



REPUBLIC OF CROATIA

Ministry of Science

and Education



Last update: 19/06/2020

Implementing the Bologna Key Commitments through Peer Support

DRAFT FINAL REPORT

Prepared by the Bologna Implementation Coordination Group (BICG) and the three Thematic Peer Groups (TPGs)



Contents

1 Executive Summary	3
2 BICG and TPGs' activities and structures	6
2.1 Introduction	6
2.2 BICG activities	6
2.3 Action plans of TPGs	8
2.4 BICG and TPGs composition	9
2.5 Thematic orientations and intended outcomes of the TPGs	10
3 Implementation of the Key Commitments	12
 3.1 The Thematic Peer Group A on Qualifications Frameworks 3.1.1 Meetings and activities 3.1.2 Main outcomes, conclusions and recommendations 	<i>12</i> 12 14
 3.2 The Thematic Peer Group B on Recognition 3.2.1 Meetings and activities 3.2.2 Main outcomes, conclusions and recommendations 	<i>16</i> 16 18
 3.3 The Thematic Peer Group C on Quality Assurance 3.3.1 Meetings and activities 3.3.2 Main outcomes, conclusions and recommendations 	22 22 23
ANNEX I Paris Communiqué	26
ANNEX II Terms of reference for the BICG	27
ANNEX III Participants in BICG and the TPG meetings	29



1 Executive Summary

The Peer Support Approach has proved to be a successful instrument for sharing experiences - both good practice and challenges – and in stimulating and guiding the implementation of the three Key Commitments in the EHEA countries. Countries showed particular appreciation for the coordinated efforts of the three Thematic Peer Groups and the Bologna Implementation and Coordination Group, involving different stakeholders and experts.

The primary objective was to facilitate countries in supporting each other to fully implement the three Key Commitments. **Almost all EHEA countries participated** in at least one of the groups, with many countries participating in two or all three groups. This exceeded expectations, as Ministers had made the commitment in the Paris Communiqué for each country to participate in at least one group.

In this phase, national participation has mostly comprised **ministry representatives**, **agencies and experts**, while stakeholder participation has been drawn largely from European level organisations. This has **worked well**, and the formal nature of participation in the Thematic Peer Groups has enabled participants to be involved in the activities and discussions on a regular basis. However, there is a strong feeling that **greater involvement of higher education institutions, staff and students, as well as experts and practitioners would bring additional benefits** to the activities of the Thematic Peer Groups.

The Bologna Implementation and Coordination Group **survey results show a largely positive response to the work**. This includes responses both, from countries advanced in the implementation of the Key Commitments ("dark-green countries") and those that still have work to do. Very few respondents questioned the usefulness of the activities, including for those already 'green'.

There is strong evidence of tangible progress at national level for each of the key commitments. Despite the short time since the establishment of the Peer Support structure, new legislation inspired by peer support activities, has been proposed or adopted in nine countries. In addition, other countries reported that the work has given a positive boost to implementation of the key commitments and that national discussions and action have taken significant steps forward.

Sharing experience with others that have already undertaken similar reforms is seen as a particularly valuable way of avoiding mistakes and improving processes. An example of a highly appreciated initiative that derived from the work in the Thematic Peer Groups is staff mobility. Staff mobilities were introduced in two of the groups (B and C), and were particularly lauded for the opportunities they offer participants to share knowledge and



expertise on sub-themes, specific topics and implementation practices. However, it is crucial that the findings of study visits are disseminated back home. Some objectives can still be reached since some of the mobilities have been postponed due to the outbreak of the COVID-19 and will be carried out at a later stage.

The work of the groups has focused on the implementation of the Key Commitments, but it has also addressed other, specific issues in the respective policy areas. For example, the activities of the Thematic Peer Groups contributed to increasing the common understanding of certain concepts such as 'automatic recognition'.

The work of the Thematic Peer Groups has been supported by a special strand of **ERASMUS+ projects** co-funded by the European Commission. The two rounds of project calls provided an excellent balance between focusing on the implementation of the Key Commitments and exploring further developments of related policy areas. This was achieved by **linking the work of the Thematic Peer Groups with a broader community**, gathering a large number of diverse participant profiles. Although the ERASMUS+ projects provide the basis for the peer support activities, countries are also expected to ensure national co-funding for them.

In terms of organisation, all Thematic Peer Groups used a combination of **Thematic Peer Group meetings with public seminars.** This solution worked well and has been positively assessed. In the future it is felt particularly important to keep a mix of larger panel meetings to facilitate a broad discussion, and smaller group activities having a thematic focus (for example, staff exchange or workshops). This combination has proved to be very effective in facilitating the sharing of good practices. Moreover, Thematic Peer Group activities should continue to be grouped under the umbrella projects to ensure consistent organisation and communication.

The **Bologna Implementation and Coordination Group's role** in coordinating the work and **promoting synergies** between the groups has also been considered very useful and necessary. Systematic and continuous cooperation and networking between the Thematic Peer Group members has been important to raise awareness about shortcomings in implementation, as well as the need for better communication and exchange of views among those responsible for implementation. In particular, the **national action plans**, which countries were asked to draw up and keep updated for every Key Commitment, have helped to improve the coordination of relevant national stakeholders. Continuation of countries' participation in the Thematic Peer Groups would make it possible for them to reflect further on their national plans and revise and update them in the next period.



While there has been a very positive assessment of this first phase of work, survey respondents propose a number of **recommendations for the future**. In particular:

- the methodology could be further developed in order to enable more intensive work in smaller groups;
- more digital meetings could be held to facilitate and broaden participation;
- more practical sessions could be offered with examples brought by each participant;
- improved synergy within and between countries could be brought about by more efficient national coordination. Public authorities should cooperate systematically with stakeholders in discussing and introducing necessary changes in legislation and regulations.

The Bologna Implementation and Coordination Group could also strengthen its role in policy coordination and exchange of information on different **transversal topics** relevant for all three Thematic Peer Groups - such as, for example, the further development of micro-credentials. Equally, and with a view to strengthen a holistic approach to interconnected policies, **cooperation between the three Thematic Peer Groups themselves could be strengthened**, while maintaining clear thematic borders between the Thematic Peer Groups.

While the Bologna Implementation and Coordination Group may develop in this way, it is important to limit its role to coordination. Some respondents pointed to the risk of potential overlapping with some existing structures such as with ENIC/NARIC network or the QF-EHEA National Correspondents. Strong interaction and cooperation with these existing structures and networks is therefore essential.

In planning further developments of the Peer Support Approach through Thematic Peer Groups coordinated by the Bologna Implementation and Coordination Group, it should be acknowledged that the **co-chairs of all groups** in this structure have borne a **very significant workload**.

In conclusion, although the working period for the Thematic Peer Groups and the Bologna Implementation and Coordination Group itself has been very short, our observations of the interactions in the groups and the participants' reflections allow us to conclude that the **Peer Support Approach stimulates and facilitates positive developments**. This work has shown the potential of the peer support methodology for advancing both **supportive action towards other countries** as well as for **stimulating national selfreflection and concrete action**.



2 BICG and TPGs' activities and structures

2.1 Introduction

At the Ministerial Conference held in Paris in 2018, the ministers of higher education of the EHEA agreed that full implementation of **three Key Commitments** is crucial for the success of the Bologna Process. The three Key Commitments identified are a three-cycle system compatible with the overarching framework of qualifications of the EHEA having its first and second cycle degrees scaled by ECTS, compliance with the Lisbon Recognition Convention and utilization of the Diploma Supplement, and quality assurance in compliance with the Standards and Guidelines for Quality Assurance in the European Higher Education Area¹.

Moreover, the ministers adopted a structured **Peer Support Approach** based on solidarity, cooperation, and mutual learning to promote the implementation of the three Key Commitments. Consequently, the **Bologna Implementation and Coordination Group (BICG)** was established with the objective of assisting the BFUG in implementing, coordinating and monitoring the peer support approach. The Peer Support Approach was to be facilitated by the establishment of three **Thematic Peer Groups** (TPGs), each dealing with one of the three key commitments.

In preparation for the 2020 Rome Ministerial Conference and the Communiqué the BICG herewith analyses the first round of peer support in order to report, through the BFUG, to the ministers and suggest the direction that the Peer Support Approach should take in the future.

This *Final Report on Implementing the Bologna Key Commitments through Peer Support* provides information on the activities implemented and the first outcomes of the Peer Support Approach with the objective of informing the discussion of the BFUG on continuation of the peer support after the Rome Ministerial Conference. In addition to that, this Report brings an assessment of what worked well and what could be improved in the future made by the BICG on the basis of a feedback of the TPG members captured from the meetings, TPG questionnaires and the BICG Survey.

2.2 BICG activities

In the course of summer 2018 the BICG was established and before the BFUG meeting in September 2018 in Vienna three thematic peer groups, one for each of the three key commitments, were set up in order to stimulate the new peer support approach. At the



¹ See ANNEX I Paris Communiqué, passage on Peer Support

meeting in Vienna, the three co-chairs per thematic peer group were identified and the BICG was expanded by one co-chair per thematic peer group.

Guidelines for the work in the peer groups were agreed with the three co-chairs of each group and by the end of 2018/in the beginning of 2019 **work plans** had been drafted and all thematic peer groups held their first meetings.

The work of the thematic peer groups has been supported by a special strand of **ERASMUS+ KA3-projects**, co-funded by the European Commission. The two rounds of this Erasmus+ action supported the three thematic peer groups and provided co-funding for about 26 projects focussing on commitments made in the Paris Communiqué, ranging from qualifications frameworks, academic recognition, quality assurance to social dimension or learning and teaching.

The BICG has held nine meetings (3 of them online) from 2018 to 2020². The first three meetings focused on kick-starting the work in the TPGs, and helping to set them up. This task was accomplished by using a survey conducted among the BFUG members followed by matchmaking activities aimed at bringing together countries and stakeholder organisations willing to engage in the various aspects of implementing the three key commitments.

The method chosen was to ask countries to express their willingness to cooperate in order to help each other to fully implement the three key commitments.

The third meeting was held jointly with all the Thematic Peer Groups' Co-chairs in order to allow a good exchange of ideas and working methods. After that, each TPG nominated one of their co-chairs to represent their group in the BICG meetings.

The BICG established an overall thematic framework for the work of the TPGs at the beginning of the process, but entrusted the groups themselves with deciding on further activities and their focus. A standard Action Plan template for all the TPGs was developed to assure a standard approach to the methodology of work of the TPGs.

The work of the groups has mainly focused on the overarching implementation of the key commitments, but it has also addressed specific issues and went into greater detail in the respective policy areas. Nonetheless, the implementation of the overall commitments has remained at the centre of the work.



² 5 June 2018, Brussels, 30 August 2018, Brussels, 26 September 2018, Vienna, 22 October 2018, Brussels, 26 February 2019, Vienna, 16 September 2019, Brussels, 8 April 2020 (online), 13 May 2020 (online), 12 June 2020 (online)

2.3 Action plans of TPGs

Collecting the ideas and proposals by the TPG members in order to develop the TPGs' action plans was key in focusing the work and valuable for ensuring progress.

The action plans contain the following information:

- Introduction and background information: the context for setting up the TPG, the scope, aims and objectives of its work;
- Thematic orientations: sub-themes that the TPG should cover in the frame of the Action Plan and the basis for such a thematic design (e.g. BICG survey results, networking sessions, discussions of the TPG at its first meeting, etc.);
- General information on the TPG: co-chairs, participating countries and institutions, umbrella project, other supporting projects;
- TPG Activities and Outcomes: e.g. surveys, self-assessment, peer assessment, analysis, workshops, conferences, list of participating countries and institutions, explanation of the contribution of the activity to the implementation of the key commitment in one or several countries, the projects supporting the activity and the time frame envisaged for the implementation of the activity;
- Specific country inputs: concrete actions to be undertaken in order to achieve the set engagements (e.g. surveys, self-assessment, peer assessment, analysis, workshops, conference), partners from the TPG, partners from the own country, outcomes, contribution of the activity to the implementation of the key commitments, timeline, supporting projects.

The Action Plans have been updated on a rolling basis and published on the EHEA website³. Countries have been matched up to create sub-groups to work on the specific themes where they can benefit from each other. It has been important to ensure that, even when a peer support group focuses on quite specific themes, the importance of implementing the overall commitments is not forgotten.

A survey was sent out to all members of the peer groups at the beginning of February 2020 and feedback has been given until Mid-April, in order to receive input on how the approach is seen by the participants. Results of the BICG Survey are included in this Report, which will be presented at the Split BFUG meeting in June 2020 in view of the Ministerial Conference, now postponed until 19-20 November 2020.



³ The TPG Action Plans are available on the EHEA website:

TPG A on QF: <u>http://ehea.info/page-peer-group-A-QF</u>

TPG B on LRC: <u>http://ehea.info/page-peer-group-B-LRC</u>

TPG C on QA: <u>http://ehea.info/page-peer-group-C-QA</u>

2.4 BICG and TPGs composition

COMPOSITION OF THE BICG

Co-chairs: Austria, Bulgaria, Croatia

Members: Vice-chair (Italy), Co-chairs of TPG A on QF (Czech Republic, Finland, Kazakhstan), Co-chairs of TPG B on LRC (Albania, France, Italy), Co-chairs of TPG C on QA (Belgium-Flemish Community, Georgia, Cyprus), Cochairs of WG1 (Eurydice, Norway), EUA/EURASHE, European Commission

COMPOSITION OF THE TPG A ON QF

- Co-chairs: Czech Republic, Finland, Kazakhstan
- Members: Albania, Andorra, Armenia, Azerbaijan, Belarus, Belgium Flemish Community, Bosnia and Herzegovina, Bulgaria, Croatia, Council of Europe, EI-IE, Estonia, ESU, EURASHE, European Commission, Georgia, Germany, Greece, Hungary, Malta, North Macedonia, Poland, Romania, Serbia, Spain, Turkey.

COMPOSITION OF THE TPG B ON LRC

- Co-chairs: Albania, France, Italy
- Members: Armenia, Austria, Azerbaijan, Belarus, Belgium Flemish Community, Belgium French Community, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Council of Europe, Denmark, EI-IE, EQAR, Estonia, EURASHE, ESU, EUA, European Commission, Georgia, Germany, Greece, Holy See, Ireland, Kazakhstan, Latvia, Lithuania, Luxembourg, Malta, Montenegro, Netherlands, North Macedonia, Norway, Poland, Portugal, Romania, Russian Federation, Serbia, Slovenia, Spain, Switzerland, Ukraine, UNESCO.

COMPOSITION OF THE TPG C ON QA

- **Co-chairs:** Belgium-Flemish Community, Georgia, Cyprus
- Members: Albania, Armenia, Austria, Belarus, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, EI-IE, ENQA, EQAR, EURASHE, ESU, EUA, European Commission, France, Germany, Greece, Hungary, Iceland, Italy, Kazakhstan, Latvia, Liechtenstein, Lithuania, Malta, Moldova, Montenegro, The Netherlands, North Macedonia, Poland, Portugal, Romania, Serbia, Slovak Republic, Spain, Sweden, Switzerland, Turkey, Ukraine, UNESCO, United Kingdom (Scotland).

A record of attendance at all the meetings is provided in Annex III.



	Thematic Peer Group A (QFs)	Thematic Peer Group B (LRC)	Thematic Peer Group C (QA)
Thematic orientations:	 Self-certification of the national qualifications frameworks to the overarching Qualifications Framework of the EHEA, Complete implementation of the ECTS Users' Guide, Short cycle higher education, Multiple purposes and use of the qualifications frameworks by the stakeholders, Study programmes outside the Bologna three-cycle structure, Relationship between the qualifications frameworks and quality assurance. 	 Establishing the legal framework to allow the implementation of the LRC; Establishing the distribution of work and responsibilities among the competent institutions that have the right knowledge and capacity to carry out recognition procedures; Achieving automatic recognition; Recognition of alternative pathways; Qualifications held by refugees; Optimising the potential of digital technology for the recognition agenda and the Diploma Supplement. 	 Legislative framework in line with the ESG; Ensuring effectiveness of internal quality assurance arrangements, including the use of QA results in the decision-making process and quality culture as well as links to learning and teaching; External quality assurance; The role and engagement of stakeholders in QA; Cross-border QA; European Approach to accreditation of joint programmes;

2.5 Thematic orientations and intended outcomes of the TPGs



	Thematic Peer Group A (QFs)	Thematic Peer Group B (LRC)	Thematic Peer Group C (QA)
Intended outcomes:	 Organise peer learning activities and seminars on the thematic orientations to discuss different approaches and share experience Special support will be given to countries working on the self-certification of their NQFs to the QF-EHEA. Give an opportunity to peer review the draft or final self-certification reports Improve the implementation of the ECTS 	 Peer support to share ideas in order to establish common standards to implement recognition practices operating in respect of the LRC and of national legislation within the EHEA. Support implementation of the action plans at national level. Organise 3 public seminars on (1) fraudulent qualifications and digitalisation, (2) substantial differences, (3) information provision. 	 Peer to peer support and cooperation on the different thematic orientations in order to better fulfil the key commitment on QA. Organise thematic sessions with the members of the peer group on the thematic orientations to exchange ideas and good practices. Up to date action plan for each country participating in the peer group, with concrete activities within the peer group or the own country.



3 Implementation of the Key Commitments

3.1 The Thematic Peer Group A on Qualifications Frameworks

The Thematic Peer Group A focuses on the Key Commitment 1: a three-cycle system compatible with the overarching frameworks of the EHEA and first and second cycle degrees scaled by ECTS.

3.1.1 Meetings and activities

Meetings: 15 January 2019, Helsinki

3 June 2019, Prague

18 February 2020, Prague

Events: Workshop on self-certification of NQF, Prague, 3 May 2019

Conference on the Implementation of the ECTS Users' Guide, Prague, 4 June 2019

Self-certification Workshop, Strasbourg, 6 September 2019

PLA on NQFs, Berlin, 21 – 22 October 2019

PLA on Multiple Purposes and Qualifications Frameworks by stakeholders, Brussels, 18 – 19 November 2019

Seminar on Current and Future Trends – Linking Qualifications Frameworks and Quality Assurance, Prague, 17 February 2020

The first meeting of the TPG took place in Helsinki on 15 January 2019. TPG members met here for the first time and discussed the thematic indications and their interests in them based on the first draft of their action plans. In the action plans, countries indicated their need for support and offered their support. It became clear at the meeting in Helsinki that the peer group would not be able to benefit from specific projects funded through Erasmus+, due to lack of projects in this area. Nevertheless, the peer group's general activities could be supported by the same call. The related project included plans and co-funding proposals for the peer group meetings, wider conferences and different peer learning activities.

The action plans were finalized, and they showed that several countries had a strong interest in working on their self-certification reports. Since the PLA focusing on self-



certification was planned only for October 2019, the co-chairs decided to organize an additional **workshop on self-certification of national qualification frameworks** for interested countries, on 3 May 2019 in Prague. Representatives of eight countries participated in the workshop; of these three countries (Finland, Germany and Croatia) had already self-certified their frameworks and shared their experience with the others. Criteria and procedures for self-certification were discussed in detail and countries got practical advice on how to approach the preparation of the report.

The second meeting of the TPG took place in Prague on 3 June 2019. Representatives of 18 countries and other stakeholders participated; in total 30 participants. Members discussed new developments in their countries and plans for new projects. Kazakhstan presented the current state of development of their national qualifications framework (NQF) and preparation of their self-certification report and received feedback from the participants.

The meeting was followed by a **conference on ECTS** and the implementation of national credit systems for higher education in line with the commitments of the EHEA. The meeting started with an overview of the foundations of ECTS, its development, and the current situation. Two examples of national credit systems were presented by Estonia and Azerbaijan and the parallel sessions focused on developing course catalogues and credit recognition procedures, producing grade distribution tables for grade conversion and ECTS from the perspective of QA.

On 6 September 2019, members of the peer group who are also the national correspondents for NQF in the network of the Council of Europe met in Strasbourg for the second **self-certification workshop**. This time, Albania and Georgia presented the current state of their national qualifications frameworks and the preparation of their self-certification reports and participants provided feedback and gave recommendations.

Two PLAs prepared by the German Rectors' Conference and the European Students' Union followed in October and November.

The **German PLA** took place on 21–22 October in Berlin and presented the German case with a focus on higher education qualifications frameworks, the process of self-certification, the question of promoting the QF among higher education institutions, academics and employers, and subject-specific QFs. There was also detailed discussion on the criteria and procedures for self-certification.

ESU organized its **PLA** on 18–19 November 2019 in Brussels. During the PLA, the multiple purposes and uses of qualifications frameworks by stakeholders were explored. A report with recommendations for national governments was prepared based on presentations of different stakeholders and discussions among PLA participants.



Two final peer group events took place in Prague on 17–18 February 2020. A **seminar on linking qualifications frameworks with quality assurance** brought together more than 50 representatives of different countries and stakeholder organizations. Six countries from different EHEA regions introduced their approach to linking qualifications frameworks and quality assurance and the representatives of different stakeholders (higher education institutions, quality assurance agencies, and students) provided their views on what works well and what needs to be improved.

The **third and final TPG meeting** followed the seminar. The Co-chairs wrapped up the group's work and Kazakhstan presented their NQF and self-certification report for peer review. The second half of the meeting was devoted to discussions on how the countries had progressed in implementing the key commitment on qualifications frameworks and how the peer group supported them in improving implementation. Many countries reported progress, although challenges remain. Participants agreed on the usefulness of the peer group meetings and other support and expressed a need for continued peer group work.

3.1.2 Main outcomes, conclusions and recommendations

Generally, awareness of the importance of qualifications frameworks and their implementation has increased. Countries have been able to compare their situation, achievements and challenges with other countries. Co-operation with the EQF has been sought throughout the work. With regard to self-certification, the lack of a peer review procedure and of opportunities to present and discuss the self-certification report have been noted.

Kazakhstan prepared their self-certification report and presented it in February 2020. It was generally received very well with some proposals for adding information and improving clarity. Albania and Georgia presented their situation and ideas for report and they both received feedback from the peer support group. Based on feedback received as well as observations of the co-chairs, it is important for those countries which have not yet done so to prepare their self-certification reports.

It has also been noted that it is especially important to have up-to-date information concerning self-certification available on the EHEA website. If a country would like to proceed to self-certification – or update its report – the information concerning criteria and procedures is difficult to find. Discussions with both the Council of Europe and the European Commission concerning information on self-certification/referencing as well as having those reports easily available have been initiated.

When it comes to the implementation of the ECTS User's Guide, in many countries further work needs to be done. Many aspects of the Guide are overlooked and the



Guide should be used more effectively as guidance on programme design, better recognition of learning outcomes, credits and qualifications; learning, teaching and assessment; instruments for planning and carrying out mobility activities; recognition of prior learning and experience and quality assurance of ECTS implementation.

As far as the overall working method of the peer group is concerned, following **conclusions and recommendations** were made based on the feedback from participants at the peer group meetings and from the survey organized by the BICG:

- Many countries joined the peer group with an interest in one specific subtheme

 mostly qualifications frameworks, ECTS or short-cycle qualifications.
 However, due to the fact that only the umbrella project supported the work of the TPG and the time period was relatively short, some of these topics were not discussed in detail. That was for example the case of short-cycle qualifications.
 In case of ECTS, there was a conference but no smaller events which could have had an even stronger peer support aspect. As a result, some countries participated in the big group meetings but there were less examples of smaller scale peer support activities for sharing good practice. This might explain why the peer group may have been less helpful for certain countries to achieve tangible results.
- The peer group seemed to work very well for the countries with an interest in developing or updating their qualifications frameworks. These countries participated in most of the smaller activities (workshops and PLAs) and found them useful and encouraging. These participants reported that they appreciated having a chance to share what they were working on, what challenges they were facing, and that they could get feedback from colleagues both from the more experienced ones and from those dealing currently with the same issues. Participants also appreciated the bigger events (the ECTS conference, the seminar on linking qualifications frameworks and quality assurance) because they provided important perspectives on how the topics are related and what can be done to make them work better together. Participants also mentioned that the peer group helped them to establish contacts with colleagues from other countries and organizations and it is now much easier to reach them for direct consultations.
- To make the group work in a truly peer supported way, it would be helpful to have more countries that are advanced in implementation participate and be active in sharing good practice and providing support to others, just like those that have been involved during this period.
- The peer support spirit could also be reinforced if more countries take an active role in planning and organizing the peer group work. During this period, most



of the work was done by co-chairs and the umbrella project partners (HRK and ESU).

• There was good participation in the TPG events even when countries had to cover a part of their costs. That was the case at the beginning before the funding from the umbrella project was available. TPG members had to cover their costs related to the first meeting in Helsinki and partly to the first self-certification workshop in Prague. Both meetings had good participation.

Most participants agreed that the TPG work should be continued. The topics and thematic indications should be well defined and the working method should reflect them. Small events with opportunities to share good practice and discuss current challenges would be especially helpful. These could be organised by countries in a pro-active way.

Further information, agenda, reports and presentations of the events can be found at <u>http://ehea.info/page-peer-group-A-QF</u>.

3.2 The Thematic Peer Group B on Recognition

The Thematic Peer Group B focuses on the Key Commitment 2: national legislation and procedures compliant with the Lisbon Recognition Convention and the Diploma Supplement.

3.2.1 Meetings and activities

- Meetings: 31 January 2019, Tirana
 - 24 June 2019, Bologna

17 June 2020, online (postponed from 10 March, Paris)

Events: Seminar on document fraud and digitalization (with EQAR) - 1 February 2019, Tirana

Seminar on substantial difference (with ESU) - 26 June 2019, Bologna

Seminar on information provision (with EUA) - 17 June, online (postponed from 11 March, Paris)



The composition of the TPG, with a mix of representatives of the Ministries and ENIC-NARIC centres (37 countries and 8 stakeholder organisations) proved to be a good balance of policy makers and professionals involved in recognition that facilitated discussion and exchange of practices.

The first meeting, which was held on 31 January 2019 in Tirana was attended by 28 members (23 countries and 5 stakeholder organisations). During the first meeting the starting point was the Bologna Process Implementation Report and its indicators for recognition, in order to set the scene and support countries in focusing on concrete indicators of implementation of the LRC at national level. The work plan of each country and the overall work plan of the group were analysed, matching needs and offers in the field of peer support on recognition issues. Furthermore, four subthemes were discussed: the legal framework to allow implementation of the LRC; achieving automatic recognition; qualifications held by refugees; digitalisation. The first meeting was followed by a Public Seminar on Document Fraud and Digitalization (around 150 participants, organised with EQAR).

The second meeting, on 24 June 2019 in Bologna, was attended by 35 members (30 countries and 5 stakeholder organisations) focused on sharing the developments regarding the action plan of each country and the action plan of the group, with a focus also on the Erasmus+ call and on a matchmaking activity as a support to the countries' action plans. The need for tools and instruments to support portability of recognition decisions was discussed too. The meeting was followed by a Public Seminar on Substantial Difference on 26 June 2019 (around 120 participants, organized with ESU).

The Third meeting and the Seminar on information provision, which should have taken place on 10 and 11 March 2020 in Paris, had to be cancelled due to the outbreak of Covid-19, and they have been postponed to 17-18 June 2020, well before the Ministerial conference, now planned for November. Due to the uncertainty of the situation, the third TPG meeting will be held online on 17 June 2020. Contents and length have been reshuffled to better fit the online modality, and to take into account the impact of the current crisis on higher education and recognition. In line with the mandate of the Thematic Peer Group B on the Lisbon Recognition Convention, the goal of this online meeting is to analyze the impact of the outbreak of COVID-19 on action plan and implementation of LRC at national level. The meeting will help to outline what threats and challenges are being posed for the implementation of LRC in the EHEA countries and to share possible responses and good practices. Results of the discussions in the working groups will be reported in plenary, and a synthesis will be reported to the BICG, and will feed into the report to the BFUG.





Staff mobility activity

In the framework of the project *Thematic Peer Group on the implementation of the Lisbon Recognition Convention in EHEA countries - TPG-LRC* a staff mobility activity has been organized. The main aim of the activity is to provide the TPG B on LRC members with the opportunity to offer or receive peer learning on the topic of recognition and implementation of the LRC.

The call for applications was launched in October 2019 and a total of fifteen requests were submitted. Eight institutions from seven countries applied to send mobile staff members to deepen specific topics related to LRC implementation, while six institutions applied to host colleagues and provide them with peer counselling.

Considering that the project foresees a maximum of 20 participants, it was planned to discuss the staff mobility during the Third TPGB meeting in Sèvres and to launch a second call for applications in March 2020. However, due to the Covid-19 outbreak, the TPG B meeting has been postponed and both the scheduled mobilities and the second call for applications have been postponed too. The applicant countries will be asked if they wish to partially re-design the staff mobility, to take place online, at least for part of the contents initially planned. This would allow having more countries participate in it, shifting from a bilateral to a multilateral model of staff mobility.

3.2.2 Main outcomes, conclusions and recommendations

The **peer support activity** is very effective in supporting exchange of practices, and for finding ways to address common challenges, with a concrete approach based on results. In particular, the different backgrounds of the TPG B members (mainly Ministries and ENIC-NARIC centres) facilitated the exchange of expertise and the analysis of the topics related to implementation of the LRC from different perspectives. Putting together Ministries and ENIC-NARIC networks and Ministries.

One relevant element is the **synergies with EU funded projects** in the field of recognition, especially in the framework of the Erasmus+ call for the implementation of reforms in the European Higher Education Area. In all three TPG meetings a focus has been kept on projects relevant for the group, presenting the main activities, outcomes and tools, and supporting the matchmaking in order to present project proposals on topics of common interest/need. This synergy represents an added value for the work of the entire group and could be strengthened in the future if the activity of the TPGs continues.

Cooperation among the 3 TPGs is relevant. In each of the meetings a slot was allocated for input and feedback from the other two TPGs, and the co-chairs of the



other TPGs were invited to share insights from the work of their Groups relevant also for recognition. An example was the topic of short cycle qualifications that was discussed thanks to the input of TPG A in the TPG B meeting in Tirana. Another topic is the recognition of micro-credentials, included in the themes of the online TPG B meeting in June. A third transversal topic is automatic recognition, which has been a recurrent topic in the group. Qualifications framework, recognition and quality assurance concur in fostering mobility of individuals. The TPG B included in its agenda the subject of the recognition of short cycles that was discussed in the TPG A.

Cooperation with stakeholders and stakeholders' organisations can play a strong role in the implementation of the LRC. First of all, students, student unions and associations can play a crucial role in building awareness for the recognition process, the related "rights and duties", the concept of substantial difference, and in multiplying information. The seminar on substantial difference, coordinated with ESU, has been an occasion also to present the section of "Bologna with Student Eyes" report dedicated to recognition, and to discuss the indicators and the main findings with Ministries, Higher Education Institutions, and ENIC-NARIC representatives.

Higher Education Institutions are the frontline of information provision on recognition, as in the majority of EHEA member countries they are the competent authorities for carrying out recognition procedures and taking recognition decisions. One of the topics of the TPG is fostering higher education institutions' role in the implementation of the LRC in relation to information provision on recognition (giving clear and transparent information on the process, the right to appeal, etc.). This was in particular one of the topics of the seminar that was to be held in March 2020 in Sèvres co-organized with the EUA and it will be discussed during the online seminar that is held in June 2020.

Quality is another key word in the TPG discussions, both in relation to enhancing the quality of the recognition process (quality is understood in this TPG context to mean recognition that is fully compliant with the principles of the LRC), and in the role of quality assurance agencies to support ethics, integrity and transparency in education, and on the other side to fight corruption, including lack of academic integrity, diploma mills, and education fraud in higher education. This has been one of the topics discussed at the seminar in Tirana organised together with EQAR. In particular, the DEQAR database has been presented as a concrete tool to support the recognition of qualifications, giving quick access to reliable information on accreditation and status of HEIs.

Digitalisation supports mobility and employability both of students and professionals. It supports the automatic recognition of qualifications and makes it easier to share academic qualifications in a secure way. These key aspects have all been examined.



Further aspects of digitalisation have also been discussed, from the use of digital credentials to the digitalisation of the recognition process, and the application of new technologies in recognition, such as block chain technology. Digitalisation is a key aspect of linking recognition and quality assurance, with perspectives of simplifying the verification of accreditation of an institution or a study programme opened by the integration of the DEQAR database in the recognition process. However, digitalisation and the use of digital student data remain a challenge across the TPG countries, where the level of digitalisation of workflow in the recognition field, the use and acceptance of digital credentials is very different across countries. A number of countries already have consistent tools in place for the exchange of student data, whereas in other countries only paper documents, such as parchment signed by the university rector, have legal value.

Also discussed was the need for tools and instruments to support portability and transparency of recognition decisions and to improve mobility, such as the **European Assessment Report**. This would be a reference document on key information that should be reported in a recognition statement. Also in this field there is still room for further improvement, with recognition decisions taken at national level and with few common standards and/or consensus on what these common standards should be. The publication <u>Portability of recognition statements in the EHEA – Nuffic</u> could provide the basis for further discussion and has been included in the preparatory note in the view of the next online TPG B meeting.

Implementation of **article VII of the LRC**, "Recognition of qualifications held by refugees, displaced persons and persons in a refugee-like situation", has been analysed, sharing good practices at national and international level. Implementation of this article remains, however, challenging in a number of countries.

Tools and actions for fostering **automatic recognition** have been analysed. Even if some progress has been made, especially in understanding the concept of automatic recognition and making links between relevant national players in a number of countries, this topic needs further attention in the upcoming period. Currently there are a few different models of automatic recognition in place in TPG countries, from legally binding bilateral and multilateral agreement to "de facto" automatic recognition. To foster implementation of the Lisbon Recognition Convention and move towards automatic recognition, a remaining challenge is the full understanding of the difference between access (more at system level) and admission (more at HEIs level), that represents the key issue in removing obstacles to full implementation of automatic recognition.



The following **recommendations** were made based on the feedback from participants at the peer group meetings and from the survey organized by the BICG:

- Step up action to foster the implementation of the LRC in close cooperation with the ENIC-NARIC centres and the LRC Committee Bureau.
- Further support full implementation of the LRC and work to enhance automatic recognition, providing training and peer support to ensure that higher education qualifications obtained in one EHEA country at a certain level are automatically recognised in the others for the purpose of further studies. To foster automatic recognition, further explore the concept and the tools that can help to remove obstacles and advance in the acceptance of automatic recognition.
- Further analyse the different interpretations of "substantial difference" (section IV, V and VI of the LRC) to further deepen the topic and define a core set of indicators of what should be considered "substantial difference".
- Support the use of digitalisation, of contemporary technology (e.g. block chain, etc.) and of digital student data, working to remove obstacles existing at national level, in order to promote automatic recognition and to support verification of the authenticity of credentials.
- Consider and discuss the need to further develop common tools, instruments and reports to support portability and transparency of recognition decisions.
- Ensure the commitment of the EHEA countries to fostering ethics, integrity and transparency in education, enhancing trust and confidence in the quality and reliability of qualifications.
- Take action to eradicate all forms of fraudulent practice, through promotion of integrity and ethical practices, encouraging the use of new technologies in a proper way to support anti-corruption, and developing strong network and peer support activities among countries.
- Support and strengthen synergies with EU funded projects relevant for the implementation of the Lisbon Recognition Convention and related to the European Higher Education Area.
- Strengthen cooperation at national level between the ENIC-NARIC centres and Higher Education Institutions, in view of the fact that in most EHEA countries higher education institutions are autonomous and responsible for implementing LRC compliant recognition procedures.

Further information can be found at <u>http://ehea.info/page-peer-group-B-LRC</u>.





3.3 The Thematic Peer Group C on Quality Assurance

The Thematic Peer Group C focuses on the Key Commitment 3: quality assurance.

3.3.1 Meetings and activities

Meetings:	3-4 December 2018, Tbilisi
	27-28 May 2019, Limassol
	16-17 January 2020, Ghent
Events:	PLA on the European Approach to the accreditation of joint programmes, Limassol, 29 May 2019
	Thematic session on stakeholder engagement, Ghent, 17 January 2020

The group consists of 37 member countries and 8 stakeholder organisations. The representatives of the countries are a mix of persons working in QA agencies and ministries.

The first meeting took place in Tbilisi, Georgia, on 3 - 4 December 2018 and was the kick-off of the peer group, with 17 countries and 6 organisations present. During this meeting the countries started to work on their country action plan and started to look for cooperation with other peer group members on the specific needs of their country. In February 2019 the peer group action plan, with input from all member countries, was sent to the BICG and published on the website.

During **the second meeting** in Cyprus on 27 – 28 May 2019, the countries elaborated on their country action plans and worked closely together on the 6 subtopics of the peer group. 54 persons from 26 countries and 7 organisations were present. On 29 May 2019 a Peer Learning Activity was organized on the topic 'European Approach to the QA of Joint Programmes'.

The third meeting was held in Ghent, Belgium, on 16 - 17 January 2020, with as its main focus sharing the outcomes so far of the work of the peer group. A separate thematic session on the involvement of stakeholders was part of the third meeting (51 participants of 26 countries, 7 international organizations and 2 external experts). The peer group also discussed the further needs for future cooperation using the peer support structure.

In all the TPG meetings the focus was primarily to have a lot of discussion and opportunities to exchange expertise among countries during the various sessions.



Staff mobility programme

The content discussed in the TPG is very broad and linked to the six main subtopics. To accommodate this wide range of specific needs for each country a staff mobility programme was set up. This ensures that countries at various levels of implementation find meaningful input for further development of their practices. The staff mobility project has indeed proven to be popular among member countries, but also organisations. A broad range of countries linked to all colours of implementation status on QA in the Bologna Process Implementation Report applied for funding through the staff mobility project

Following the first call for applications, 47 persons from 26 countries/organisations applied for a staff mobility to another ministry/QA agency. In a second call another 34 applications from 18 countries/organisations were received. In total 27 countries and 5 international organisations of the peer group took part in one or more staff mobilities.

The content of the staff mobilities is linked to the key commitments as such for certain countries, but for other countries it is more about enhancement with regard to specific issues. Staff mobilities were scheduled to take place between October 2019 and May 2020. In response to the travel restrictions introduced across the EHEA, the closing date for mobilities was postponed to November 2020 to allow as many members of group as possible the chance to participate. Each mobile peer will produce an observation report. Input from these reports will be shared with the peer group members for further dissemination of the lessons learned.

3.3.2 Main outcomes, conclusions and recommendations

Topics discussed within the TPG are very broad and needs are very specific per country. In the many working sessions during the peer group meetings the following **challenges** and **ideas/proposals** for future work were raised to be tackled in the next working period:

- Legal frameworks: creation of good cooperation (dialogue and relationship) between governments and QA agencies; independence of QA agencies and internal QA mechanisms of agencies; proposals for future projects on QA for PhD programs.
- European Approach for the Quality Assurance of Joint Programs: legal changes and addressing the procedural aspects that currently hinder progress in the implementation of the European Approach. The peer group could support this by offering a space for exchange of good practice.



- Stakeholders' engagement: The TPG members identified the involvement of students and employers in the QA process as particularly challenging. This could be addressed by structural engagement and capacity building of experts, students and employers. Exploring stakeholders' engagement in cross border evaluations would be particularly important.
- Internal QA: Developing quality culture within higher education institutions.
- External QA: Further to internal QA, most countries have in place a combination
 of the programme and/or institutional approach, which risks overly bureaucratic
 procedures and overburdening the higher education institutions. Strategies of
 finding a good balance between accountability and minimising bureaucracy
 could be developed in the group; dealing with new study programmes and
 flexible pathways (relevance, labour market needs, etc.); design and publication
 of external QA reports.
- Cross-border QA: Despite the commitment already made in 2012, some countries are still reluctant to allow their HEIs to be externally evaluated by a foreign quality assurance agency registered in EQAR; Higher education systems in the EHEA still differ from each other to a great extent, even though the transparency tools have already contributed to more comparability. This leads to a lower level of trust in other HE systems, for example in the way that they ensure accreditation of HEIs in their territory. The peer group could be helpful in collecting data on legal challenges in regard to incoming cross-border QA, which could help to discuss and elaborate possible solutions to these concerns and support the acceptance of external evaluations by foreign, EQAR-registered quality assurance agencies. At the same time, the TPG could also collect positive examples, which demonstrate the usefulness of cross-border QA.

The postponement of the Ministerial Conference to November 2020 gives the peer group the opportunity to work for an extra six months. During this period, the overall action plan of the peer group will be analysed. Each participating country has been asked to evaluate its own goals and proposed actions by June 2020. This will give further insight in the concrete outcomes of the peer group's work.

Participants agree that the work of the peer group should be continued. Numerous participants expressed the need also to work on related emerging themes, such as QA for micro credentials, on digital learning environments, distance learning metrics, assessments and higher education governance. How quality assurance addresses the social dimension was also mentioned as an area of interest.



Challenges on a global scale require to be prepared for smart and intelligent specializations and future jobs, innovative learning and teaching, and reduction of bureaucracy while still maintaining high quality. The student population is becoming more and more diverse, so innovative ways of teaching and learning could offer flexible solutions to underrepresented groups to support their participation in higher education, but also to adult learners to upskill or reskill. On the other side of the spectrum the world of work is also changing and the labour market requires people who can easily adapt and up- and reskill throughout their career. The higher education sector has to adapt to these needs and adapt their offer through e-learning, MOOC's, interdisciplinary programmes, short courses, etc. All these forms of learning and teaching should of course have guaranteed quality standards and be recognized appropriately throughout the European Higher Education Area.

The peer group should explore whether the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG) are ready to be used for these new kinds of learning and teaching and strive to have all agencies EQAR-registered. The peer group should also investigate the need to find a way to address and discuss QA provision by non-traditional providers. This is a point where synergies should be sought with the other two peer groups.

Further information can be found at http://ehea.info/page-peer-group-C-QA



ANNEX I Paris Communiqué

The Paris Communiqué states:

"We acknowledge that the reforms driven by the Bologna Process require both successful implementation and full ownership of all of our agreed goals and commitments throughout the EHEA. Fulfilling our commitments depends on the concerted efforts of national policy-makers, public authorities, institutions, staff, students and other stakeholders as well as coordination at EHEA level.

"In order to unlock the full potential of the EHEA and ensure the implementation of Bologna key commitments, we are adopting a structured peer support approach based on solidarity, cooperation and mutual learning. In 2018-2020, thematic peer groups will focus on three key commitments crucial to reinforcing and supporting quality and cooperation inside the EHEA:

- a three-cycle system compatible with the overarching framework of qualifications of the EHEA and first and second cycle degrees scaled by ECTS
- compliance with the Lisbon Recognition Convention,
- and quality assurance in compliance with the Standards and Guidelines for Quality Assurance in the European Higher Education Area."

"We mandate the BFUG to implement, coordinate and monitor the adopted peer support approach, and to do so with the aid of the Bologna Implementation Coordination Group established to that end."

"We encourage the use of the Erasmus+ programme for increasing cooperation, beyond mobility, and achieving progress on the key commitments."



ANNEX II Terms of reference for the BICG

Terms of Reference for the Bologna Implementation Coordination Group (post-Rome)

Name of the Working Group

Bologna Implementation Coordination Group (BICG)

Contact persons

Tbd by the BFUG

Composition

The Bologna Implementation Coordination Group (BICG) is a small coordination group composed of representatives nominated by full and consultative members of the BFUG including one co-chair of each of the Thematic Peer Groups (TPGs). A representative of the WG on "Monitoring" is invited to participate in the group as an observer. The group is expected to have about 10 members.

In principle BICG Co-chairs should not be chairs of a Thematic Peer Group.

The choice of countries/organisations will aim to represent the geographical diversity of the EHEA and ensure a balance of expertise across all key commitments. To ensure continuity and diversity, there should be a maximum overturn of 2/3 of the BICG members between work-periods.

Purpose and/or outcome

The purpose of the BICG is to facilitate coordinated implementation of the three Key Commitments. To achieve that the BICG coordinates the work of TPGs focused on individual key commitments, facilitates an exchange of experiences and best practice between TPG co-chairs. BICG follows the peer support activities and reports to the BFUG on the overall progress and necessary review of the approach or methodology of peer support.

The group's work will build upon the work of the BICG in the period 2018-2020 and the outcomes and recommendations of the work of the TPGs presented in the BICG Report. The TPGs will continue using the Peer Support Approach to facilitate the implementation of the Key Commitments as well as in exploring new areas of developments in related policy areas.

The TPGs will use the existing national action plans that should continue to be constantly updated and reviewed.



Reference to the Rome Communiqué

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Specific tasks

- coordinate the work of the TPGs
- follow-up peer support activities by keeping an overview of the composition and activities of the different groups;
- seek to improve the Peer Support Approach for the implementation of the Key Commitments, including possible adjustments;
- identify synergies in the work of the Thematic Peer Groups
- give the BFUG regular updates and an overview on the progress and effectiveness of the Peer Support Approach for the implementation of the Key Commitments, based on the activities of the TPGs;
- Prepare analytical reports to the BFUG on the activities of the different TPGs and the support for the implementation of Key Commitments as a whole, including operation (what works, what doesn't work), impact and usefulness;
- Prepare recommendations for further action to improve implementation for consideration by the BFUG.

Reporting

Minimum of one yearly report to the BFUG.

Minutes of BICG meetings will be made available by the Bologna Secretariat in addition to the reports of the TPGs.

Meeting schedule:

To be decided

Liaison with other WGs' and/or advisory groups' activities

- WG 1 on "Monitoring" and any other relevant BFUG structures

Additional remarks



ANNEX III Participants in BICG and the TPG meetings

					BIC	CG			TP	G A or	ו QF	TPG	B on	LRC	TPG C on QA				
Country / organisation	1 st meeting	2 nd meeting	3 rd meeting	4 th meeting	5 th meeting	6 th meeting	7 th meeting	8 th meeting	9 th meeting	10 th meeting	1 st meeting	2 nd meeting	3 rd meeting	1 st meeting	2 nd meeting	3 rd meeting	1 st meeting	2 nd meeting	3 rd meeting
Albania			1	1								1	1	1	1	1	1	1	1
Andorra																			
Armenia												1	1		1	1		1	1
Austria	1	1	1	1	1	1	1	1	1					1	1	1		1	1
Azerbaijan												1	1			1			
Belarus											1	1	1	1	1	1			1
Belgium Flemish Community			1	1	1	1	1	1	1		1	1	1	1	1		1	1	1
Belgium French Community															1	1			
Bosnia and Herzegovina														1	1	1			
Bulgaria	1	1		1			1	1	1					1	1	1	1	1	1
Council of Europe													1						
Croatia	1	1	1	1	1	1	1	1	1		1	1		1	1	1	1	1	1
Cyprus			1	1													1	1	1
Czech Republic			1	1	1	1					1	1	1	1	1	1	1	1	1
Denmark														1	1	1			1
EI / ETUCE											1	1		1	1		1		
ENQA																	1	1	1



					BIC	CG					TP	G A or	ו QF	TPG	B on	LRC	TPG C on QA			
Country / organisation	1 st meeting	2 nd meeting	3 rd meeting	4 th meeting	5 th meeting	6 th meeting	7 th meeting	8 th meeting	9 th meeting	10 th meeting	1 st meeting	2 nd meeting	3 rd meeting	1 st meeting	2 nd meeting	3 rd meeting	1 st meeting	2 nd meeting	3 rd meeting	
EQAR														1	1	1	1	1	1	
Estonia											1	1	1	1	1	1				
ESU											1	1		1		1	1	1	1	
EUA	1	1	1	1	1	1	1	1	1					1	1	1	1	1	1	
EURASHE	1	1	1				1		1		1	1	1		1			1	1	
European Commission	1	1	1	1	1	1	1	1	1		1	1	1	1	1	1	1	1	1	
Eurydice	1	1	1	1	1	1	1		1					1						
Finland			1	1		1	1	1			1	1	1							
France			1	1		1								1	1	1	1	1	1	
Georgia			1	1								1	1		1	1	1	1	1	
Germany											1	1	1			1	1	1	1	
Greece											1	1		1	1	1				
Holy See														1	1	1				
Hungary												1	1				1	1	1	
Iceland																			1	
Ireland														1	1	1				
Italy	1	1	2	1	2		1	2	2					1	1	1		1	1	
Kazakhstan			1						1		1	1	1	1	1			1		
Latvia																1	1			
Liechtenstein																		1		



		BICG											ו QF	TPG	B on	LRC	TPG C on QA			
Country / organisation	1 st meeting	2 nd meeting	3 rd meeting	4 th meeting	5 th meeting	6 th meeting	7 th meeting	8 th meeting	9 th meeting	10 th meeting	1 st meeting	2 nd meeting	3 rd meeting	1 st meeting	2 nd meeting	3 rd meeting	1 st meeting	2 nd meeting	3 rd meeting	
Lithuania															1	1		1		
Luxembourg														1	1	1				
Malta												1	1	1	1	1			1	
Moldova																		1	1	
Montenegro																	1	1	1	
Netherlands														1	1	1	1	1	1	
North Macedonia															1			1	1	
Norway													1	1	1	1				
Poland											1		1	1	1	1	1	1	1	
Portugal																		1	1	
Romania											1	1	1		1	1	1	1	1	
Russian Federation															1	1				
Serbia												1						1	1	
Slovak Republic																	1	1	1	
Slovenia														1		1				
Spain												1								
Sweden																	1	1		
Switzerland															1	1				
Turkey																			1	
Ukraine														1	1	1				



		-	-	-	BIC	CG	-	TP	G A or	n QF	TPG	B on	LRC	TPG C on QA					
Country / organisation	1 st meeting	2 nd meeting	3 rd meeting	4 th meeting	5 th meeting	6 th meeting	7 th meeting	8 th meeting	9 th meeting	10 th meeting	1 st meeting	2 nd meeting	3 rd meeting	1 st meeting	2 nd meeting	3 rd meeting	1 st meeting	2 nd meeting	3 rd meeting
UNESCO																			
United Kingdom – EWNI																			
United Kingdom (Scotland)																			
AEC (observer)													1						1
Total number of members participating	8	8	16*	14*	9	9	10	9	11		15	22	20	29	35	35	23	32	34
Total number of members	10**											29			46		45		



^{*} In the 3rd and 4th BICG meeting all the TPG Co-chairs were invited, whereas in the following meetings one Co-chair per TPG was representing the others.

^{**} The BICG members are Austria, Bulgaria, Croatia, EUA and EURASHE who divide one place, European Commission, Italy, one Co-chair of WG1 on Monitoring, one Co-chair of Peer Group A on QF, one Co-chair of Peer Group B on LRC, one Co-chair of Peer Group C on QA.