

Programme Document for

Nordic Network for Lifelong Learning (NLL) 2025–2030



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This publication is also available online in a web-accessible version at www.nll.org.

Introduction

Nordic Network for Lifelong Learning (NLL), together with the sub-programme Nordplus Adult, constitutes the primary effort of the Nordic Council of Ministers within the policy area of lifelong learning.

Nordic Network for Adult Learning, NVL, precursor to NLL, was established by the Nordic Council of Ministers for Education and Research (MR-U) in 2005. In 2011 MR-U delegated the decision-making authority regarding NVL to the Committee of Senior Officials for Education and Research (EK-U), which has served as the steering group for the programme since 2013.

This Programme Document establishes the framework for Nordic Network for Lifelong Learning (NLL) and is based on the following principles:

- Encompasses the period from January 1, 2025, to December 31, 2030, including two three-year work plan periods, subject to adjustments following the midterm evaluation
- Replaces the Programme Document from 2018-2024
- Has been adopted by EK-U on October 4, 2024, after consultation with the Nordic Council
- Describes the purpose, objectives and provisions for NLL
- Describes the governance structure and allocation of responsibilities between MR-U, EK-U, the Advisory Programme Committee, the administrative body for NLL and the national host organizations.

Any changes to this Programme Document must be approved by EK-U.

Background

Lifelong learning is a prioritized area in the Nordic region, and cooperation on lifelong learning is anchored in common values, a common culture and history, and not least in a common view of education, democracy and active citizenship.

Lifelong learning is becoming increasingly important at a time when the needs of the labour market are constantly changing. The green and digital transition gives rise to new professions and work methods, manifested in the emergence of AI. At the same time, the Nordic countries are experiencing increased pressure within the welfare sector, which requires that the workforce continuously upgrades and adjusts.

In order to maintain robust and competitive societies while ensuring inclusive transition, it is crucial to promote the development of flexible learning opportunities that can be adapted to different needs and life situations. Similarly, it is important that learning is based on existing skills and experiences and is perceived as relevant for both the individual and society as a whole.

Being able to predict and meet the competence needs demanded by the future labour market requires a comprehensive and coordinated effort. In the Nordic region, lifelong learning is anchored in close collaboration between public institutions, private companies, labour market partners and civil society organizations. This ensures that education and learning opportunities remain relevant while promoting innovation, productivity and social cohesion.

The Nordic Network for Lifelong Learning (NLL) should benefit from and build on this approach by strengthening partnerships and collaborations across education, civil society and working life.

Purpose and objectives

NLL promotes policy and practice development in lifelong learning in the Nordic region. Through its networking efforts, the programme aims to strengthen the ability of the individual to develop and actively participate in society throughout life, ensuring that the skills of the population meet current labour market needs and contribute to a sustainable future.

The overarching objectives of NLL from 2025-2030 are to:

- Promote the development and implementation of strategies for lifelong learning and competence development within the framework of the Nordic Council of Ministers' political priorities and objectives for the period 2025-2030
- Strengthen and develop cooperation, network building and exchange of experiences among the Nordic countries within the areas of lifelong learning that provide the most Nordic benefit.
- Create synergies with the EU agenda for lifelong learning and other relevant international initiatives, including efforts to achieve the UN's 17 Sustainable Development Goals.
- Contribute to quality development and innovation in lifelong learning systems, including through professional development of educators and other professionals.
- Promote interaction between education, research, civil society and the labour sector, ensuring the involvement of all relevant stakeholders and target groups.
- Integrate sustainability as a central aspect of the network organization and its work on lifelong learning.

The operational goals of NLL from 2025-2030 are to:

- Serve as a forum for cross-sectoral collaboration between Nordic environments involved in lifelong learning
- Systematically work on both policy and practice development
- Provide a knowledge base that is developed and tested in practice for use in decision-making processes and policy development
- Disseminate experiences and results from Nordic cooperation on lifelong learning to ensure awareness of relevant and innovative practices throughout the Nordic region
- Support and initiate networking and dialogue between countries and stimulate exchange of experiences on Nordic priority themes through physical and online meeting places, as well as by disseminating information about new initiatives and knowledge
- Promote the ability of organizations working with lifelong learning to drive sustainable transformation and promote the normalization of sustainable lifestyles in the Nordic region
- Promote dialogue and cooperation with Nordplus and contribute to translating experiences and results from the programme into good practice and competence development
- Support the annual presidencies in the Nordic Council of Ministers and perform specific tasks commissioned by the Nordic Council of Ministers, such as mappings, surveys, conferences, and seminars.

Political priorities and objectives in the Nordic Council of Ministers

NLL should contribute to policy development in the countries within the political priorities and objectives of the Nordic Council of Ministers for the period 2025-2030.

In 2019, the Nordic prime ministers adopted a common vision that the Nordic region should become the world's most sustainable and integrated region by 2030. All work in the Nordic Council of Ministers should contribute to realizing this vision through initiatives within the three strategic priorities: a green Nordic region, a competitive Nordic region, and a socially sustainable Nordic region.

Within this vision, the Nordic Council of Ministers for Education and Research (MR-U) has adopted a cooperation programme that describes the sector's political priorities and objectives for 2025-2030.

Lifelong learning and competence policy are included as a prioritized area in MR-U's cooperation programme and are anchored in the following goals and sub-goals:

Everyone in the Nordic region should have access to high-quality education from an early age throughout life, regardless of background:



- More people must have good basic skills
- Education must contribute to strengthening the population's democratic skills, critical thinking, digital literacy, and the ability to navigate a new media and information reality
- Fewer people are to drop out of education and the labour market.

The future education in the Nordic region should reflect the competency needs of society and the labour market:



- A good match between educational systems and offerings and competence needs to realize the green transition and maintain a strong welfare society should be ensured
- More people must improve their position in the labour market

through further education and training and increased use of validation

- More people with foreign backgrounds must participate in the labour market through targeted language and upskilling programmes
- More people must complete an education and have a good start to an inclusive and equal labour market.

Lifelong learning is not only anchored in the education sector but naturally spans across different policy areas and sectors. To achieve the necessary changes and results in the field, a cross-sectoral and holistic approach is needed.

It means that NLL should not only be seen in connection with MR-U's cooperation programme. Relations to other policy areas and political priorities in the Nordic Council of Ministers must be articulated, and potential collaborations should be developed.

Similarly, the Nordic Council of Ministers for Labour (MR-A) focuses on continuous competence development in their cooperation programme for the period 2025-2030.

Of particular relevance to NLL's field of work is the Nordic Council of Ministers' Integration Programme effective from 2025, which includes the following sub-goals:



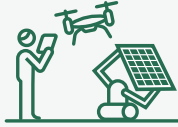
- Promote the upskilling of adult refugees and immigrants and validate existing education
- Promote the development of effective language teaching that strengthens social inclusion, educational opportunities, and labour market integration.

The following goals from MR-A's cooperation programme are of particular relevance to NLL:



- Ensure a timely and fair transition of the labour force that leaves no-one behind and ensures we have people with the right skills to implement the green and digital transition
- Strengthen labour supply and equal opportunities for all, so that the Nordic Region can better meet the needs of the labour market and bring all of the skills of the labour force into play.

These goals should be realized through various sub-goals, including:



- Develop a greater understanding of how the Nordic labour markets and the need for skills are affected by the green and digital transition
- Promote a green and digital transition of the labour market both within but also beyond the large cities of the Nordic Region
- Promote lifelong learning and adaptability, in part by creating better opportunities and incentives to choose vocational career paths in close collaboration with relevant sectors
- Develop more knowledge on how to get more people into employment or training, with a special focus on groups on the margins of the labour market, such as senior citizens, persons with disabilities, women of non-European descent and young people who are neither in work nor in unemployment.

Synergies between sector programmes can be promoted through mutual dissemination of information, by facilitating collaboration between related sector initiatives, and through the development of joint initiatives. It is the responsibility of both the Nordic Council of Ministers and NLL to be proactive and take initiative to utilize cross-cutting synergies.

Finally, the rotating chairmanships in the Nordic Council of Ministers provide an opportunity to set specific, current priorities and initiatives on the agenda.

Interdisciplinary perspectives

The Nordic Council of Ministers has developed a policy^[1] for mainstreaming three interdisciplinary perspectives on *children and youth rights*, *sustainable development*, and *gender equality*, respectively. These perspectives are to be integrated into all activities when deemed relevant.

In connection with the development of this Programme Document, the secretariat of the Nordic Council of Ministers has conducted a consequence analysis of the activities of Nordic Network for Adult Learning (NVL) in the previous programme period to assess how the programme has impacted the interdisciplinary perspectives.

1. The policy for mainstreaming can be accessed here: <https://norden.diva-portal.org/smash/record.jsf?pid=diva2%3A1477076&dsid=3254>

Regarding gender equality, the consequence analysis indicates that NLL should work more proactively with gender and intersectionality.

This includes both representation in networks and activities as well as gender and intersectionality as the subject matter of the work carried out in the networks.

Intersectionality refers to the interaction between different power structures and how factors such as gender, sexual orientation, age, ethnicity, religion, class and abilities affect people's opportunities in various situations. Specifically, it entails striving for a more equal distribution between men and women in different types of committees and groups (40-60 percent), as well as ensuring a balanced representation based on other relevant diversity criteria.

The consequence analysis also suggests that greater emphasis should be placed on accessibility, especially for persons with disabilities. This includes ensuring that meetings and other events are accessible to all participants regardless of their disabilities. In general, the UN Convention on the Rights of Persons with Disabilities, ratified by all Nordic countries, should be followed.

Sustainable development has been a central focus area in the previous programme period.

The impact of the networks on the UN Sustainable Development Goals has been mapped. The result of this includes, among other things, a one pager on how to establish a sustainable network^[2]. The consequence analysis shows that an important foundation for sustainability has been created both as a theme for NVL and as an integrated part of the networks' working methods, which should continue in the programme period 2025-2030.

Regarding children's and youth rights, the Nordic Council of Ministers has developed a set of guiding principles for the involvement of children and youth.^[3]

The principles entail understanding and taking into account how decisions and initiatives affect children and youth, as well as including their knowledge and perspectives in the work.

Since the primary target groups in NLL are adults, the guiding principles primarily apply in cases where young adults are the target audience. However, it must be a fundamental principle in all NLL activities to consider and involve the specific target groups that the activities address.

2. Find one pager here: <https://nll.org/nyheder/hur-kan-vi-bli-mera-hallbara-som-nordiska-natverk/>

3. The guiding principles can be found here: <https://norden.diva-portal.org/smash/get/diva2:1392351/FULLTEXT01.pdf>

Themes for the programme period

NLL establish networks within Nordic prioritized themes where there is an identified need and a Nordic interest. These themes must be anchored in the priorities and objectives of the Nordic Council of Ministers, particularly the goals associated with lifelong learning within the cooperation programme of MR-U.

NLL work with five to seven overarching themes, which will translate into a corresponding number of networks. These networks are established initially for a period of three years within the framework of the three-year work plans and will be revised in connection with the mid-term evaluation.

Target groups and stakeholders

NLL addresses a wide range of actors in the Nordic region working on education, lifelong learning and competence policies. This includes educators, researchers, civil servants, representatives from businesses, and decision-makers within formal, informal, and non-formal adult education, as well as other organizations working on lifelong learning.

Although the activities of NLL primarily target professionals, it is crucial that all initiatives and efforts take into account the ultimate target group, namely adults for whom the activities and efforts are aimed. New initiatives should be based on a needs analysis, and the perspectives of the target group should be incorporated into the process to the fullest extent possible, as outlined in the section on interdisciplinary perspectives.

Governance model

MR-U owns NLL but has delegated decision-making authority to EK-U, which serves as the steering group for NLL. EK-U appoints an Advisory Programme Committee, tasked with qualifying NLL's annual business plan and ensuring national political anchoring.

Committee of Senior Officials for Education and Research (EK-U)

The Committee of Senior Officials for Education and Research (EK-U) has the overall responsibility for the operation and development of NLL. This entails processing NLL's business plan and budget proposal, as well as annual reporting.

As the steering group, EK-U must process NLL as a standing item on the following meetings:

- EK-U 02/XX – Annual reporting and accounting
- EK-U 04/XX – Draft business plan and budget for the upcoming year

Additionally, EK-U appoint the management body and national host organizations.

Advisory Programme Committee

EK-U appoints representatives to an Advisory Programme Committee, whose purpose is to ensure political anchoring and relevance through input and sparring in the development of NLL's annual business plan.

The Advisory Programme Committee consists of representatives working with adult education, lifelong learning, or competence policy at governmental level in each of the Nordic countries as well as the Faroe Islands, Greenland and Åland. The group also includes two representatives from the labour sector and one representative from the network group under the Nordic Council of Ministers' Integration Programme.

The Advisory Programme Committee is established based on the following principles:

- The Advisory Programme Committee is appointed for a period of 3 years at a time in accordance with the two work plan periods (2025-2027 and 2028-2030)
- The Advisory Programme Committee meets annually with the main coordinator, current and incoming presidency, and the secretariat of the Nordic Council of Ministers in connection with the preparation of the business plan for the upcoming year

- The Advisory Programme Committee is tasked with ensuring coherence with national political priorities and translating and disseminating results and experiences from NLL in their respective countries
- The Advisory Programme Committee has no decision-making authority but functions as an advisory body to EK-U and NLL.

Network organization structure

The network organization consists of a management body with a coordinating main coordinator, an administrative coordinator, and a web editor. Additionally, the organization includes national host organizations with country coordinators in the Nordic countries and contact persons in the Faroe Islands, Greenland, and Åland.

NMRS must be informed of any changes in national coordinators and contact persons. A complete and updated overview of the management body, main coordinator, host organizations, national coordinators and contact persons, as well as the web editor, must be available on NLL's website.

The working language of NLL is primarily Swedish, Danish, or Norwegian. English is used in the context of international collaboration.

Management body and main coordinator function

The management body is elected by EK-U in accordance with the mandate of NLL for the period 2025-2030 after an application process.

The management body is responsible for the overall Nordic network organization and should function as a Nordic hub and be a resource and collaboration platform for NLL. As the primary working language in NLL is Scandinavian, the management body must be able to operate the business based on the Scandinavian languages.

The management body must perform its tasks in accordance with this Programme Document, the standard terms of the Nordic Council of Ministers' contracts, and other guidelines from EK-U and the Secretariat.

The tasks and responsibilities of the management body include:

- Overall coordination and management of NLL
- Main coordinator function
- Supporting the link between NLL's activities and policy development within lifelong learning in the countries and within the framework of the Nordic Council of Ministers
- Organizational development within defined goals, content, and budget
- Contact with and contracts for host organizations, etc.

- Contact with NMRS, EK-U, the Nordplus administration, national EU agenda coordinators, civil society, and the business community, among others
- Communication and dissemination.

The management body appoints a main coordinator (1 full time equivalent), who is a coordinating focal point for NLL, responsible for the daily management of the network organization. Additionally, the main coordinator is responsible for developing NLL's organization within the defined goals, themes, and methods and preparing budgets and plans for host organizations and national contact points.

Furthermore, the management body appoints an administrative coordinator (1 full time equivalent), who support the main coordinator and a web editor (0.5 full-time equivalent), whose primary responsibility is to manage NLL's website and newsletter.

Host organizations

The composition and designation of host organizations in the Nordic countries, the Faroe Islands, Greenland, and Åland are decided by EK-U to ensure a broad representation of stakeholders in lifelong learning. Host organizations should be supportive and engaged educational and knowledge environments within lifelong learning, such as authorities, educational institutions, adult education organizations, and labour market organizations. Host organizations are appointed for the entire programme period 2025-2030 but may be changed midway through the programme period.

National coordinators and contact persons

National coordinators in the countries are appointed in dialogue between the host organization, main coordinator, and the national EK-U member. The role of the national coordinator corresponds to 0.5 full-time equivalent.

Contact persons in the Faroe Islands, Greenland, and Åland are also appointed in dialogue between the host organization, main coordinator, and EK-U member. The role of the contact person corresponds to 0.25 full-time equivalent.

The coordinator/contact person is primarily tasked with the Nordic cooperation. However, the coordinator/contact person must also have extensive knowledge into the national field of lifelong learning and **act as an ambassador for NLL and the environments they represent**. The coordinators/contact persons' primary task is to promote dialogue and coordinate activities in accordance with the priorities and themes of NLL's business plan. Additionally, they must recruit members for the Nordic networks and collaborate with national reference groups, authorities, etc.

The main coordinator settles the budget and plan for NLL's national operations and annually follows up on them. NLL does not cover overhead costs in connection with the salary coverage of coordinators/contact persons.

Networks and working groups

NLL must establish and operate networks in the Nordic region across sectors and national borders.

It is the responsibility of the coordinator to ensure that the competences of the network contribute to fulfilling its purpose. This is achieved through targeted recruitment of members to ensure that the network as a whole possesses expertise in the subject matter and knowledge of the target group's needs. At the same time, the network must establish the necessary links both nationally and at the Nordic level and ensure the involvement of relevant environments and sectors. Individual network members are responsible for disseminating results and spreading Nordic experiences through their own organizations and networks.

As a rule, all Nordic countries should be represented in the network, and a balance between different sectors within both formal and informal adult education, working life, research, etc., must be sought. Furthermore, representation and diversity in the composition of the network is to be aimed for, as described in the section on cross-cutting perspectives.

The networks remain active until 2030, unless the mid-term evaluation indicates a need for establishing new networks or adjusting existing ones.

For tasks with a more limited timeframe, temporary working groups, expert networks, etc., can be formed.

Financial and contractual terms

MR-U has delegated the responsibility of the budget to EK-U. NLL has its own budget line under MR-U. The distribution of MR-U's budget is outlined in the Secretary-General's overall budget proposal for the upcoming budget year. NLL contributes with input to this proposal.

The budget proposal is finally adopted by the Ministers for Nordic Cooperation (MR-SAM) after budget negotiations with the Nordic Council in during the autumn session of the Nordic Council.

Budget Framework

The allocation of NLL funds must be implemented within the following framework:

Personnel Costs (Salary)

- Main coordinator: 1 full-time equivalent
- Administrative coordinator: 1 full-time equivalent
- Web editor: 0.5 full-time equivalent
- 5 national coordinators: 0.5 full-time equivalent (x5)
- 3 contact persons: 0.25 full-time equivalent (x3)

Other costs, such as

- Travel
- Conference and meeting costs
- Development work
- Maintenance of the website and information and communication activities.

The budget must be based on state salary levels. The funds should generally cover actual salary costs and take into account national developments in salaries. However, the total expenditure on personnel costs must not exceed 50% of the total budget.

In case of budget cuts, the overall budget framework should be reviewed. In the revision, agreement should be reached with the management body and host organizations to adjust personnel costs to ensure that network operations are maintained within the financial constraints.

Regarding other operations, the management body must strive to choose environmentally, socially, and economically sustainable alternatives when procuring and using products and services. Meetings and other events should be planned to be accessible to all participants regardless of disabilities.

The management body can reallocate funds from personnel costs (salary) to other costs but cannot move funds from other costs to personnel costs (salary) without EK-U's approval. Any administrative overhead should be financed within the framework of personnel costs and should be indicated as a separate budget line in the annual accounts.

Job titles and full-time equivalents should always be clearly stated in the budget notes. The management body must follow national state rules regarding fees, employment, remuneration, termination, mandatory health expenses, insurance, etc. It is also recommended to include salary increases/adjustments during the programme period.

Business plan and budget

NLL discusses the business plan for the upcoming year with the Advisory Programme Committee.

Subsequently, NLL's business plan and budget are presented to EK-U. After EK-U's approval, NLL finalizes the business plan and publishes it on NLL's website.

Annual reporting and accounting

The annual reporting must comply with the applicable rules and guidelines from the Secretariat of the Nordic Council of Ministers. NLL submits a draft of the annual report and financial accounts to the Secretariat at the beginning of the year.

The annual report must document the extent to which the results described in the operational plan have been achieved, and any deviations from the budget must be explained.

In addition to the annual report, NLL prepares an annual review each year that summarises the most important results of the year, based on contributions from the host organisations. For this purpose, Appendix 1 can be used, which outlines a range of indicators that may be used to assess goal fulfilment.

Communication

The management body must develop an information and communication plan covering the three-year work plan period, which must be approved by EK-U. The plan aims to ensure systematic profiling and dissemination of results, statistics, experiences and best practices from the programme. The plan should define communication formats in relation to target groups and be in line with the overall communication strategy of the Nordic Council of Ministers.

The management body is responsible for:



- All Nordic communication and guidance on all networks and NLL
- All types of information activities and advice on national communication initiatives
- Operation of the NLL website and newsletter
- Visibility of projects and results from both NLL and Nordplus
- Coordination of information and guidance on NLL with coordinators and contact persons to ensure consistent information to users in the Nordic region.

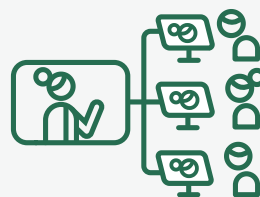
To ensure coherence and consistency between the networks, the management body may choose to delegate parts of the information task to other relevant institutions in consultation with the Secretariat of the Nordic Council of Ministers. However, the management body remains responsible to the Nordic Council of Ministers for the execution of the task.

Major communication initiatives must be coordinated with the communication unit of the Nordic Council of Ministers. Efforts should be made to ensure that communication is as accessible as possible in accordance with the EU Web Accessibility Directive (2016/2102). The Swedish Agency for Special Needs Education and Schools has developed a digital guide on basic digital accessibility, which can serve as inspiration.

The communication of NLL should target representatives from the following sectors throughout the Nordic region:

- Decision-makers: public administrations, national authorities and politicians
- Organizations within various sectors of lifelong learning: formal adult education, liberal adult education, vocational education
- Partners: NGOs, media, research environments, cultural institutions and education funds
- Labour market organizations and companies in the Nordic region
- Other Nordic networks and Nordic cooperation organizations
- EPALE and European cooperation organizations.

The target groups in these sectors include practitioners such as researchers, educators, counsellors, and school leaders, business leaders, employees in popular education and interest organizations, representatives of social partners, as well as decision-makers and authorities at local, national, and Nordic levels.



Collaboration between NLL and Nordplus

NLL and the Nordplus administration collaborate to create synergies between the two programmes. This includes the utilisation and implementation of results and experiences from Nordplus projects within NLL, as well as the dissemination of results and current work from NLL to ongoing and potential Nordplus projects.

See Appendix 2 for the cooperation agreement between NLL and Nordplus.

Website and newsletter

NLL operates its own website: <http://nll.org>, which serves as a platform to communicate about NLL's networks and activities and share experiences and results within the field of lifelong learning. The website primarily aims to support policy and development work in the Nordic region, inspire practitioners, and facilitate cooperation between the Nordic countries on common challenges in the field.

Additionally, NLL has a dedicated newsletter that provides current insights from NLL, such as policy briefs and reports, as well as relevant news from the Nordic countries. The newsletter also contains information on education policy, new structures, reforms, and initiatives in the Nordic region, as well as announcements of upcoming Nordic courses and conferences in lifelong learning.

Visual identity

NLL must ensure to use the current guidelines for the visual identity of the Nordic Council of Ministers. The communication department of the Nordic Council of Ministers provides advice in this regard.

Appendix 1. Indicators for Use in the Annual Report

Quantitative indicators can provide valuable insights into various aspects of an organisation, including its performance, scope of activities, financial situation, and efficiency.

Qualitative indicators can offer insights that quantitative measures may not fully capture. For example, they can shed light on the values within an organisation, identify areas for improvement, reflect the organisation's reputation, and indicate its ability to innovate and adapt to changing conditions. They may also reveal the quality of relationships with stakeholders.

Examples of qualitative indicators include: level of engagement, usefulness and relevance of offered networking opportunities, reciprocity (a culture of giving and receiving), diversity and inclusion, and long-term collaborative relationships.

Quantitative indicators can serve as a foundation for assessing organisational performance and provide a basis for qualitative evaluation of goal achievement. For example, quantitative data can reflect national representation, sectoral distribution, scope, and stakeholder engagement.

The effects of NLL's work can be documented through descriptions of outcomes from network activities. National reports are an important source for qualitative analysis of goal achievement.

Quantitative indicators

Networks:

- A. Number of active networks per thematic area / target area
- B. Number of participating institutions/organisations/countries and the distribution by type of actors
- C. Types of outcomes from network activities (development work, publications, meeting spaces)
- D. Dissemination of network activities within countries (national follow-up and dissemination activities)
- E. Overview of networks, including names and organisational affiliations of participants

Meeting spaces: conferences / seminars / webinars / network meetings:

- A. Number of events with external actors/partners
- B. Number of in-house events
- C. Number of participants in own events and joint events with external partners
- D. Number of presentations/workshops at external events linked to Nordic priority themes
- E. Participant distribution across countries and sectors

Information:

- A. Number of website users sorted by country
- B. Number of downloads and analysis of the most popular content types
- C. URL popularity in search engines
- D. Social media presence and dissemination through social media
- E. Number of articles and news stories by country and Nordic priority theme areas
- F. Number of newsletter subscribers
- G. Strategies to increase engagement and user-friendliness

National reports

National reports highlight relational aspects of an organisation, which are often crucial for long-term success. They provide deeper insight into relationships with host organisations, stakeholders, partners, and target groups, which can significantly impact the organisation's success. These reports offer a qualitative analysis of goal fulfilment in relation to the organisation's objectives and Nordic political priorities.

National reports should clearly describe which important and strategic collaborations NLL has engaged in during the reporting year. Lists of partner organisations must be attached to the annual report, and country reports should comment on changes/developments concerning the quantitative indicators set up for reporting on NLL's activities.

Questions for national reports:

- Which of the Nordic priority theme areas have been particularly interesting/relevant for your country, and why?
- Which activities have contributed to the dissemination of results from Nordic development work? To which target groups?
- Describe the outcomes of the network collaboration in terms of policy and practice development in your country. How do you assess the impact for stakeholders and target groups in your country? For example: raising awareness, increasing knowledge, engaging, influencing opinions, behaviour or decisions, supporting or creating change.
- Who are the key cooperation partners, and in what roles? How do you assess the level of national stakeholder engagement in NLL's activities?
- Information work: What type of information has been requested or attracted the most interest?

Appendix 2. Collaboration between Nordplus and NLL 2025–2027

NLL and Nordplus collaborate to ensure that the results and experiences from Nordplus projects are highlighted, utilized, and transformed into competence development initiatives, supporting the continued development of Nordic education systems.

- The Nordplus Adult administration is responsible for coordinating the distribution of relevant information to NLL on behalf of all Nordplus programmes.
- Each May, the Nordplus Adult administration informs NLL about newly approved Nordplus projects related to adult education and lifelong learning, enabling NLL to monitor relevant themes and ensure alignment with NLL initiatives.
- The Nordplus Adult administration keeps NLL updated on calls, application deadlines, and other important updates, enabling NLL to share this information via its communication channels.
- The Nordplus Adult administration informs NLL about meetings and seminars linked to the thematic highlights of Vision 2030 so that NLL can share the information via its communication channels. If relevant, NLL can be invited to contribute to the seminar programme.
- NLL works with selected projects to explore potential communication and dissemination activities, including articles, news stories, podcasts, and participation in seminars or webinars organised by NLL.
- The Nordplus Adult administration contacts Nordplus Adult beneficiaries that NLL wants to connect with and asks for permission to share their contact details with NLL.
- Based on final project reports, the Nordplus Adult administration identifies noteworthy results and best practices, so that NLL may create articles for distribution through the thematic landing page on nll.org and the Nordplus Adult landing page on [EPALE](https://epale.org).
- NLL produces a fact sheet and a video outlining the dissemination and collaboration opportunities between NLL and the projects. These materials are published on both [NLL.org](https://nll.org) and [Nordplusonline.org](https://nordplusonline.org) and shared with granted projects.
- NLL and Nordplus work together to identify clusters of projects among active initiatives, fostering deeper knowledge exchange and the potential scaling of results in partnership with NLL networks.