g. one year / two years)** in order to activate the broad range of expertise within the network, address different aspects of the complex topic of literacy, work on solutions of important policy challenges, raise public attention and funding....
5. For the first working period of ELINET (after the end of the project) the TC suggests to focus on **literacy and migration / the literacy challenge of the European refugee crisis**. This is a "hot topic" on the European policy agenda and might open opportunities for funding and support from (& cooperation with) other DG's in Brussels (e.g. DG Migration and Home Affairs) – and other foundations as well.
6. **Ways of working** through such a topic could include all ELINET potentials and tools:
 - Creating / compiling **knowledge** about "literacy & migration" in all our member countries and on European level (e.g. by generating additional chapters on this topic to our country reports)
 - Identifying knowledge gaps / **research gaps** on this topic and working out recommendations for future European research programmes
 - Collecting / exchanging **good practices** focussing on "literacy & migration" in all our member countries by using the review mechanism



developed in the ELINET project and publishing those examples on our website / presenting and exchanging them in workshops, annual conferences etc.

- Organising a **European awareness raising campaign** on this topic similar to the European Literacy Week, but focused on one topic and using the ELINET tools for awareness raising and indicators of success.
 - Working out a **Policy Brief** on this topic by our experts (similar to our taskforce mechanism like in the digital literacy taskforce) to be publicly presented in Brussels or elsewhere during this campaign.
 - Publishing a scientific **Yearbook** (or other kind of book or electronic publication) on this topic engaging the researchers in the network (and beyond).
 - Using the (future) **ELINET databank of literacy experts** to identify the experts on this topic in our member countries and engage them into the work (in national and international workshops, conferences, events etc.).
7. **Other topics for future work** could be: Digital literacy; literacy & (youth un-) employment; literacy & health; family literacy; adult literacy etc. It would be up to the network members meeting to decide about future topics on the basis of strategic advice from the advisory board.
 8. **Parallel to this topic-focussed approach** ELINET might set up a **country-centered approach**: Within a given period (e.g. each year) ELINET will focus on supporting literacy policy and development in **one of its member countries** (being "on the go"), thus ensuring the impact of all tools and products which ELINET has developed. Those **action plans** could include: (a) All national ELINET members start/continue a regular cooperation based on the national ELINET country report which should be publicly discussed and further developed. National meetings, workshops, conferences are organised, good practices from the own and other countries are presented (and applied), programmes are developed, policy briefs are produced, an awareness raising campaign is organized, business plans and fundraising expertise will be provided for different member organisations, etc. Ideally the national ministry of education and other important stakeholders are involved from the beginning.
 9. **European Literacy Conferences** including meetings of the ELINET association (assembly of members) might be organized on annual or bi-annual basis



together with existing networks and conferences: FELA's bi-annual European Literacy Conference (next one in summer 2017 in Madrid), EBSN's annual conferences, EURead's meetings, etc.

10. **Develop a Communication Strategy** (internal/external) based upon the Press-Kit and the website. Goals are to create a strong corporate identity (**Motivate to participate**) and to further provide members with communication and marketing tools and ensure their usage. Members should have a benefit when using the "brand" ELINET.

II Options for the future structure and organisation of ELINET

The TC carefully discussed 4 different options for the future of ELINET, building on the preparatory paper from Fabio who had outlined 3 options:

1. transforming ELINET into a legal entity, e.g. an association,
2. maintaining an informal "virtual" network around the platform,
3. keeping only an informal network based on individual and random exchanges.
4. The TC added as option no. 4: establishing an expert consultancy company.

The TC Conclusion: a legal entity/ a more formal structure is needed either way, in order to maintain, disseminate and further develop ELINET's legacy and in order to focus on the identified main tasks of future work (see § I) and to apply for further funding (at public or private bodies alike).

A sub-group (Taskforce "Creating a legal entity") was asked to develop a statute for the future organisation: Kees Hammink, Pehr-Olof Rönholm, Martin Gross. Other members are invited to add their expertise: Fabio Nascimbeni, Viv Bird, Greg Brooks et al.

ELINET as a legal constitution - Questions to consider

1. Who are the members / membership models? NGOs? Organisations? Affiliates? Individuals? Different types of membership (formal / informal)?
2. Which country should ELINET be registered in?
3. What should be the organisational structure?
4. What kind of entity do we want?
5. What should be the decision making process?
6. What is the key charitable purpose?



7. Should it be a Foundation? An Association?
8. What should be the business activities?
9. What should be the infrastructure and finances? Fees? (The membership could decide)
10. What are the criteria for membership? Expertise of members?

It was decided to contact other networks to ask advice and feedback on their own formal arrangements e.g. EBSN, EBLIDA, in the light of drafting a constitution for the future ELINET.

Next steps:

The **Taskforce (TF) "Creating a legal entity"** (working title) will draft a paper about the work mechanism and organizational structure (statute) of a future legal body of ELINET, based on the statutes of EBLIDA and EBSN (and BaCuLit, FELA and others) and share it with the participants of the Brussels Conference in April. Kees Hammink will take into consideration the option No. 4 (consultancy network, European databank of literacy experts) and share the results with the participants.

The TF will finalize the **drafted statutes and send them out** to all ELINET participants of the Brussels's network conference **on 4 April** (= one week before the meeting). During the Brussels conference the participants will discuss this draft and give feedback; the revisions will be done by the TF in April and May and be sent out to all ELINET members in June.