**

HANDBOOK

For the EAPN Executive Committee 2016-2018



**FOR INTERNAL USE ONLY**

**EUROPEAN ANTI-POVERTY NETWORK**

RESEAU EUROPEEN DES ASSOCIATIONS DE LUTTE CONTRE LA PAUVRETE ET L’EXCLUSION SOCIALE

SQUARE DE MEEUS, 18 – 1050 BRUXELLES

TEL : 0032 2 226 58 50 – FAX : 0032 2 226 58 69

*Email team@eapn.eu - Website: www.eapn.eu*

HANDBOOK FOR THE EAPN EXECUTIVE COMMITTEE 2016-2018

**TABLE OF CONTENTS**

**1. EAPN BACKGROUND**

[ORIGIN AND DEVELOPMENT OF EAPN (not updated) - 3 -](#_Toc443053597)

[EAPN STRATEGIC PLAN 2016 - 2018 - 8 -](#_Toc443053598)

[ANNUAL WORK PROGRAMME 2016, as submitted to the Commission 10](#_Toc443053599)

**2. STRUCTURE**

[STATUTES 45](#_Toc443053600)

[STANDING ORDERS 50](#_Toc443053601)

[EAPN ORGANISATION CHART 58](file:///P:\EAPN\8.%20Statutory\Bodies\Executive%20Committee\induction\2015\Handbook-for-the-EXCO-Final-to-Print.docx#_Toc443053602)

[ALLOCATION OF TASKS IN THE BUREAU 2015-2018 59](#_Toc443053603)

**3. FINANCIAL MATTERS**

[GENERAL FINANCIAL MATTERS (not updated) 60](#_Toc443053604)

[2015 agreed budget 63](#_Toc443053605)

[NOTE ON THE WORKINGS OF THE EAPN FUND 80](#_Toc443053606)

**4. ACTIVITIES**

[EAPN GENERAL ASSEMBLIES 82](#_Toc443053607)

[SEMINARS / CONFERENCES 84](#_Toc443053608)

**5. INFORMATION MATERIAL**

[EAPN INFORMATION POLICY (NOT UPDATED) 88](#_Toc443053609)

[EAPN – FRAMEWORK COMMUNICATIONS STRATEGY 91](#_Toc443053610)

**6. PRACTICAL INFORMATION**

[RULES FOR REIMBUSEMENT 100](#_Toc443053611)

[THE ORGANISATION OF EAPN EVENTS 103](#_Toc443053612)

**7. WORKING GROUPS**

[EXECUTIVE COMMITTEE MEMBERS 104](#_Toc443053613)

[MEMBERSHIP OF EAPN STATUTORY AND WORKING GROUPS - 2016 106](#_Toc443053614)

[CONCEPT NOTE OF THE MANDATE OF THE MEMBERSHIP DEVELOPMENT GROUP 109](#_Toc443053615)

ORIGIN AND DEVELOPMENT OF EAPN (not updated)

1. **Origin**

The creation of the anti-poverty network is the result of a convergence of interests on the part of the NGOs themselves and on the part of the European Commission.

On the part of NGOs, there was an increased awareness in the nineteen eighties of the European dimensions of the fight against poverty, and the influence that Community policies could have on national policies. They realised that countless special-interest groups were already well represented in Brussels both in the commercial and non-profit sector, while people living in poverty and the organisations which work with them simply were not. That is the gap which the European anti-poverty network has been aiming to fill since its founding General Assembly held in Brussels in December 1990.

Contacts and links between the Commission and NGOs involved in fighting poverty were stepped up during the eighties, particularly, but not exclusively, through the existence of the first two poverty programmes (1975-1980 and 1985-1989). At the same time the Commission became increasingly aware of the role of NGOs in the fight against poverty and on the need for all actors to work together. It felt the need for a body which would be broadly representative at European level of the many groups involved on the ground.

1. **The June 1989 colloquium and the creation of the Provisional Working Group (1989-1990)**

More than two hundred persons involved in anti-poverty action throughout the member states were brought together in June 1989 in Brussels with financial support from the Commission, organised by ESCAP.

The gathering came to the conclusion that there was a need for a liaison structure between the many anti-poverty initiatives in the member states and the Community institutions in order to highlight and address the problems and realities of poverty within the development of Europe.

To this end a provisional working group of eight persons, chaired by Hughes Feltesse (France) was appointed whose task was:

* to disseminate information on and promote the project of an “anti-poverty liaison” as widely as possible within each member state with particular attention to reaching to the most marginalised
* to promote the constitution of national, regional and local anti-poverty networks
* to draft the terms of reference and the statutes of a European liaison committee of voluntary anti-poverty initiatives
* to prepare and organise a General Assembly of the “Liaison” which would reflect the diversity of voluntary initiatives involved in empowering the most disadvantaged.

1. **Creation of EAPN and main developments and achievements To date:**
2. **Constituent General Assembly December 1990**

EAPN was formally created then, with eleven national networks (the German national network joined in November 1992) and several European organisations. Its statutes contain the following objectives:

* to put the fight against poverty and social exclusion on the political agenda of the European Union
* to lobby for and with people and groups facing poverty and social exclusion
* to promote and enhance the effectiveness of actions against poverty and social exclusion through transnational partnerships and exchanges of experience.

1. **Structuring and strengthening of the network**

At European level:

EAPN was created in 1990 with eleven national networks. The German network was formed in 1991 and joined EAPN at the 1991 General Assembly. The Finnish and Austrian networks joined at the 1995 General Assembly. The Swedish network joined during the 1998 General Assembly.

In recent years the enlargement of the EU has poised an additional challenge to EAPN and considerable work has been addressed to developing contacts with appropriate NGOs in the countries concerned in order to establish National Anti-Poverty Networks that would become members of EAPN. An important first step in this direction was taken at our 2003 General Assembly when EAPN Bulgaria became a member of EAPN. At the 2004 General Assembly Networks from Hungary, Malta and the Czech Republic joined EAPN. Networks from Norway and Cyprus were welcomed into EAPN at the 2005 General Assembly. At the General Assembly of 2006 the Lithuanian Network joined EAPN. Poland and Slovakia joined the Network in 2007, Romania in 2008 and Slovenia in 2009.

Ten European organisations were members or observers at the constituting General Assembly of December 1990; as of June 2009 this number has grown to 23.

EAPN set up a secretariat in Brussels in January 1992, first, with a director and a development officer, then an administrator and an executive secretary and, since August 1996, an information officer. Since then, the secretarial team has been reinforced by the hiring of additional personnel. A complete list of the present members of the secretariat and their key areas of responsibilities is to be found elsewhere in this induction pack.

A training programme for EAPN members was set up in 1995 with one, then two training sessions per year. Several hundred members have benefited from it.

At a national level, progress continues to be made in structuring and strengthening the national networks and, in some cases, accessing the financial resources necessary to operate (see section 4).

1. **Policy development**

EAPN has set up various working groups and task forces (see section 5) to help formulate policies as well as to serve as an exchange of experience between members.

EAPN has published and circulated a large number of documents (position papers, working group reports, seminar reports, annual reports, declarations etc.)

The main issues tackled have been:

Minimum income, social protection, the reform of the structural funds, poverty and social exclusion in southern and peripheral countries, women and poverty, racism and poverty, economic exclusion and the right to work, the need for a European Anti-Poverty strategy, the Lisbon Agenda and the EU Inclusion strategy (OMC on Social Protection and Social Inclusion), the revision of the European Treaties, and the implications of EU enlargement.

1. **Lobbying/representation**

## With the institutions

Right from the start EAPN was closely involved in consultation over Commission policy on social exclusion (with the Commission’s communication on social exclusion of December 1992 and with the “specific social consultation” promoted by J. Delors at the Copenhagen conference in 1993).

Relationships with the European Parliament: EAPN has taken part in several public hearings, has influenced a large number of resolutions and has obtained a high visibility in the European Parliament.

Relationships with other institutions and in particular, the Council of Ministers, have been slower to get established; however increasingly strong links have been developed with the Presidencies, in particular through the European Meetings of People Experiencing Poverty (organised by the Presidency of the first half of the year) and the Round Table on Social Inclusion (organised by the Presidency of the second half of the year). The contact in relation to these meetings has often led to a strengthening of the engagement of EAPN in other actions under the Presidency programmes.

In recent times EAPN has developed a strong inter action with the Social Protection Committee and to a lesser extent with the Employment Committee.

EAPN has made a start in widening its institutional contacts beyond the EU Community institutions: the Council of Europe, (EAPN collaborated with the Council of Europe on their “Human Dignity and Social Exclusion” project and obtained Consultative Status in January 1998), the U.N (participation in the World Summit on Social Development in 1995 and the follow-up in June 2000 and January 2005)

**Co-operation with other organisations:**

Following the organisation of the social policy NGO Forum in 1994 organised by EAPN, the network was instrumental in the creation and development of the Platform of European Social NGOs (Social Platform) from 1995 onwards. The Social Platform in turn has also developed contact with other NGO Families (Environmental, Human Rights and Development) through the Civil Society Contact Group. EAPN has been active on behalf of the Social Platform in this group.

Other partners: In addition EAPN has sought to strengthen our contacts with the European Trade Union Congress (ETUC) with some success and with UNICE (European Employers Organisation) with little real success.

1. **Communication** (see section 5)

Network News/EAPN Magazine: since April 1992 Network News has been regularly published and distributed by EAPN. Printed versions of this Newsletter are available in English and French. Funding is available to National Networks to translate the Network News in their own language and where Networks take up this opportunity, electronic versions of the Newsletter in these languages are available. Network News is now produced four times a year. In 2009 EAPN has experimented with the production of an EAPN magazine which replaces the Network News.

Since December 1997, the secretariat has published brief up to date news in ‘EAPN Flash’ twice a month for distribution by electronic mail. It is also available on the Internet.

EAPN has had its own Internet site since May 1997. A new web site was created in 2005 which aimed at being a portal web site on poverty and social exclusion. In 2007 there was a revision of the web site aimed at making the key work areas of EAPN more visible and allowing greater exchange between EAPN members.

Since 2005 EAPN has produced an internal document ‘EAPN Policy Brief’ for people active in the European or National Administrations or working groups of EAPN. This document aims to provide hey information about development and actions in the key policy areas impacting on the work of EAPN.

Directory of members: a database with details about EAPN members was established in 1993 and has been revised once, in 1996. Two paper editions have been published and a version was available on Internet in June 1998. This information is now available on the EAPN website.

1. **The European institutional environment in which EAPN has developed**

At first, thanks mainly to the impetus given by President Delors, EAPN grew in a climate favourable to developing action against poverty at European level.

Several major conferences on social exclusion were organised by the Commission where EAPN’s whole Executive Committee was invited.

A major political document was adopted by the Commission in December 1992 (Towards a Europe of solidarity - COM (92)542) about which EAPN was thoroughly consulted.

Two important recommendations were adopted by Council in June 1992 (on minimum income and on the convergence of social policy objectives)

A “specific social consultation” involving EAPN, COFACE, ETUC and UNICE was introduced after a major speech by Delors at the Copenhagen conference (May 1993). This constituted the culmination of this favourable climate, which had however, already started to decline, particularly following the Danish and French Maastricht referendum.

Difficulties arose over the fourth poverty programme put forward by Commission in October 1993, never adopted by Council due to the opposition of Germany and the UK.

The legitimacy of Community action against poverty and social exclusion began to be questioned. The observatory of national policies to combat exclusion was disbanded; the Interservice Group on exclusion within the Commission ceased to meet; the planned interinstitutional declaration on exclusion was abandoned.

Things went from bad to worse with the legal action of the UK supported by Germany against the Commission over allegedly spending money illegally for anti-poverty projects in 1995 and 1996 and the European Court of Justice ruling of May 1998.

The situation started to change following the signature of the Amsterdam Treaty in 1997, which provides in Article 136 for the Community’s social policy to include amongst its objectives the fight against exclusion, and provides in Article 137 for co-operation measures in the fight against poverty and social exclusion which can be adopted by qualified majority. It must be stressed that during the Intergovernmental conference which led to the Amsterdam Treaty, EAPN had conducted a long and vigorous campaign for the inclusion of the fight against poverty and social exclusion into the Treaty.

Following the signing of the Amsterdam Treaty EAPN has campaigned for the implementation of article 137 with a European strategy against poverty and social exclusion .The conference organised by the Commission in May 1999 and the conference organised by EAPN in Helsinki in November 1999, ‘*Social Exclusion in Europe – Time for Action’*, were occasions to launch such a call. Significant steps in this direction were announced under the Portuguese Presidency part of the Lisbon Strategy and have been further advanced under the French Presidency with the adoption of objectives for the fight against poverty and social exclusion at the Nice European Council. This EU Inclusion Strategy base on National Action Plans on Social Inclusion has now become a main focus of the work of EAPN. At European level there is a community action programme to support the strategy. EAPN at European level and to varying degrees at member state level is actively engaged in the institutional arrangements to implement this strategy.

During 2005 and 2006 there was a major revision of this strategy under the banner of ‘streamlining’ which led to the creation of the Open Method of Coordination on Social Protection and Social Inclusion of which the National Action Plans on Inclusion remain a part. This change and the general climate under the revised Lisbon Strategy (2005-2010) with its focus on jobs and growth has not been favourable to the fight against poverty but despite this EAPN has sought to maintain the issue of poverty and social exclusion on the EU Agenda. Considerable process are still working at EU level, Peer Reviews, Thematic Years against poverty, Active Inclusion Recommendations, follow up on Minimum Income, Services. For EAPN one of the main difficulties is that the centrality of the National Action Plans for Inclusion has been lost in the process and as a result it has become harder to maintain dynamic for the EU process at National level.

**Conclusion**

The challenge still remains to make sure that the Inclusion Policies are reflected in the broader objectives of the European Union and in particular in relation to the post Lisbon agenda, the Spring Council and the Broad Economic Policy Guidelines. It is hoped that the 2010 EU Year against Poverty and Social Exclusion can restore momentum to the EU Inclusion Strategy and ensure a stronger focus on actions to fight poverty and social exclusion and to create a more dynamic process for the engagement in particular of National NGOs in the process. It is also essential that the end result of the dialogue about the future of the EU Constitutional Treaty strikes the right balance between its, social, employment, environmental and economic, policies.

EAPN STRATEGIC PLAN 2016 - 2018

# 1. EAPN Mission Statement

**Vision:**

The European Anti-Poverty Network (EAPN) is working for a democratic and social Europe, free of poverty and social exclusion.

**Mission:**

* To promote and enhance the effectiveness of actions against poverty and social exclusion;
* To help shape social policies and design action programmes;
* To lobby for and with people and groups experiencing poverty and social exclusion.

**Values:**

* EAPN believes that poverty and social exclusion are a violation of fundamental human rights and thus a failure to respect human dignity.
* EAPN believes that poverty and social exclusion arise from complex and multidimensional processes that cannot be dealt with in isolation or on the margins.
* EAPN believes that people living in poverty and social exclusion have the right to participate in society and to have their views and experiences listened to and acted on.
* EAPN believes in gender equality, respect for cultural, religious and language diversity and non-discrimination.
* EAPN believes in the organisation of our work in a democratic and transparent way, which respects the different specific tasks and views of the different bodies and members that make up the Network.
* EAPN believes in seeking to work in partnership with other relevant actors sharing a common vision including actors within: state authorities, public sector bodies, European Union Institutions and with trade unions, academics and employers, other NGOs and movements.
* EAPN believes in the independence of Non-Governmental Organisations (NGOs) and that public authorities have a responsibility to create and adhere to frameworks which support civil dialogue and respect NGO autonomy.
* EAPN believes in the possibility to achieve a fairer sharing of wealth, opportunities and resources.

**Key Messages**

* Participation of people experiencing poverty is key to understanding and addressing the causes of poverty and social exclusion.
* Realising social inclusion is part of the solution to Europe’s crisis.
* The fight against poverty is everyone’s responsibility and must be mainstreamed across all policies.
* More equal societies are better for everyone - A society that works for the prevention of poverty and social exclusion is an economically richer society that can allocate its financial resources in sustainable development and social cohesion, without spending its resources in trying to counteract the outcomes of poverty and social exclusion.
* The fight against poverty in Europe and the fight against poverty globally is part of the same struggle.

# 2. EAPN Strategic Plan 2016-2018

**Strategic Objective (SO) 1:** **More people with experience of poverty and social exclusion can actively promote fundamental human rights.**

**Expected Outcomes (EO)**

**EO 1.1**.: People with experience of poverty and social exclusion are more aware of and able to claim their rights in order to regain dignity and confidence.

**EO 1.2**.: People with experience of poverty and social exclusion are more empowered to participate actively in the design and implementation of ongoing and new policy making and monitoring processes.

**EO 1.3**.: EAPN works to ensure the active participation of people with experience of poverty and social exclusion in the policy-making/decision and monitoring process.

**SO 2: EAPN influences EU and national policies to make progress on more effective solutions to fight poverty and social exclusion as well as to tackle its causes throughout Europe.**

**EO 2.1**.: Policy makers have an evidence and experience-based understanding of the social and economic causes of different dimensions of poverty and social exclusion in Europe and change policies accordingly.

**EO 2.2**.: Progress is made towards the implementation of integrated anti-poverty strategies based on access to adequate income across the life cycle and quality services and jobs, throughout the EU.

**EO 2.3.:** The policy-making process at the EU and national level, that impacts on poverty and social exclusion, is transparent and democratic and based on a systematic dialogue with people experiencing poverty and their organizations.

**EO 2.4.:** EAPN contributes to the more effective monitoring of relevant policies and their impact on poverty and social exclusion throughout Europe.

**SO 3: EAPN is a member-driven organisation that has increased its recognition as a key civil society actor fighting poverty, social exclusion and inequalities.**

**EO 4.1**.: EAPN operates more effectively as a network of members.

**EO 4.2**.: EAPN receives high public recognition as key player in subjects related to the fight against poverty, social exclusion and inequalities.

**EO 4.3**.: More policy makers recognise EAPN’s expertise in the fight against poverty, social exclusion and inequalities.

**EO 4.4**.: The impact of EAPN’s advocacy efforts is increased by the synergies created through strategic coalitions with other civil society actors and/or strategic partners.

ANNUAL WORK PROGRAMME 2016, as submitted to the Commission

***Area 1. EU-level networks active in the promotion of social inclusion and poverty reduction***

For each of the 4 priorities indicated in point IV of the call VP/2015/010,   
the annual work programme contains the list of strategic objectives and expected outputs

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Priority 1:** **Support the development, implementation, monitoring and evaluation of initiatives undertaken towards the policy objectives of Europe 2020 Strategy and in particular the Social Investment Package and the Political Guidelines of the new Commission. Support the main EU driven processes such as the Open Method of Coordination (OMC) on social protection and social inclusion and the European semester.** | | | | | |
| **Priority 1 is delivered through EAPN’s Strategic Objective 1.1:**  EAPN will work to ensure that the Europe 2020 strategy, the Platform against Poverty and the Social Inclusion strategy (Social OMC), the Employment Policy (European Employment Strategy) and Cohesion Policy (Structural Funds) deliver progress to: effectively mainstream social concerns, reduce poverty and inequality and ensure that public policies, programmes and intervention reach people living in poverty, including the most disadvantaged.  **And through Specific Objectives 1, 2, 3 and 4:** Europe 2020 and Cohesion Objectives for 2016.   1. Defend the poverty target and EAPN proposals for the Mid-Term Review of Europe 2020 in the Semester, monitor trends on poverty and get new EU commitments to reduce poverty through an integrated antipoverty strategy based on integrated Active Inclusion and Social Investment in quality jobs, services and social protection. 2. Work to ensure that the minimum 20% of the ESF ear-marked for antipoverty is implemented, and support greater NGO engagement in the monitoring committees and in delivery; input to the Review of the Multi-annual Framework to ensure better budgets for poverty. 3. Contribute to proposals to make Progress on EU social standards, specifically through proposals for an EU social protection floor, adequate minimum income and minimum wages. 4. Build capacity and achieve more meaningful and impactful engagement of stakeholders in Europe 2020/ and the European Semester and other policy processes at EU and national level. | | | | | |
| **STRATEGIC OBJECTIVES in order to meet PRIORITY 1** | **OUTCOMES** | **OUTPUTS**  **(please quantify)** | **ACTIVITIES** | **TIMEFRAME PER ACTIVITY**  **(mm/yy)** | **RESSOURCES AND PROVISIONAL BUDGET PER ACTIVITY (detailed breakdown)** |
| Strategic Objective 1.1.:  EAPN will work to ensure that the Europe 2020 strategy, the Platform against Poverty and the Social Inclusion strategy (Social OMC), the Employment Policy (European Employment Strategy) and Cohesion Policy (Structural Funds) deliver progress to: effectively mainstream social concerns, reduce poverty and inequality and ensure that public policies, programmes and intervention reach people living in poverty, including the most disadvantaged.  Specific Objectives 1 and 4. | Stakeholders at national and European levels to gain a better understanding of the Europe 2020 process and its impact at national level.  Improved mutual learning and review of policy trends and impact on poverty. | 2 EUISG meetings – each for two and a half days) of EAPN’s EU Inclusion Strategies Group (EUISG) with representatives from 31 national networks and 5 European Organizations.  The second meeting in October meeting will be organized with the Policy Conference.  (see later section)  *[Outputs will include agendas/minutes, and also presentations and evaluations.]* | Preparation, organization of meetings involving EUISG Steering Group. Preparation of agendas, background documents, organization of logistics of meetings.  Delivery of Meetings/ Evaluation.  Follow up, Minutes. Ongoing contact and communication with members. | Dec-Jan, Aug-Sept  February and October.  March and November. | Travels 64 persons: 14080 Euro/Subsistence 32 persons x 5 days: 28160 Euro/Catering: 7875 Euro/Meeting rooms 3 x 2,5 days: 4500 Euro/Staff PC 5 days: 2111,35 Euro/Staff PO 3 days: 1013,55 Euro/Staff D 3 days: 1591,17 Euro/Staff ADO 10 days: 3353,00 Euro/Staff PL 3 days: 1053.33 Euro/Staff MCO 2 days: 670,76 Euro/Staff AdO1 10 days: 2548,10 Euro for a **total of 66956,26 Euro**  Staff PC 4 days: 1689,08/Staff PO 4 days: 1351,40 Euro/Staff Euro for **a total of 3040,48 Euro**  Staff PC 2 days: 1060,78 euro/Staff PO 3 days:1013,55 Euro/FO 15 days:5266,65 Euro **for a total of 7547,01 Euro** |
| Strategic Objective 1.1:  EAPN will work to ensure that the Europe 2020 strategy, the Platform…(see above), and  Specific Objectives  1 and 4. | Monitoring Europe 2020 and the Semester: CSRs. EAPN’s Members’ assessments and proposals on CSRs are communicated in a timely and useful way to the European Commission.  Monitor Europe 2020 and the Semester: National developments/NRPs.  EAPN’s member’s assessment of delivery on poverty and participation in the NRPs is timely and effective.  Findings are taken up in the Annual Growth Survey. | Synthesis report with country fiche annex providing an assessment of 2015 CSRs and their implementation, with proposals for amendments to CSRs with evidence and explanations based on members’ national inputs (see next section).  Report on the Semester, drawing on members’ inputs related specifically to the NRPs/CSRs  Key Messages to AGS.  Will also be presented in Policy conference in October | Adapting template fiche and sending out.  Getting responses from members.  Discussion of draft responses in EUISG meeting.  Analysis of response and development of synthesis.  Drafting of Report.  Circulation of Draft for comments.  Finalised Report.  Drafting/agreement of Questionnaire.  National Exchange and consultation with members in the EUISG.  Input from national members.  Drafting of report.  Final report and Dissemination  Drafting of Messages.  Finalisation and dissemination.  Letter to Institutions  Presentation in policy conference | (Dec 2015)  January 2016  February 2016  February 2016  February 2016  Feb/March 2016  April-May 2016  June 2016  June 2016  July 2016  September - October 2016  July 2016  September 2016  October 2016  October 2016 | Staff PC 7 days: 2955,89/staff PO 7 days: 2364,95staff D 1 day: 530,39 for **a total of 3908,72 Euro**  Staff PC 8 days: 3378,16/staff PO 8 days: 2702,80/staff D: 2 days: 1060,78 for **a total of 7141,74 Euro**  Staff PC 4 days: 1689,08/ staff PO 4 days: 1351,4/ reports 4000,00 **a total of 7040,48Euro** |
| Strategic Objective 1.1.  Specific Objective 1:  Defend the poverty target and EAPN proposals for the Mid-Term Review of Europe 2020 in the Semester, monitor trends on poverty and get new EU commitments to reduce poverty through an integrated antipoverty strategy based on integrated Active Inclusion and Social Investment in quality jobs, services and social protection | EAPN proposals on the Mid-Term Review are taken on board in related EU documents.  EAPN Members actively engage in dissemination and follow-up at national level.  EAPN Analysis and Messages are debated with EU decision-makers and stakeholders | EAPN Response to Mid-Term Review Communication with Key Messages.  (depending on date of adoption)  Briefing paper on outcomes of Mid-Term Review and action that members can take.  EAPN Policy conference  *[Outputs will include agendas/minutes, and also presentations and evaluations.]* | Draft Messages  Discussion of draft with members in the EUISG  Finalised document sent to decision-makers  disseminated  Draft Briefing.  Consultation with the EUISG.  Final Briefing with dissemination also at national level.  Preparing the Policy Conference – draft programme and logistics.  Consultation with EUISG and EXCO.  Finalisation of conference preparations.  Delivery of conference.  Report and evaluation. | Jan/Feb 2016  Feb 2016  Feb/March 2016  February 2016  Feb 2016  March/April  April  April- June 2016  June 2016  July-October 2016  October 2016  November | Staff PC 2 days: **844,54**/  see EUISG 0,00/ staff PO 2 days: 844,54/ staff D 2 days: 1060,78 **a total of 1905,32 Euro**  Staff PC 3days: 1266,81/ staff PO 3 days: 1013,55 **a total of 2280,36 Euro**  See EUISG 0,00  Staff D 2 days: 1060,78/ staff PC 2 days: 844,54/PO 1 days: 337,85 for **a total of 2243,17 Euro**  Catering: 50 persons x 1 day: 1000 /Staff PC 3 days: 1266,81/ staff D4 days: 2121,56/ staff AdO: 6 days: 2011,8/ staff FO 2 days: 702,22/ staff PO 3 days: 1013,55 / staff MCO 2 days: 670,76/ staff AdO: 2 days: 509,62/ staff Popf4 day: 1723,28/ **a total of 11019,60 Euro**  Staff D 1 day: 530,39/ staff PC 1 day: 422,27/ staff PO 1 day: 337,85 **a total of 1290,51 Euro**  See GA 0,00  Staff D 1 day: 530,39/ staff PO 2 day: 675,70/ staff PC 1 day: 422,27 **a total of 1628,36 Euro** |
| Strategic Objective 1.1  Specific Objective 1 and 4. | EAPN and Members actively  monitor and  engage with the implementation of key social policy areas related to the SIP - investing in children, homelessness and active inclusion. | 2 Policy Updates  Engagement in Investing in Children Alliance Meetings  Dissemination and discussion of activities, particularly at national level  Follow up on Active Inclusion and implementation including follow up to EMIN and Reference Budget project findings. | Preparation  Discussion in EUISG meetings.  Participation in EU level regular meetings.  Regular follow up  Exchanges during EUISG meetings.  Exchange in EUISG meetings. | January, May  February, October  6 times a year  All year  All year  All year | Staff PC 3 days: 1266,81/ staff D 1.5 days: 795,59/ staff PO 3 days: 1013,**55 a total of 3075,95 Euro**  Staff PC 2  days: **844,54 Euro**  Staff PC 7 days: 2955,89/ staff D: 4.5 days: 2386,76 **a total of 5342,65 Euro**  Staff: D: 2 days 1060,78 Euro, POPF: 6 days 2584,92 Euro; PC: 3 1266,81 euro **for a total of 4912,51 Euro** |
| Strategic Objective 1.1.:  EAPN will work to ensure that the Europe 2020 strategy, the Platform (…..see above);  Specific Objective 1 and 4. | EAPN has more effective engagement in the revised Annual Convention and EU thematic meetings.  EAPN engages actively in EU stakeholder dialogues | Participation in EU stakeholder meetings related to EPAP and EU networks  Contribute to development of Annual Convention and thematic meetings  Organize participation of members including people experiencing poverty in revised Annual Convention  Participation in Stakeholder Dialogue on Roma Inclusion, including NGO coalition.  Participation in Stakeholder Dialogue on Vulnerable Consumers Group | Participation in regular meetings  Preparation of contributions to Commission for revised AC and thematic meetings  Organise participation of members in revised AC and workshops and possible side events and actively engage in preparations.  Evaluation with members.  Feedback to the European Commission.  Participation in regular meetings  Information and follow up with EAPN members.  Participation in regular meetings  Information and follow up with relevant EAPN members. | All year  All year  Jan-Feb and during the rest of 2016  March  April  All year  All year  All year  All year | Staff: D 5 days 2651,95 Euro; PC : 4 days 1689,08 Euro; POPF: 1 day 430,82 Euro; PO: 3 days 1013,95 Euro **for a total of 5785,40;**  Staff: PC: 3 days 1266,81 Euro; PO: 2 days 675,70 Euro; MCO: 2 days 670,76 Euro **for a total of 2613,27 Euro**  Staff D: 6 days: 3182,34/ staff PC :4 days: 1689,08/staff PO :4 days: 1351,04/ staff AdO 6 days: 2011,80 **a total of 8234,62 Euro**  Staff POPF 5 days: **2154,10 Euro**  Staff PO 5 days: 1689,25 Euro/PC 5 days: 2111,35 Euro **for a total of 3800,60 Euro**  Staff PO 5 days: 1689,25 Euro/PC 5 days: 2111,35 Euro **for a total of 3800,60 Euro**  PO: 1 day; DO 1 day, |
| Strategic Objective 1.1  Specific Objective 3.  Contribute to proposals to make Progress on EU social standards, specifically through an EU social protection floor, adequate minimum income and minimum/living wages. | EAPN contributes to making progress on EU social standards related to decent work and minimum wages. | Follow up on the delivery of the employment target and the European Employment Strategy – with a view to monitoring implementation as part of Semester Review Assessment report(above)  Follow up to EAPN paper on Inclusive labour markets | Consultation with members as part of NRP review  Discussion in EUISG  Finalizing key messages.  Finalization of paper on Inclusive labour market  Dissemination to Decision-makers | June- September  October  July - September  Jan-Feb 2016  March 2016 | Staff PC 2 days: 844,54/ staff PO 4 day: 1351,40 Euro 337,85/ staff MCO 3 days: 1006,14 **a total of 3202,08 Euro**  Staff PC 1 day: **422,27 Euro**  Staff PC 1 day: 422,27/ staff D 2 days: 1060,78/s staff PO 1 day: 337,85 a total of **1820,90 Euro**  Staff PC 2 days: 844,54/ staff D 1 day: 530,39/ staff PO 2 days: 675,70 **a total of 2050,63**  Staff PC 2 days: 422,27/ staff D 1 day: 530,39/ staff PO 2 days: 675,70 **a total of 2472,90 Euro** |
|  | EAPN contributes to information/awareness-raising around trends affecting affordable access to key public services building on Mapping Exercise in 2015, as contribution to social floor discussions.  EAPN contributes to debates on Commission’s proposals on EU Social Floor to progress social standards | 1 mapping report, follow-up on the Mapping Exercise of  2015.  EAPN position/input to EU debate on Social Floor/Social Standards with particular focus on adequacy of minimum income/ social protection and minimum/living wage | Draft Mapping Report  Discussion with members in EUISG  Finalization of Mapping Report  Dissemination  Information and  Discussion in EUISG Meeting Preparation of Draft  Written exchange  Finalization of Draft and dissemination  Consultation with EUISG | Feb 2016  Feb 2016  March 2016  April 2016  Feb 2016  March 2016  March 2016  April/May 2016  June 2015 | Staff PC 1 day: 422,27/ staff D 1 day: 530,39/ staff POPF 1 day: 430,82/ staff PO 1 day: 337,85 **a total of 1721,33 Euro**  Staff PC 1 day: 422,27/ staff D 1 day: 530,39/ staff POPF 1 day 430,82/ staff PO 1 day: 337,85 **a total of 1721,33 Euro**  Staff PC 2 days: 844,54/ staff D 1 day: 530,39/ staff POPF 1 day 430,82/ staff PO 2 days: 675,7 **a total of 2481,45** |
| Strategic Objective 1.1  Specific Objective 2. | EAPN provides input to the Mid-Term Review of the MAFF  EAPN regularly inputs its findings/experience into the EU Stakeholder Dialogue | 1 Position Paper/  Written and oral inputs to the Stakeholder Dialogue | Draft Position Paper  Final Position Paper  Dissemination  Preparation of inputs with EAPN representative and EAPN members working on SF through EUISG | March 2016  April 2016  May 2016  All year | Staff PC 4 days: 1689,08/Staff PO 4 days: 1351,40 Euro/Staff Euro for **a total of 3040,48 Euro** |
| TOTAL: | | | | | **173871,25** |
| **Additional information, if needed:**  N/A  **Please indicate deviations from the 4-years Work Programme, if any:**  N/A | | | | | |
| **Priority 2: Support stakeholders' involvement in the policy process: activities should in particular directly relate to the support of national member organisations in their involvement in the implementation of the main political EU-driven processes. In addition, EU-level networks should encourage cooperation with other civil society organisations and social partners' organisations at EU, national, regional and local levels.** | | | | | | |

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Priority 2 is delivered through EAPN’s Strategic Objectives 1.1 and 2.2:**  **Strategic Objective 1.1*:*** EAPN will work to ensure that the Europe 2020 strategy, the Platform against Poverty and the Social Inclusion strategy (Social OMC), the Employment Policy (European Employment Strategy) and Cohesion Policy (Structural Funds) deliver progress to: effectively mainstream social concerns, reduce poverty and inequality and ensure that public policies, programmes and intervention reach people living in poverty, including the most disadvantaged.  **Strategic Objective 2.2*:*** EAPN will provide opportunities for mutual exchange at bilateral and multilateral levels between its members to ensure a transfer of knowledge, experience and learning on practices and policies in the fight against poverty, social exclusion and inequalities;  **And through Specific Objective 4:** Europe 2020 and Cohesion Objectives for 2015.   1. Defend the poverty target and EAPN proposals for the Mid-Term Review of Europe 2020 in the Semester, monitor trends on poverty and get new EU commitments to reduce poverty through an integrated antipoverty strategy based on integrated Active Inclusion and Social Investment in quality jobs, services and social protection. 2. Work to ensure that the minimum 20% of the ESF ear-marked for antipoverty is implemented, and support greater NGO engagement in the monitoring committees and in delivery; input to the Review of the Multi-Annual Framework to ensure better budgets for poverty. 3. Contribute to proposals to make Progress on EU social standards, specifically through proposals for an EU social protection floor, adequate minimum income and minimum wages. 4. Build capacity and achieve more meaningful and impactful engagement of stakeholders in Europe 2020/ and the European Semester and other policy processes at EU and national level. | | | | | | | | | | |
|  | | | | | | | | | | |
| **STRATEGIC OBJECTIVES in order to meet PRIORITY 2** | **OUTCOMES** | | **OUTPUTS**  **(please quantify)** | | **ACTIVITIES** | | **TIMEFRAME PER ACTIVITY**  **(mm/yy)** | | | **RESSOURCES AND PROVISIONAL BUDGET PER ACTIVITY (detailed breakdown)** |
| Strategic Objective 1.1:  EAPN will work to ensure that the Europe 2020 strategy, the Platform (…..see above);  Strategic Objective 2.2.:  EAPN will provide opportunities for mutual exchange at bilateral and multilateral levels between its members to ensure a transfer of knowledge, experience and learning on practices in the fight against poverty, and  Specific Objective 4: See above | Achieve more effective engagement with increased impact by members in the Europe 2020 process.  Strengthen capacity of members to engage in and build alliances more effectively around the Europe 2020 process.  Better quality engagement in NRP and Semester process. More impact of policy proposals.  EAPN engages in effective broad alliances to have better impact | | EU capacity building workshop session as part of EUISG meeting.  Report on capacity building as part of EUISG minutes  Financial support **(see additional information)** will be given to national networks to support their work on the Europe 2020 Strategy and for national activities to feed into the European work of EAPN  1 Tool Kit on stakeholder engagement including section on social watch/poverty watch  Support to members to develop national monitoring reports/social or poverty watch to support their input to NRPs and CSRs  Engagement in the Semester Alliance, contribution to information and advocacy activities and support to national alliances | | Preparation/organization of capacity building  Delivery  Evaluation  Report and follow up  Preparation of terms of reference  Prepare and Sign contracts  Initial funding  Review outcomes with EUISG  Revise Tool Kit draft  Exchange in EUISG capacity building  Finalize and Disseminate  EUISG exchange review of stakeholder engagement in Semester as feed into NRP report and CSR(see above)  Advice to members as part of capacity building above  Collection and Dissemination of Member’s reports on-line and to EU institutions as relevant  Participation in meetings of Semester Alliance  Contribution to joint work including feedback on NRPs and CSRs and inputs to the Commission, Council and Parliament  Information and mutual exchange on developments with national alliances. | | January-February  February  March  January  February  March  April-December  October  January-February  February  March  All year: Feb, October  EUISG Feb 2015  All year  All year  All year  All year | | | See EUISG 0,00  See EUISG 0,00  Staff PC 4 days: 1689,08/ staff / staff PO 4 days: 1351,40 / staff D 2 days/ 1060,78 **a total of 4101,26 Euro**  External experts **Euro**  Staff PC 4 days: 1689,08/ staff D 3 days: 1591,17/ staff FO 3 days: 1051,26/ staff POPF 3 Days 1292,46 / staff PO 3 days: 1013,55/ staff ADO 3 days: 1005,90 **a total of 7645,49 Euro**  staff D 3 days: 1591,17/ staff PC 1 day: 422,27/ staff FO 5 days: 1755,55 / staff PO 1 day: 337,85 **a total of 4106,84 Euro**  Staff PC 6 days: 2533,62/ staff D 5 days: 2651,95/ staff FO 20 days: 7008,40/ staff PO 6 days: 2027,10 **a total of 14234,87 Euro**  0,00 - EUISG  Staff PC 1 day: 422,27/ staff PO 1 day: 337,85/ staff MCO 1 day: 335,38/ staff D 1 day: 530,39 **a total of 1625,89 Euro**  Staff PC 1 day: 422,27/ staff PO 2 day: 675,7 / staff MCO 1 day: 335,38/ staff D 1 day: 530,39 **a total of 1963,74 Euro**  Staff PC 2 days: 844,54/ staff PO 2 days: 675,7 / staff MCO 1 day: 335,38/ staff D 2 days: 1060,78 **a total of 2916,4 Euro**  Staff PC 2 days: 844,54/ staff AF 1 day: 337,85/ staff NE 1 day: 335,38/ staff D 2 days: 1060,78 **a total of 2578,55 Euro**  Staff PO 1 day: 337,85/ staff MCO 1 day: 335,38/ staff ADO 1 day: 254,81 **a total of 928,04 Euro**  See EUISG 0,00  Staff PC 3.5 days: 1477,95/ / work on EU 2020 – 31 networks: 46500 81 **a total of 47977,95**  **Euro** |
| AY | Increased engagement of Members in Partnership Agreements and in delivery of Structural Funds projects building on the work in 2015 | | Guidelines for Members on promoting grass-root projects building on Task Force work | | Draft Guidelines disseminated for comments  Final Guidelines  Information and Capacity building session in EUISG  Report in minutes | | Feb-March  May  October  December | | | See EXCO 0,00  See EXCO 0,00  Staff D: 3 days: 1591,17/ staff / staff PO: 2 days: 675,70/ staff PC: 1 day: 422,27/ staff POPF: 2 days: 861,64 / staff MCO: 3 day: 1006,14 **a total of 4556,92 Euro** |
|  |  | |  | | TOTAL: | | | | | **92635,95** |
| **Additional information, if needed: Regarding the funding for the 31 national networks to work on Europe 2020 at national level: In 2015, EAPN launched pilot actions with a view to give additional support to national networks to raise awareness on Europe 2020. Funding was increased for a selected number of national networks to do the job, which is ongoing. While the pilot actions of 2015 appear successful in the pilot countries, EAPN networks in other countries received less and thus could only do a minimum of work on EU 2020. Though an evaluation is pending, the preliminary assessment is that – due to the cuts in the core budget – much less money is available for work on Europe 2020 and all national networks need and want to work on EU 2020. If there had been more money available for that work, the pilot actions could have been continued.**  **Please indicate deviations from the 4-years Work Programme, if any :**  N/A | | | | | | | | | | |
| **Priority 3: Strengthen the capacity of EU-level NGO networks and their national members, to support implementation of EU priorities as indicated under point III (Policy Context) including their knowledge of relevant EU matters.** | | | | | | | | | | |
| **Priority 3 is delivered through EAPN’s Strategic Objectives 2.1, 2.2, 2.3, 3.1, 3.2, 3.3:**  **Objective 2.1:** EAPN will seek in a transparent fashion to actively engage the expertise of its members in its structures and working methods.  **Objective 2.2:** EAPN will provide opportunities for mutual exchange at bilateral and multilateral levels between its members to ensure a transfer of knowledge, experience and learning on practices and policies in the fight against poverty, social exclusion and inequalities.  **Objective 2.3:** EAPN will provide opportunities for capacity building for its members.  **Objective 3.1:** EAPN will promote and strengthen the participation of people experiencing poverty within its internal workings.  **Objective 3.2:** EAPN will encourage and strengthen the self-organisation of people experiencing poverty and social exclusion and/or their inclusion in anti-poverty NGOs.  **Objective 3.3:** EAPN will, with the engagement of people experiencing poverty, seek out and promote good practices in participatory policy making and seek to demonstrate to people living in poverty the added value and impact of their contribution. | | | | | | | | | | |
| **STRATEGIC OBJECTIVES in order to meet PRIORITY 3** | | **OUTCOMES** | | **OUTPUTS**  **(please quantify)** | | **ACTIVITIES** | | **TIMEFRAME PER ACTIVITY**  **(mm/yy)** | **RESSOURCES AND PROVISIONAL BUDGET PER ACTIVITY (detailed breakdown)** | |
| Strategic Objectives 2.1:  EAPN will seek in a transparent fashion to actively engage the expertise of its members in its structures and working methods, and | | Increase the effectiveness of EAPN’s statutory bodies.  Implement the results of an independent evaluation.  Strengthen the culture of evaluation, self-assessment and growth among EAPN and its members.  Improve knowledge about European policies and foster exchange of good practice. | | Fulfilling the statutory duties and the proper functioning of EAPN.  Approval/owner-ship of EAPN’s policy papers  EAPN evaluation and new Strategic Plan presented at the EAPN General Assembly 2015.  Approval of other statutory business including work programme 2017 as well as evaluation of work. | | 3 meetings of the EAPN Bureau (additional meetings by Skype).  2 Meetings of the EAPN Executive Committee (36 representatives plus secretariat members/2.5 days for each meeting. One meeting organized in conjunction with the Policy Conference and the EU Inclusion Strategies Group.  Meeting of the General Assembly of EAPN  Preparation and follow-up of the GA  3 Meetings of the European Organisations members of EAPN | | March, June, October  March and October  June  May and July-August  March, June, October | Travels 24 members: 5280 /subsistence 24 x 2 days: 6480 / staff D 15 days: 7955,85/ staff PC ½ day: 211,14/ staff FO 10 days: 3511,10 / staff ADO 6 days: 2011,80/ staff MCO 2 days: 670,76/ staff POPF 3 day: 1292,46 **a total of 27413,11 Euro**  Travels 64 members: 14080 / subsistence 32 persons x 8 days: 28160 / catering 35 persons x 5 days: 7875 / / external experts: 1600,00/ meeting rooms 2 x 2,5 days:4500 / staff D 17 days: 9016,63 staff PC 4 days: 1689,08/ staff PO 4 days: 1351,40/ staff ADO 10 days: 3353,00 staff POPF 6 days: 2584,92 staff FO 15 days: 5266,65/ staff MCO 6 days: 2012,28 / staff ADO 6 days: 1528,86 / staff **a total of 83017,82 Euro**  Travel 40 persons: 8800 / subsistence 40 x 2 days: 8800 / subsistence EUIS subscription to networks + platforms: 4000,00/ catering 43 x 1 days: 1935 / interpretation: 2850 / INT equipment: 1800,00/ meeting rooms: 500 / audits: 4000,00/ staff audits-finalization accounts FO 40 days: 14044,40 expert accountant: 5000,00/ expertise members 2000,00/ staff D 8 days: 4243,12/ staff PC 2 days: 844,54/ staff ADO 6 days: 2011,80/ staff FO 10 days: 3511,10 / staff MCO 2 days: 670,76/ staff POPF 8 days: 3446,56 / staff RL 2 days: 509,62/ Staff / staff AF 2 days: 675,70 **a total of 69642,60 Euro** | |
| Strategic Objectives 2.2:  EAPN will provide opportunities for mutual exchange…(see above);  3.1:  EAPN will promote and strengthen the participation...(see above) and  3.3:  EAPN will, with the engagement of people experiencing poverty, seek out and promote good practices in participatory policy making and seek to demonstrate to people living in poverty the added value and impact of their contribution. | | Strengthening the governance of members, in particular new ones.  Contacts with relevant persons in other European countries.  Improve communication with new network in Slovenia. | | The EXCO’s Membership Development Group plan a training and capacity building agenda for 2016 and provide support visits to 1 networks (agenda and notes from the meetings).  1 capacity building seminars on anti-poverty work, policy-making and participation of people experiencing poverty (reports and supporting documents).    One National Networks undergo Membership Assessment and Support (MASS) (reports from meetings).  Contact established with new networks.  Support provided to new members.  *[The work of the EU Inclusion Strategies Group and the relevant policy task forces also contribute to these objectives.]* | | 2 Meetings of Membership Development Group (7 people – a third meeting will be organised on Skype).  Visiting 1 network.  Delivery of 1 capacity building seminar (3 days meeting with 30 participants).  Delivery and evaluation.  Follow-up.  Support meetings to 1 National Networks undergoing MASS (one follow-up from 2014 and 2 new National Networks) and other travels for representing EAPN at European meetings.  Raising visibility of Europe 2020 strategy by speaking in events of members and partners with a view to bringing the EU perspectives on poverty and social exclusion. | | April, October  Visits in 2nd quarter to be fixed with the Network involved.  May  May to November  April to December  2nd and 3rd quarters  Throughout the year, upon invitation  Throughout the year | Travel 6 x 2 meetings: 2640 subsistence 6x 4 days: 2640 / catering 7 x 1 days: 630/ staff D 5 days: 2651,95/ staff / staff FO 3 days: 1053,33 staff ADO 5 days: 1676,50 / staff NE 2 days: 670,76 / staff PC 3 days: 1266,81/ staff PO 3 days: 1013,55 **for a total of 14242,90 Euro**  Travels 30 persons: 6600 / subsistence 35 30 persons x 3 days: 13200 / catering 35 persons x 3 days: 4725 / meeting rooms 2x2 days: 1200 / external experts: 1600,00/ staff POPF 8 days: 3446,56 staff / staff D 5 days: 2651,95/ staff ADO 8 days: 2682,40/ staff FO 2 days: 702,22 staff MCO 3 days: 1006,14 staff ADO 3 days: 764,43 / staff PC 3 days: 1266,81/ staff PO 3 days: 1013,55 **a total of 40859,06 Euro**  Staff ADO 3 days: 1005,90/ staff D 2 days: 1060,78 POPF 3 days: 1292,46 Euro **a total of 3359,14 Euro**  Staff f FO 4 days: 1404,44 / staff D 1 day: 530.39/ POPF 4 days: 1723,28 Euro**a total of 3658,11 Euro**  Travels 34 persons: 7480 / subsistence 34 persons x 2 days: 7480 / catering 34 persons x 1.5 days: 2295 / meeting rooms 6 days: 1800,00/ staff PC 7 days: 2955,89/ staff D 6 days: 3182,34/ staff PO 7 days: 2364,95/ staff POPF2 days: 861,64/  Staff **for a total of 28419,82 Euro.** | |
| Strategic Objectives 2.2:  EAPN will provide opportunities for mutual exchange…(see above), and  2.3:  EAPN will provide opportunities for capacity building for its members. | | EAPN Communication and Information Strategy designed and implemented with active involvement of members  Support transfer of good practice.  Ensure the continuance of high quality and timely communication and information work. | | Information dissemination via EAPN web-site/Mailchimp  2 Policy Updates ( see page 8)  2 EAPN briefing papers  At least 4 EAPN reports and position papers.  Timely EAPN letters and EAPN templates.  EAPN Press Releases responding around Council meetings and important events. | | EAPN external website updated – used as a reference website on poverty and social exclusion in the EU.  Maintain blogs dedicated to main policy Areas and on-going communication capacity building work.  Publication of press releases and accompanying papers  EAPN position papers/letters/messages.  Maintain and develop contacts with media | | Throughout the year  Throughout the year  Throughout the year  Throughout the year | Publications: 3000,00/ staff MCO 18 days: 6036,84/ staff ADO 20 days: 5096,20 / staff D 2 days: 1060,78/ staff ADO 2 days: 670,60 **a total of 15864,42 Euro**  Publications: 2000 / staff MCO 8 days: 2683,04/ staff ADO 20 days: 5096,20 / staff D 2 days: 1060,78/ staff ADO 670,60 **a total of 11510,62 Euro**  Publications: 3000 / mailings: 1000,00/ staff MCO 18 days: 6036,84/ staff ADO 46 days: 11721,26 / staff D 5 days: 2651,95/ staff ADO 2 days: 670,60 **a total of 25080,65 Euro**  Publications: 2000,0/staff MCO 20 days: 6707,60/ staff ADO 24 days: 6115,44 / staff D 1 day: 530,39/ staff ADO 2 days: 670,60 **a total of 16024,03 Euro**  Staff MCO 6 days: 2012,28/ staff ADO 4 days: 1019,24 / staff D 1 day: 530,39 **a total of 3561,91 Euro**  Staff MCO 6 days: 2012,28/ staff ADO 8 days: 2038,48 / staff D 1 day 530,39 **a total of 4581,15 Euro** | |
|  | |  | | Updated EAPN website and blogs.  Activities on blogs.  Social media presence.  Online photo albums. | | Regular update of an active Intranet for EAPN membership.  Voices from people experiencing poverty made visible on the website.  Dissemination of publications and briefing papers via email, web, blogs, social media - targeting EU institutions, media, other stakeholders.  General publications/awareness raising.  General publications.  Upkeep online photo albums. | | Throughout the year  Throughout the year  Throughout the year  Throughout the year  Throughout the year  Throughout the year | Maintenance: 3000 / staff MCO14 days: 4695,32/ staff ADO 6 Days: 1528,86 / staff D 3 days: 1591,17 **a total of 10815,35 Euro**  Maintenance 1000,00/ staff MCO 11 days: 3689,18 / staff ADO 6 days: 1528,86 / staff D 3 days: 1591,17 **a total of 7809,21 Euro**  Documents by 31 national networks: **37800,00 Euro** | |
| Strategic Objective 2.2:  EAPN will provide opportunities for mutual exchange…(see above). | | Strengthening cooperation between EAPN members and other partners and contributing to the financial stability of EAPN and its members.  Providing opportunities for mutual exchange between members to ensure transfer of knowledge, experience and learning on practices and policies in the fight against poverty and social exclusion. | | Information on funding opportunities identified and disseminated to members.  Project applications and results from projects disseminated.  Developing the ability of EAPN to engage with projects and identifying the most suitable structure for EAPN and its members to be better able to engage in project work. | | Identifying opportunities for members and disseminating information on projects related to EAPN’s strategic goals.  Project applications submitted by EAPN in partnership with members and other stakeholders. | | Throughout the year  On-going and when funding calls are issued | Staff POPF 25 days: 10770,50 / staff / staff D 1 day: 530,39 **a total of 11300,89 Euro**  Staff POPF 18 days: 7754,76 / staff / staff D 1 day: 530,39 **a total of 8285,15 Euro** | |
| Strategic Objective 2.3:  EAPN will provide opportunities for capacity building for its members. | | Implementation of the EAPN Fund Raising Strategy.  ‘Donor Strategy for EAPN.  Ensuring the future financial sustainability of EAPN and its members.  Management of EAPN Fund in KBF Foundation. | | EAPN project applications (see above)  EAPN inputs in support of public funding for Anti-Poverty NGOs.  Contacts with Foundations.  Possible Fund raising events and individual donor programme.  Minutes of Fund Management Committee  Grants to EAPN members on participation and stronger anti-poverty networks. | | Developing and Implementing EAPN Fund Raising Strategy:   * Building and advocating the case for public support for anti-poverty organisation * Developing an individual donor programme for EAPN * Identifying potential fundraising events – * Developing EAPN’s project activities, including applications for projects (see above) * Building relations with Foundations and potential large donors.   Supporting the management of the EAPN Fund in the KBF Foundation and liaison with the EAPN fund management Committee.  Follow up re grants from the EAPN Fund | | On going | Staff D 1 day: 530,39/POPF 2 days: 530,39 **for a total of 1392,03 Euro**  POPF 20 days**: 8616,40** | |
|  | |  | |  | | TOTAL: | | | **433254,37** | |
| **Additional information, if needed:**  Goal 3 of EAPN Strategic Plan is a transversal goal related to fostering direct participation of people living in poverty and social exclusion in EAPN’s internal and external workings. It is addressed throughout, but especially under Priority 3 and Priority 4.  The EAPN Executive has decided to set up, from among themselves, a permanent group dealing with membership development, replacing short-term task forces and ensuring continuous support to EAPN National Networks along four pillars of strong anti-poverty network: National and EU policy-making processes around Europe 2020 and on sustainable societal models, participation of people experiencing poverty, development and growth of Networks and good governance and strong internal democracy. This group will take the results of the Task Forces on Membership Assessment and Support and the one on Training and Capacity Building and will define the priorities in the training, capacity building, member support, participation and enlargement areas.  Considering the challenges of engaging with the Europe 2020 Strategy nationally, EAPN Executive has decided to implement two capacity building meetings for members in 2015, in addition to the mainstreamed capacity building in all the policy work of the network. One of them will be an induction seminar on understanding EU, Europe 2020 and the European anti-poverty policies and engaging with them. The other one will be defined by the Membership Development Group and will be targeting people with more advanced knowledge of EAPN European engagements.  **Please indicate deviations from the 4-years Work Programme, if any:**  N/A | | | | | | | | | | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Priority 4: Providing data and strong evidence base on policy developments and trends as well as collection of relevant information about citizens' concerns and good practices (using the knowledge bank[[1]](#footnote-1)) in the social policy field in the Member States, so as to contribute to better policy making.** | | | | | | | | | |
| **Priority 4 is delivered through EAPN’s Strategic Objectives 1.1, 2.2, 3.1, 3.2, 3.3:**  **Objective 1:1:** EAPN will work to ensure that the Europe 2020 strategy, the Platform against Poverty and the Social Inclusion strategy (Social OMC), the Employment Policy (European Employment Strategy) and Cohesion Policy (Structural Funds) deliver progress to: effectively mainstream social concerns, reduce poverty and inequality and ensure that public policies, programmes and intervention reach people living in poverty, including the most disadvantaged.  **Objective 2:2**: EAPN will provide opportunities for mutual exchange at bilateral and multilateral levels between its members to ensure a transfer of knowledge, experience and learning on practices and policies in the fight against poverty, social exclusion and inequalities.  **Objective 3.1:** EAPN will promote and strengthen the participation of people experiencing poverty within its internal workings.  **Objective 3.2:** EAPN will encourage and strengthen the self-organisation of people experiencing poverty and social exclusion and/or their inclusion in anti-poverty NGOs.  **Objective 3.3:** EAPN will, with the engagement of people experiencing poverty, seek out and promote good practices in participatory policy making and seek to demonstrate to people living in poverty the added value and impact of their contribution.  **And through Specific Objectives:** Europe 2020 and Cohesion Objectives for 2016.   1. Defend the poverty target and EAPN proposals for the Mid-Term Review of Europe 2020 in the Semester, monitor trends on poverty and get new EU commitments to reduce poverty through an integrated antipoverty strategy based on integrated Active Inclusion and Social Investment in quality jobs, services and social protection. 2. Work to ensure that the minimum 20% of the ESF ear-marked for antipoverty is implemented, and support greater NGO engagement in the monitoring committees and in delivery; input to the Review of the Multi-annual Framework to ensure better budgets for poverty. 3. Contribute to proposals to make Progress on EU social standards, specifically through proposals for an EU social protection floor, adequate minimum income and minimum wages. 4. Build capacity and achieve more meaningful and impactful engagement of stakeholders in Europe 2020/ and the European Semester and other policy processes at EU and national level. | | | | | | | | | |
|  | | | | | | | | | |
| **STRATEGIC OBJECTIVES in order to meet PRIORITY 4** | **OUTCOMES** | | **OUTPUTS**  **(please quantify)** | | **ACTIVITIES** | | **TIMEFRAME PER ACTIVITY**  **(mm/yy)** | | **RESSOURCES AND PROVISIONAL BUDGET PER ACTIVITY (detailed breakdown)** |
| Strategic Objectives 1.1:  EAPN will work to ensure that the Europe 2020 strategy, the Platform (…..see above);  2.2:  EAPN will provide opportunities for mutual exchange…(see above), and  Specific Objectives 1-4. | Building better evidence of key trends, policy developments with examples of good practices in the area of poverty and social inclusion, building on national experience.  All EAPN members will benefit from the findings/outputs of the TF, through mutual learning and share in the dissemination. | | 2 Policy Task Forces of 6-8 people meeting 2 times in the year with production of agreed deliverables with timeline.  The outputs will be agreed in Oct 2015 by EUISG. | | Finalization of Scoping Note with TF host, confirming deliverables/timeline.  Selection of TF members by EUISG  Preparation/organization of meetings.  Coordination of delivery of the main agreed outputs and dissemination  Delivery of 2Task Force meetings for each TF (2) ie 4 TF meetings in total.  Preparation of briefings on the basis of the work of the taskforces  Finalization  Exchange with EUISG on progress/findings  Info processing  Final meeting/Evaluation.  Finalization of deliverables/dissemination | | January  February/March  March  April, September, November  February - June  September  The 2 EUISG meetings  June to November  December | | Staff PC 2 days: 844,54/ staff D 2 days: 1060,78 **for** **a total of 1905,32 Euro**   1. Staff PC 6 days: 2533,62/ staff D 2 days 1060,78/ staff ADO 16 days, 5364,80/ staff FO 6 days: 2106,66 / staff PO 6 days: 2027,10/ staff MCO 6 days: 2012,28 **a total of 15105,24 Euro** 2. Travels 24 persons/ 5280 / subsistence 6 persons x 6 days: 3960 / catering 6 persons x 6 days: 1620 / staff PC 6 days: 2533,62/ staff D 6 days: 3182,34/ staff PO 6 days: 2027,10/ staff ADO 14 days: 4694,20/ staff MCO 6 days: 2012,28/ external experts (6 days): 2400 **a total of 27709,54 Euro**   Staff PC 6 days: 2533,62/ staff D 6 days: 3182,34/ staff PO 6 days: 2027,10/ staff ADO 10 days: 3353,00/ staff MCO 6 days: 2012,28/ staff FO 16 days: 5617,76 **a total of 18726,10 Euro**  Staff PC 2 days: 844,54/ staff PO 2 days: 675,70/ staff D 2 days: 1060,78 **a total of 2581,02 Euro**  Staff PC 2 days: 844,54/ staff PO 2 days: 675,70/ staff D 2 days: 1060,78 **a total of 2581,02 Euro**  Staff PC 2 day: 844,54/staff PO 2 days: 675,70/ staff D 2 days: 1060,78 **a total of 2581,02 Euro**  Staff PC 8 days: 3378,16/staff PO 8 days: 2702,80/ staff ADO 4 days: 1341,20 **a total of 7422,16 Euro**  Staff PC 8 days: 3378,16/staff PO 8 days: 2702,80/ staff  D 4 days 2121,56/ staff MCO 2 days: 670,76 **a total of 8873,28 Euro**  Staff PC 7 days: 2955,89/ staff PO 6 days: 2027,10/ staff D 5 days: 2651,95/ staff MCO 2 days: 670,76 **a total of 8305,70 Euro** |
| Strategic Objectives 3.1:  EAPN will promote and strengthen the participation…(see above),  3.2:  EAPN will encourage and strengthen the self-organisation…(see above), and  3.3:  EAPN will, with the engagement of people experiencing poverty, seek out …(see above). | Ensuring that the delegates (people experiencing poverty) have more ownership of and engagement in the PeP meetings.  Working with partner institutions to prepare the meeting.  Identifying facilitators and plan the methodology of the meeting.    Evaluation and follow up on the main theme of the meeting. | | National Coordinators meeting  Guidance for national preparation for the EU Meetings of People Experiencing Poverty and for developing participation in EAPN.  Report of the EU meeting of People Experiencing Poverty.  Key messages from EU Meeting of People Experiencing Poverty and Social Exclusion. | | 1 preparatory meeting of National Coordinators for the EU PEP meeting and for developing participation in EAPN.  Meetings with facilitators for workshops.  Preparatory meetings with partner institutions.  EU Meeting of People Experiencing Poverty and Social Exclusion.  Report of the Meeting.  Key messages from the Meeting.  Voices from people experiencing poverty taken up on EAPN website and blog, and in relevant communication work.  Dissemination of report and key messages. | | February  March  ongoing  Date to be fixed in partnership with institutions  After the meeting  After the meeting  After the meeting  3rd Quarter | | Travel 30 persons: 6600,00/ subsistence 30persons x 2 days: 6600,00/ catering 35 persons x 1 day: 1575,00/ meeting room 1 day: 300,00/ staff POPF 5 days: 2154,10/ staff ADO 3 days: 1005,90/ staff FO 7 days: 2457,77 / staff D 5 days: 2651,95 **a total of 23344,72 Euro** Work by the national networks on Pep: 279000 / staff FO 25 days: 8777,75 staff D 5 days: 2651,95 **a total of 293629,70 Euro**  Staff POPF 4 days: 1723,28  Staff POPF 4 days: 1723,28  **a total of 3446,56 Euro**  staff POPF 8 days: 3446,56 / staff D 2 days: 1060,78/ staff MCO 3 days: 1006,14 **a total of 5513,48 Euro**  staff MCO 1 day: **335,38 Euro**  staff MCO 3 days: 1006,14/ staff ADO 4 days: 1019,24 **a total of 2025,38 Euro** |
| Strategic Objective 3.1:  EAPN will continue to increase the direct participation of people experiencing poverty within its internal workings, and  Strategic Objective 3.2:  EAPN will work to ensure strengthened self-organization of people experiencing poverty and social exclusion and/or their inclusion.. | Activists with direct experience of poverty participate in EAPN statutory and working groups and key visibility events. | | Lists of participants and input into key EAPN documents from activists with direct experience of poverty. | | Work with members to promote the use of the Guidance on Civil Dialogue on Europe 2020 in National and EU contexts.  Involve the expertise of activists with direct experience of poverty and social exclusion in most of our structures.  Involve activists with direct experience of poverty in the Annual Convention.  Build on the Annual EU Meeting of People Experiencing Poverty. | | January to June  Throughout the year  June  June to December | |  |
| Strategic Objectives 1.1 -3.2 | Capacity Building for EAPN Secretariat  Personal Skills/Rent  Depreciation  Equipment EAPN  Admin Costs EAPN: Electricity/Telephone/Internet/Office Supplies/Photocopies/Insurances/etc  Support from and training opportunities for stagiaires | | Improved support for delivery of project  Ensure the proper delivery of the project  3 Stagiaires per year | | Staff Development Days  Working with Erasmus and/or members/implement training programme | | All Year  Jan-Dec  Jan-Dec  Jan-Dec  Jan-Dec | | All Staff 1080 Euro  2200,00 Euro  6600,00 Euro  111191,03 Euro  1500 Euro |
| **Additional information, if needed :**  N/A  **Please indicate deviations from the 4-years Work Programme, if any:**  N/A | | | | | | | | | |
|  | |  | |  | | TOTAL: | | **546656,65** | |

**To be filled by all applicants**

**2. Risk Management**

No more than two paragraphs presenting the internal process in place designed to identify and assess future risks that could impair the performance of the Partner Organisation and the mitigating actions to respond to such risks.

In 2013, the Director of EAPN examined the exposure to risk in the past and whether some of the risks had materialised and with what consequences (i.e. employees leaving unexpectedly; expected funding did not come through or too late). She also looked at what actions had been taken and the likelihood of that happening again. On the basis of her assessment, she identified possible risks: loss of income; shortage of cash, new decision-makers in relevant public bodies, membership issues, etc. These were then used to serve as the basis for examining potential risk factors. The Director reported these factors to the Bureau and the Executive Committee. The Bureau is mandated to deal with such emergencies, but needs to report them to the Executive Committee. With a new Executive and Bureau in place since July 2015, the Director will undertake to develop a swot analysis and report the Bureau and Executive in October 2015 in order to minimize risks in 2016 and develop adequate responses to perceived risks.

**3. Monitoring system**

Please describe your monitoring system (taking into account also the Performance Measurement Plan as described in the 4-year work programme).

Quantitative monitoring:

All meetings, conferences and engagements that EAPN participates in are recorded and put into a database. So are press articles, web activity, distribution of printed materials, participation of members and Secretariat in EAPN’s meetings, participation of members and Secretariat in EU level events, and participation at our public events. These statistics are compared to the statistics of previous years. If there are great deviations, the reasons for that will be analysed and if needed corrective actions will be taken. The results of evaluation are also monitored carefully.

Qualitative monitoring:

EAPN members are required to submit yearly reports as to their activities. These national reports are evaluated taken the performance measures into account. Members also receive questionnaires relating to their engagements at national level. All EAPN meetings are evaluated by the participants as to their effectiveness, meeting the specific objectives. The same holds true for statutory meetings or meetings of the EU Inclusion Strategies Group which provide essential feedback on performance.

EAPN held Strategic Congress in 2015 to develop a new strategic plan for 2016-2018. The new strategic plan will be accompanied by a set out expected outcome which will have concrete qualitative and quantitative indicators allowing for a more structured monitoring.

All meetings are minuted and are also put into a database.

Regular meetings on performance with the secretariat as well as between the secretariat and the Bureau of EAPN provide space for evaluation and reflection to redress performance. In all cases, the performance measures guides the system.

**4. External evaluation**

Please indicate how and when the external evaluation will be carried out, to which extent will use the results of the monitoring system put in place, and also how it will help to report on performance.

EAPN has put in place an external evaluation process beginning with 2013, which aims to identify the way EAPN is implementing its Strategic Plan objectives and the priority areas to be taken up in the revised strategic plan 2016-2018. An external independent evaluator was hired to collect data internally, to assess the organisation’s performance measures as indicated in the Quadrennial Strategic Action Plan. The process began with desk research and analysis of all the evaluation and performance monitoring data available to EAPN from meetings, groups, external representation work. Furthermore, a questionnaire and interviews with members and representatives of statutory bodies and the secretariat were organized. The independent evaluator carried out an extensive external evaluation research through several interviews with decision-makers from EU institutions and from other stakeholders cooperating with EAPN. The Executive Committee of EAPN agreed on the final evaluation which then was the basis for the discussion of a new strategic plan. The new work programme for 2016 takes account of a findings of the external evaluation that more training and visibility is needed to promote Europe 2020.

STATUTES

**International Non-Profit Association**

**European Anti-Poverty Network**

**STATUTES**

**Title I. Name and registered office**

* **Article 1**

There is hereby established an international non-profit association with the name "Réseau européen des associations de lutte contre la pauvreté et l'exclusion sociale", governed by Title III provisions of the Law of 27 June 1921 and 2 May 2002 on non-profit associations, foundations and international non-profit associations.

The English name of the association is. European Anti-Poverty Network.

The network’s acronym is derived from the English name, i.e., “EAPN”.

* **Article 2**

The registered office of the association shall be in Brussels. It is currently situated at Square de Meeûs 18 – 1050 Brussels. The registered office may be transferred to any other location in this conurbation by ordinary resolution of the Executive Committee published in the Schedules to the Moniteur belge (Belgian official journal) of the month in question. The General Assemble will ratify changes of the registered office in the statutes on its first meeting that follows.

**Title II: Purpose**

* **Article 3**

3.1. The international association is not established for commercial return. Its purpose is to establish across Europe a democratic and effective network of voluntary groups or non-governmental organisations (NGOs) working against poverty, which shall primarily be an expression of the desire of people experiencing poverty to initiate and effect change in the structures that keep people in a marginalised position. The explicit and main purpose of groups that join the Network must be to empower people and groups experiencing poverty and social exclusion to fulfil their responsibilities, to exercise their rights, to break their isolation and counter their social exclusion.

3.2. The Network shall pursue three main objectives:

* To promote and enhance the effectiveness of actions against poverty and social exclusion;
* To help shape social policies and design action programmes
* To lobby for and with people and groups experiencing poverty and social exclusion.

The Network may achieve its objectives through the organization of any kind of activities in all policy spheres relating to the lives of people enduring poverty, including but not limited to task forces, seminars/workshops, conferences, training, awareness-raising campaigns, and the like.

The international association can develop all kinds of activities that contribute directly or indirectly to the realisation of the non commercial purposes, including commercial activities and for profit products, within the frame of the law, whereby the full profit will be used for the realisation of the non profit purposes.

**Title III. Members**

* **Article 4**

The association shall be composed of at least three members, and shall have two categories of membership: full and associate membership.

Only full members will have all the rights given to the members according to the law and the present statutes.

* **Article 5**

Full members are persons or entities legally constituted pursuant to the laws and customs of their country of origin, which were approved by the General Assembly as either a) a representative EAPN network in a Member State of the EU or a country applying for membership of the EU, **or a country of the European Free Trade Area**, also known as a “National Network”, or b) a European organisation concerned with the fight against poverty and social exclusion having members and carrying out activities in at least a fixed number of Member states of the EU, the number of which will be determined in the standing orders.

Associate membership may be granted to persons or entities legally constituted pursuant to the laws and customs of their country of origin, which were approved by the General Assembly as a representative EAPN network in a European country which is neither a member nor applying for membership of the EU. Associate members shall not have voting rights.

The European Organisations who are members of EAPN shall constitute the Assembly of the European Organisations to facilitate their collective participation in the network.

* **Article 6**

The General Assembly shall decide on the admission of new full and associate members and the expulsion of full and associate members by ordinary majority vote of members present or represented.

The expulsion of full and associate members from the association may be proposed by the Executive Committee, after having heard the defence of the party concerned. A full or associate member may only be expelled by the General Assembly by a majority of two-thirds of the votes of members present or represented. Members who cease to be part of the association shall have no rights over its assets.

Full and associate members may resign from the association by registered letter sent to the President; such letter must be received by the President at least two weeks before the annual General Assembly.

**Title IV: Membership fee**

* **Article 7**

Full and associate members are not required to pay a membership fee to the Network, but are invited to pay a voluntary contribution of an amount set by the General Assembly on a proposal from the Executive Committee.

**Title V: General Assembly**

* **Article 8**

The General Assembly shall possess the full range of powers necessary to attain the association's purpose. It shall be composed of all the full members (associate members may attend without the right to vote).

Its exclusive areas of competence include:

1. changes of the statutes.
2. the nomination and withdrawal of administrators.
3. if needed, the nomination and withdrawal of the commissioners
4. the discharge of the administrators and commissioners.
5. the approval of the budgets and accounts.
6. the dissolution of the international association.
7. the exclusion of a member
8. the change from an International Association to a company with a non-profit engagement.
9. In all other matters where the statutes demand it.

* **Article 9**

The General Assembly shall by law convene under the chairpersonship of the president of the Executive Committee, once a year at the registered office or the place indicated in the notice of the meeting. The notice shall be signed by the president of the Executive Committee or two administrators. It shall be sent out in writing (by email) thirty days before the date of the assembly and shall contain the date, the venue and the agenda. An extraordinary General Assembly may also be called on the request of one fifth of the full members.

* **Article 10**

Any full member may appoint another full member to represent them in the General Assembly by special written proxy, but no member may hold more than one proxy. The quorum for the General Assembly shall be two-thirds of the members from National Networks present in person or by proxy.

* **Article 11**

Other than in exceptional cases provided for in these Statutes, resolutions shall be passed by ordinary majority of the full members present or represented, and shall be communicated to all members.

The Assembly may transact only the business entered on its agenda.

Resolutions passed by the General Assembly shall be recorded in a register signed by the president and kept at the registered office of the association where it shall be available for inspection by full and associate members.

**Title VI. Administration**

* **Article 12**

The international association shall be administered by an Executive Committee composed of administrators whose number shall be fixed as follows: one member proposed by each National Network and a number of members proposed by the European Organisations. The number of administrators from the European Organizations shall not exceed one-fifth of the number of administrators from the National Networks.

The Executive Committee shall consist of at least 20 individuals.

The administrators shall be appointed by the General Assembly for a renewable three-year term of office. The administrators may be dismissed by the General Assembly by resolution passed by a majority of two-thirds of the full members present or represented. As long as the General Assembly hasn’t proceeded to put in place the new Executive Committee at the end of the mandate of the Administrators, these will continue to execute their mandate pending a decision of the General Assembly.

* **Article 13**

The Executive Committee shall elect from amongst its number by ordinary majority a Bureau comprising a president, and vice-presidents whose number shall be determined by the Executive Committee and between whom shall be allocated at least the following duties: support to the presidentship, secretary and treasurer.

* **Article 14**

Executive Committee meetings shall be called in writing (by email) by the president. It shall meet at least four times a year.

An administrator may be represented by another administrator, but no administrator may hold more than one proxy.

The quorum for the Executive Committee shall be at least two-thirds of its members present in person or by proxy provided that at least two-thirds of the members from National Networks are present in person or by proxy.

* **Article 15**

The Executive Committee shall possess full management and administrative powers other than those vested in the General Assembly. It may delegate the day-to-day management to the Bureau, or to its president, an administrator or an official-in-charge. It may also confer special and specific authority to one or more persons on its own responsibility.

* **Article 16**

The Executive Committee shall pass its resolutions by a simple majority of members present in person or by proxy. If there is an equal number of votes, the president shall have a casting vote.

* **Article 17**

Except where special powers have been granted, all instruments binding the association shall be signed by an administrator appointed by the Executive Committee who shall not be required to prove his authority to third parties.

* **Article 18**

Legal proceedings whether as plaintiff or defendant shall be conducted by the Executive Committee represented by its president and an administrator or any other agent appointed by the committee for the purpose.

**Title VII: Budget and accounts**

* **Article 19**

The financial year starts on the 1st of January and ends on the 31st of December.

The Executive Committee shall submit for approval to the General Assembly the accounts for the preceding financial year and the budget for the next financial year.

The annual accounts of the international non-profit association, established in accordance with Article 53 of the Law, must be submitted annually to the Ministry of Justice.

**Title VIII: Amendments to the statutes**

* **Article 20 (former article 11.1)**

A proposal to amend the Statutes may only be made by the Executive Committee or at least one-fifth of the full members of the association. The Executive Committee must bring it to the attention of the full and associated members of the association at least three months before the date of the General Assembly called to decide on that proposal.

An amendment of the Statutes must be passed by a majority of two-thirds of the votes present or represented. If a modification is related to the purpose or objectives in view of which the International association has been founded, it cannot be adopted unless by at least a four/fifths majority of the votes of the full members present or represented.

Should such General Assembly not contain two-thirds of the full members of the association, a new General Assembly shall be convened on the same conditions as above, and it shall decide conclusively and validly on the proposal in question regardless of the number of members present or represented. The second meeting cannot be held earlier than 15 days after the first meeting. The resolution is deemed to be accepted if it has been accepted by two/thirds of the votes of the full members present or represented.

Amendments to the Statutes must be submitted to the Ministry of Justice and be published in the Schedules to the Moniteur belge (Belgian official journal).

**Title IX: Dissolution of the international association**

* **Article 21 (former article 11.2)**

Should the Network cease operations or be dissolved, the same procedure shall be followed as for an amendment of the Statutes concerning the purpose of the international association.

The General Assembly or competent adjudicatory body shall appoint one or more liquidators, who shall possess the fullest powers necessary to realize the assets and discharge the liabilities.

All funds, moveable and immovable property occupied by or under the control of the Network as agent, user or in any other capacity shall be returned to their rightful owners; contributed assets shall be returned to the contributors.

The Executive Committee or the liquidator(s) shall apply the net balance of the association’s assets to a non-profit activity as similar as possible to the purpose of the association.

**Title X: Standing Orders**

* **Article 22**

The Executive Committee may put forward standing orders to the General Assembly. Changes to these standing orders may be accepted by simple majority of the full members present or represented.

**Title XI: General provision**

* **Article 23**

All matters not otherwise provided for in these Statutes, in particular all publications to be effected in the Schedules to the Moniteur Belge (Belgian official journal), shall be disposed of in compliance with law.

STANDING ORDERS

**As amended at the 2015 GA**

**EUROPEAN ANTI-POVERTY NETWORK**

**STANDING ORDERS**

I. NAME, REGISTERED OFFICE, PURPOSE, FUNCTIONS

Article 1

The European Network is called in English "European Anti-Poverty Network”, and in French "Réseau Européen des Associations de Lutte contre la Pauvreté et l'Exclusion Sociale".

Article 2

The Network shall define actions to be undertaken and pursue specific programs and projects adopted in accordance with the procedures laid down in the Statutes and these Standing Orders.

Article 3

3.1. In accordance with its objectives, the Network can fulfil the following functions for the benefit both of its members and more generally all people and groups experiencing poverty and social exclusion within the European Union:

3.2. Liaison and development:

* helping to develop local, regional, national and transnational networks between voluntary initiatives and non-governmental organisations (NGOs) fighting poverty and social exclusion;
* promoting training initiatives for those who are active in the fight against poverty;
* facilitating access by grass-roots groups to the different services and forms of support provided by the European authorities;
* running forums for discussion, debate, and exploring and sharing approaches and practices;
* liaise between the voluntary groups and non-governmental organisations (NGOs) with the European political and administrative authorities in connection with the implementation of all policies.

3.3. Communication:

* setting up a central tool for collecting and disseminating relevant information;
* improving the collection, performance and processing of information needed for action, including surveys, research and statistics on all the factors that have a bearing on the success of policies, actions and interventions;
* circulating information to voluntary groups and non-governmental organisations (NGOs) fighting poverty and social exclusion through their networks;
* organising exchanges of different experiences and practices in the fight against poverty and social exclusion;
* informing members about events and work in progress or in preparation.

3.4. Monitoring and exploration:

* monitoring the preparation, design and implementation of directives, action programs and any other measures in all policy spheres relevant to the fight against poverty and social inclusion;
* identifying trends and developments in all policies pursued at European level and in the social practices implemented in the field that are likely to impact on the rights and the living conditions of people and groups experiencing poverty and social exclusion, as well as on the means of action by anti-poverty initiatives and non-governmental organisations (NGOs);
* analysing developing needs, identifying appropriate responses to them, and determining the viability of new solutions;
* collecting and analysing European and national studies and surveys that are relevant to the fight against poverty and social exclusion.

3.5. Influencing policy:

* analysing current issues that affect people and groups experiencing poverty and social exclusion or anti-poverty voluntary groups and non-governmental organisations (NGOs); evaluating policy responses to these issues, and on the basis of this, making proposals to public authorities, voluntary groups and non-governmental organisations (NGOs);
* analysing European legislative proposals, recommendations and programs; suggesting new measures or changes to existing and draft measures, and specifying the most relevant policy options;
* -centralizing its members’ proposals on problems that affect people and communities experiencing poverty and social exclusion or anti-poverty groups.

3.6. Lobbying for people and groups experiencing poverty and social exclusion:

* organizing transnational campaigns;
* lobbying to get proposals and measures (directives, regulations, resolutions, recommendations, etc.) adopted by the European authorities;
* lobbying in each Member State for the effective implementation of measures taken by the European Community bodies that are deemed to be in line with the objectives pursued by the Network.

3.7. Representation and interfacing:

* representing anti-poverty voluntary initiatives and non-governmental organisations (NGOs) vis-à-vis all the authorities, institutions, bodies, undertakings, etc. having responsibilities at European level;
* acting as an interface with the European authorities on all measures likely to affect the field of poverty and social exclusion.

3.8. EAPN will support its members with its experience in order to make points 1, 2 and 3 of Article 3 possible to achieve in practice.

II. MEMBERS

Article 4

Members of EAPN are:

* + National Networks (one for each country) of voluntary organisations and grass-roots groups
  + European Organisations

4.1. EAPN expects that its members will:

* + work to actively support EAPN’s activities.
  + work to bring attention to EAPN’s activities in their own country or organisation.
  + work to promote the active participation of people experiencing poverty and exclusion and the organisations in which they participate
  + be open to cooperation with a wide range of anti-poverty NGOs in their country.
  + contribute to framing EAPN’s policy positions.
  + be able to establish links between the reality of poverty in their own country and the positive or negative impact of the EU on that reality.

4.2. EAPN pledges to its members that it will:

* + work to maximise the active involvement of its members in all EAPN activities.
  + work to promote its members’ activities.
  + work to provide members with information and support that will assist them in their work.
  + work to make the activities of its members more visible at European level.

4.3. In order for a European Organisation to be considered for membership of EAPN it must have members and be carrying out activities in at least 50 per cent of the Member States at the time of their application, except for organisations which became members prior to July 2015.

III. GENERAL ASSEMBLY

Article 5

The General Assembly comprises four categories of participant:

* + the full members;
  + the associate members;
  + observers: individuals or bodies that are invited to participate in assemblies without voting rights;
  + experts: individuals or bodies requested by the Executive Committee or General Assembly to give an opinion on an issue that their expertise may help to address at the Executive Committee or General Assembly meeting, without voting rights.

Article 6

6.1. The delegates of each National Delegation shall be elected by and from within the national networks. The Executive Member will be one of these delegates. The ratio of their votes shall be proportional as follows:

* + Germany, Spain, France, Italy, United Kingdom, Poland: 8
  + Belgium, Greece, Hungary, Netherlands, Portugal, Czech Republic, Romania: 6
  + Austria, Bulgaria, Denmark, Finland, Ireland, Lithuania, Norway, Serbia, Slovakia, Sweden: 4
  + Cyprus, Estonia, FYROM, Iceland, Latvia, Luxembourg, Malta, Croatia: 2

6.2. Each European organisation member shall send one delegate to the General Assembly, with voting rights.

6.3. The national networks shall elect the non-voting national delegations of associate members. The number of delegates shall be discussed at the same time of admission as an associate member.

Article 7

The members delegated to the General Assembly and the Network’s governing bodies do not sit as representatives of organisations or groups but take part in the interests of action against poverty and social exclusion.

Article 8

8.1. The quorum for the General Assembly is at least half of its full members to make it valid. Two-thirds of the National Networks must be represented in this quorum.

8.2. The total votes that may be cast by the representatives of the European organisations may not exceed one-fifth of the total votes that may be cast by all members of the General Assembly.

8.3. Resolutions shall be passed by ordinary majority unless a different majority is expressly provided for.

Article 9

9.1. Pursuant to article 3 of the Statutes and article 3 of the Standing Orders, the General Assembly shall discuss the Network’s policy guidelines and the means by which to achieve its objectives.

9.2. The General Assembly shall elect an Executive Committee from amongst its members for a mandate of three years

9.3. The General Assembly shall discuss and approve the annual work programme of EAPN and set the priorities.

9.4. The General Assembly shall approve the annual report on activities submitted by the Executive Committee.

9.5. The General Assembly shall examine the progress reports on network development presented by each National Delegation.

9.6. The General Assembly shall approve the closed-off accounts and shall vote on the budget forecasts for the following year submitted by the Executive Committee.

9.7. The General Assembly shall approve the additional rules to the Statutes drawn up by the Executive Committee.

9.8. The General Assembly shall transact all business not specifically reserved for other bodies, and all items entered on its agenda.

9.9. Motions for resolutions shall be tabled at least four weeks before the commencement of the General Assembly.

Article 10

10.1. The General Assembly shall meet on the requisition of the Executive Committee's Bureau, or a majority of Executive Committee members, or one-third of the members delegated to the General Assembly.

10.2. The General Assembly shall meet at least once a year to conduct a previously set order of business sent out to members at least one month in advance of the meeting.

IV. EXECUTIVE COMMITTEE

Article 11

11.1. If a candidate put forward by a National Delegation is not approved by majority vote of the General Assembly, the National Delegation shall be asked to make another proposal.

11.2. The candidates put forward by the group of European organisation members shall be elected separately. If any candidate fails to win a majority of votes in the General Assembly, the group of European organisation members present shall be asked to put forward new proposals for the candidate(s) not accepted

11.2.1. European organisations are entitled to six places in the Executive Committee. They can also nominate 2 substitutes to replace existing EOs on the EXCO, should they be unable to attend.

11.2.2. The European organisations which are members of EAPN will meet at least three times a year, facilitated by EAPN staff, to organize their input into the statutory matters of EAPN collectively.

11.3. If an Executive Committee member from a National Delegation stands down, the National Delegation shall be asked to appoint a new member to occupy his/her seat on the Executive Committee. Such appointment must be ratified by the following General Assembly.

11.4. If an Executive Committee member from the group of European organisations stands down, the group of European organisations shall be asked to appoint a new member to occupy his/her seat on the Executive Committee. Such appointment must be ratified by the next following General Assembly.

11.5. If an Executive Committee member from a National Delegation fails to attend three consecutive meetings, the National Delegation shall be asked to appoint a new member to occupy his/her seat on the Executive Committee. Such appointment must be ratified by the following General Assembly.

11.6. If an Executive Committee member from the group of European organisations fails to attend three consecutive meetings without notifying the secretariat and without valid reason, the group of European organisations shall be asked to appoint a new member to occupy his/her seat on the Executive Committee. Such appointment must be ratified by the following General Assembly.

11.7. The powers of the Executive Committee members so elected shall come to an end when the term of office of the outgoing members normally expires.

Article 12

The Executive Committee is competent to:

* + execute the General Assembly's decisions;
  + elect the Bureau members and represent the network;
  + take initiatives under the general policy guidelines laid down by the General Assembly and in pursuance of article 3 of the Standing Orders;
  + prepare, convene and suggest an agenda to the General Assembly;
  + represent the Network between General Assemblies;
  + sign agreements and contracts that are necessary to the normal conduct of its activities;
  + manage the human, technical, material and financial resources at its disposal to -monitor the implementation of the EAPN Fund;
  + the appointment of the Director should be confirmed by the Executive Committee on the basis of a proposal from the Bureau following an open recruitment procedure.

Article 13

Meetings of the Executive Committee shall be held whenever voted for by a majority of its members, or on the President's request. The Executive Committee shall meet at least three times a year.

The quorum for the Executive Committee shall be at least half its members present in person.

Article 14

Executive Committee decisions are taken by ordinary majority. If there is an equal number of votes, the President shall have a casting vote.

Article 15

The official languages of the Network are the official languages of the Member States of the European Union. The working languages of the Executive Committee and all the working groups/task forces are at least, and when enough resources available, English and French. If there will be not enough resources, namely for interpretation, the best common language should be used. Other EAPN meetings held in countries where neither French nor English is the official language may also take place in that country’s language when enough resources are available or sufficient co-funding can be found. Efforts will be made to address the language needs of countries which are neither French-speaking nor English-speaking in order to ensure effective participation by all.

Article 16

The minutes of each Executive Committee meeting shall be drawn up and made available to the members after approval by the Executive Committee. The draft should be made available within a period of 30 working days after the meeting took place. After approval by the Executive Committee, the approved minutes should be available in a special book which shall be kept by the secretariat and also accessible in the members’ room of the EAPN website.

Article 17

The Executive Committee shall inform the European Network about the structure and functioning of the national networks, and the European organisations, the development and operation of which are included in the objectives of the European Network. Where such networks and European organisations have their own Statutes, the Executive Committee will determine whether they are compliant with those of the European Network. In the event of serious inconsistency, the matter will be referred to the General Assembly.

V. BUREAU

Article 18

The Bureau comprises a number of seven members. There will be a President and six Vice-Presidents, acting collectively, and supported by the staff, to manage the smooth operation of the affairs of the EAPN as manifested by its Executive Committee and staff.

Article 19

The Bureau shall be responsible for:

* + Preparing Executive Committee agendas and preparing recommendations for action
  + Ensuring implementation of Executive Committee decisions
  + The Bureau has a key role in representing EAPN externally
  + Managing and supporting the work of the Director, engagement in the appointment of other key staff positions, dealing with staff complaints
  + Monitoring the financial management of EAPN including the monitoring of the EAPN Fund
  + The Bureau has a vote engaging in the management of the Fund
  + The Bureau shall undertake key functions in between Executive Committee meetings and if decisions are required at short notice these should be reported back to the Executive Committee.

V1. STRATEGIC CONGRESS

Article 20

At least every third year a Strategic Congress will be held before the General Assembly of that year, to review EAPN’s over all development and to propose a strategic plan for EAPN for the following three years and any necessary major changes in working structures needed to implement the strategic plan. The Strategic Congress can also propose and discuss changes to Statutes and Standing Orders that will be decided at the following General Assemble. The Executive Committee will prepare the agenda and proposals for the strategic congress.

Article 20.1

The number of delegates for the Strategic Congress will follow the same rules of the ones established for the GA (article 6.1)

Article 20.2

The European organisations will be represented by one person per organisation and each delegate will have voting rights.

V11. FINANCIAL PROVISIONS

Article 21

The resources of the Network may include:

* + voluntary contributions from members, subsidies, donations, subscriptions, legacies, gifts, offerings and contributions from public or private legal entities or individuals;
  + exceptional resources, such as loans;
  + income generated by goods and assets belonging to the Network;
  + the proceeds of payments for services provided.

EAPN ORGANISATION CHART

**National Networks and**

**European Organisations**

***Developing inputs and member engagement***

Projects

Allian-ces

National coordina-tors of PEP meetings

Task Forces:

6 operating at any time

***Creating visibility and lobbying***

**EU Inclusion Strategies Group**

Sub-groups in EUISG

Delegated decision-making power from the EXCO and reports annually to the EXCO

**Bureau**

**Executive Committee**

Sub-groups in EXCO

**General Assembly**

**Strategic**

**Conference**

**Statutory Bodies**

**Secretariat**

ALLOCATION OF TASKS IN THE BUREAU 2015-2018

|  |  |  |  |
| --- | --- | --- | --- |
| **Allocation Of Tasks in the Bureau 2015 – 2018** | | | |
|  | **Areas of responsibility** | **Bureau Member/s** | **EAPN Brussels team** |
| **1. POLICY** | EU Inclusion Strategies Group | Carlos | Sian / Amana |
|  | | | |
| **2. Information/ Communication activities** | Newsletter/Publications/Website (…) | Peter | Nellie / Rebecca |
| Press releases | Sérgio | Nellie |
|  | | | |
| **3. Network development** | Membership Development Group | Jasmina/Sérgio | Magda |
| EAPN Strategic Planning and Evaluation | Jasmina / Saviour | Magda/Director |
| EAPN Restructuring | Maria | Director |
| Links with EAPN European Organisations | Vilborg | Magda |
| EAPN Fund | Sérgio/Maria | Fintan |
|  | | | |
| **4. LOBBYING AND ALLIANCE BUILDING** |  |  |  |
|  | Social Platform and Alliances | Sérgio | Director/Sian |
|  | | | |
| **5. STATUTORY** | Statutes and procedures | Saviour | Director |
| General Assembly / Exco | Vilborg | Director |
| Finances/Treasurer / Fund Raising (Including Projects in which EAPN is involved) | Maria / Carlos | Philippe |
|  | | | |
| **6. STAFF ISSUES** |  |  |  |
|  | Staff relations and training | Peter / Jasmina |  |

GENERAL FINANCIAL MATTERS (not updated)

### How is EAPN funded

Since the start, EAPN has been funded through the Community budget on the basis of a yearly contract negotiated between the Commission and EAPN. Up to 1996-1997 this funding came from the budget line which covered “actions against poverty”. In1997-1998 EAPN was funded through the line covering cooperation between charitable organisations (declaration23). From 1999 until 2002 EAPN was funded under preparatory actions for social exclusion. From 2003 to 2007 EAPN was funded under the Social Exclusion Programme which exists to support the EU Inclusion Strategy. In 2006 the Commission introduced a new programme called ‘PROGRESS’. This programme ~~will~~ merged several programmes in the social field, including the Social Exclusion Programme into one single programme. This programme will run from 2007 to 2013 and covers the areas of employment, social protection and inclusion, working conditions, diversity and combating discrimination and equality between women and men. Since 2008 EAPN has been funded under this programme following an open call for proposals for funding for European Networks. The call for proposals covers a partnership agreement with the Commission for three years subject to agreement of annual work programmes. Within the Commission the contract is managed by the “social protection and integration” unit within Directorate E of the Employment and Social Affairs and Equal Opportunities DG.

Each time EAPN must provide a written report on activities together with a report on budget execution which must be approved by the Commission before funds are released.

This grant form the Commission covers approximately 85% of the core running costs of EAPN the additional 15% must come from other sources. The membership contribution and co-financing of EAPN (Europe) events (seminars, general assembly, working group meetings), national or local financial support for the preparation and follow up of the European meetings of people experiencing poverty are needed to raise this level of matching funds. The grant from the Commission specifically prohibits support for the operation of the National Networks.

EAPN’s budget has increased regularly since the first year of funding. However given the enlargement of the Network, to working in 27 and more countries, in relative terms our budget is not as generous and this may create difficulties in meeting expectations which have developed since the foundation of EAPN.

|  |  |  |  |
| --- | --- | --- | --- |
| **Year** | **Executed Budget** | **Commission Subsidy** | **Other (in kind and other subsidies)** |
| 1991 – 1992 | 304 701 | 304 701 (100%) |  |
| 1992 – 1993 | 410 000 | 410 000 (100%) |  |
| 1993 – 1994 | 589 393 | 589 393 (100%) |  |
| 1994 – 1995 | 648 950 | 648 950 (100%) |  |
| 1995 – 1996 | 770 778 | 693 700 (90%) | 77 079 |
| 1996 - 1997 | 777 700 | 700 000 (90%) | 77 700 |
| 1997 – 1998 | 973 442 | 999 800 (90%) | 97 345 |
| 1998 – 1999 | 1 043 520 | 913 080 (87.5%) | 130 440 |
| 1999 – 2000 (13 months) | 982 266 | 921 464 (93.81%) | 60 837 |
| 2000 – 2001 | 1 141 456 | 1 027 340 (90%) | 114 145 cash |
| 2002 | 888 674 | 799 806 (90%) | 88 868 |
| 2003 | 971 255 | 864 296 (89%) | 106 959 |
| 2004 | 1 070 326 | 951 246 (89%) | 119 080 |
| 2005 | 1 154 578 | 1 028 581 (89%) | 125 997 |
| 2006 | 1 405 403 | 1 250 813 (89%) | 154 589 |
| 2007 | 1 449 750 | 1 289 128 (88,92%) | 160 622 |
| 2008 | 1 381 019 | 1 187 718 (86%) | 193 301 |
| 2009 | 1 647 839 | 1 400 710 (85%) | 247 139 |
| 2010  2011  2012\* | 1 758 804  1 748 363  1 917 136\* | 1 477 360 (84%)  1 451 162 (83%)  1 572 036 (82%)\* | 281 445   1. 201   345 100\* |

\* Budgeted figures – not actual

#### Funding for the European Meetings of People Experiencing Poverty

Funding for the European Meetings of People Experiencing Poverty also comes from the PROGRESS programme. This funding comes from a part of the programme where only countries holding the Presidency of the EU can apply. The Presidency country is responsible for meeting the matching funds requirements under this grant. The practice at present is that EAPN agrees a contract with the Presidency country concerned to assist them with the content and practical arrangements of this meeting including the payment of the vast majority of the invoices related to the meeting. As the Presidency takes care of the matching funds requirements EAPN is 100% funded in relation to its activities for this European Meeting.

Support for the preparation and follow up of these European meetings comes from the EAPN core budget and therefore needs matching funds (see separate document on Funding available to National Networks).

#### Specific funding

EAPN has managed to raise additional funds for other specific activities. In the past this has included additional funds from the Commission to fund its training programme during two years, through the budget line on “co-operation with NGOs” (declaration 23). Since then the training programme has been funded as part of the overall EAPN budget. In addition, EAPN received funding in the context of the European Year Against Racism (for the organisation of a seminar and the publication of a report in several languages), and has also successfully obtained funding under the call for tender on ‘social exclusion’ of November 1998; this was used to prepare and organise the Helsinki conference which took place in November 1999. In recent times EAPN has received funding from DG Research for a research work on local actions in the fight against poverty and exclusion. More recently EAPN has received a grant of 10.000 Euro from the King Baudouin Foundation to assist with its work for the EU Year against Poverty and social exclusion in 2010.

**Past Problems caused by lack of legal base**

A legal base for expenditure of the Community budget can only be provided by an act of the Council of ministers: a decision, a directive or a regulation. A resolution or a recommendation does not constitute a legal basis.

The UK Government took the Commission to Court about spending money illegally on poverty programmes in the 1995 and 1996 budgets. The Court ruled in favour of the United Kingdom in May 1998, which led the Commission to freeze budget lines. The Council, the Parliament and the Commission, under pressure from the NGO members of the Platform, including EAPN, reached an inter-institutional agreement whereby anti poverty activities can be funded as preparatory actions for three years, pending the application of the new Article 137 of the Amsterdam Treaty. The Progress Programme gets its legal base from this article.

**Diversifying sources of funding**

The Executive Committee recognised early that it was necessary to diversify sources of funding. A working group on funding was set up in 1992; this did not provide practical conclusions.

In 1995 the Executive Committee commissioned a study on funding assessment for EAPN, from Margo Gorman, a consultant, former General assembly delegate of the UK network. She produced a report which is available from the secretariat.

As a follow-up to Margo’s study and as a result of the contacts with private funders which she initiated, the EAPN bureau met with a number of corporate representatives in September 1996. However these contacts have not been fruitful ~~so far~~.

In 2001 EAPN employed a Fundraising officer but this approach was also not successful in diversifying our funding sources.

A voluntary contribution from national networks was introduced for the first time during the year 2000-2001 following the decision of the General Assembly in 1999. The amount is presently fixed at 200 EUR per delegate to the G.A.

The question of finding stable on going sources of funds other than from the Commission remains an on going challenge for EAPN. To try to meet this challenge presently EAPN is working on the idea of an EAPN Fund within the King Baudouin Foundation and is presently seeking Patrons and original donors to establish this Fund.

2015 agreed budget

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **- Daily salary cost=yearly gross salary including social security charges divided by 225 working days (staff costs must be based on real salaries) - Number of working days are those exclusively devoted to the preparation and implementation of proposal** | | | | | | |
| **Please provide full details on calculation and composition of staff costs and functions performed on an extra document (see checklist of the guidelines)** | | | | | | |
| **Name** | **Name of organisation and function within this organisation** | | **Status** | **Daily salary cost** | **Number of days** | **Total in Euro** |
| **Management** |  |  |  |  |  |  |
| Barbara Helfferich | EAPN Director | | Part time | 530,39 | 200 | 106.078,00 |
|  |  | |  |  |  | 0,00 |
|  |  | |  |  |  | 0,00 |
|  |  | |  |  |  | 0,00 |
|  |  | |  |  |  | 0,00 |
|  |  | |  |  |  | 0,00 |
| **Total cost Management** | | | | | | **106.078,00** |
| **Administration** | | | | | | |
| Philippe Lemmens | EAPN Finance/Administration Officer | | Full time | 350,42 | 225 | 78.844,50 |
|  | EAPN Policy Officer | | Part time | 331,09 | 0 | 0,00 |
| Nellie Epinat | Information Officer | | Part time | 335,38 | 180 | 60.368,40 |
| Tatiana Basarab | Development Officer | | Part time | 337,85 | 180 | 60.813,00 |
| Sian Jones | Coordination Policy Officer | | Part time | 422,27 | 180 | 76.008,60 |
| Amana De Sousa Ferro | Policy Officer | | Part time | 337,85 | 135 | 45.609,75 |
| Fintan Farrell | Manager Projects and Fund Raising | | Part time | 430,82 | 90 | 38.773,80 |
|  |  | |  |  |  |  |
|  |  |  |  | **Total Administration** | | **360.418,05** |
| **Secretarial costs** |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| Rebecca Lee | EAPN Information assistant + Secretary | | Full time | 254,81 | 225 | 57.332,25 |
| Sigrid Dahmen | EAPN Office Manager | | Part time | 335,30 | 131 | 43.924,30 |
|  | EAPN Secretary | | Part time | 249,71 | 0 | 0,00 |
|  |  |  |  | **Total cost secretaries** | | **101.256,55** |
| **Accountant** |  |  |  |  |  |  |
|  |  | |  |  |  | 0,00 |
|  |  | |  |  |  | 0,00 |
|  |  | |  |  |  | 0,00 |
|  |  | |  |  |  | 0,00 |
|  |  |  |  | **Total cost accountancy** | | **0,00** |
| **Other staff** |  |  |  |  |  |  |
| Stagiaire | EAPN | | Free lance | 200,00 | 10 | 2.000,00 |
|  |  | |  |  |  | 0,00 |
|  |  | |  |  |  | 0,00 |
|  |  | |  |  |  | 0,00 |
|  |  | |  |  |  | 0,00 |
|  |  |  |  | **Total other staff** | | **2.000,00** |
|  |  |  |  | **TOTAL STAFF COST** | | **569.752,60** |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **HEADING 2 - COST FOR TRAVEL AND SUBSISTENCE ALLOWANCES** | | | | | | | | | |
|  |  |  |  |  |  |  |  |  |  | | |  |  |
| **Establish a list below of all events for which travel and subsistence costs are necessary and refer to these in the following budget table accordingly** | | | | | | | | | |  |
| **Type of Event** | **Reference \*)** | **Location** | **Provisional dates** | **Subject of the event** | | | | | |
| Bureau | BU 1 | Brussels | Jan |  | Staff support and supervision of Director, Financial Overview, planning of Exco meeting | | | | |
| Bureau | BU 2 | Out side Brussels | March |  | Staff support and supervision of Director, Financial Overview, planning of Exco meeting | | | | |
| Bureau | BU 3 | Brussels | June |  | Staff support and supervision of Director, Financial Overview, planning of Exco meeting | | | | |
| Bureau | BU 4 | Brussels | October |  | Staff support and supervision of Director, Financial Overview, planning of Exco meeting | | | | |
| Executive Committee | EXCO 1 | outside Brussels | March |  | Coordinate EAPN activities, give political direction to our work, fullfill statutory obligations - including discrimination concerns and globalisation concerns are adequately addressed in EAPN work | | | | |
| Executive Committee | EXCO 2 | outside Brussels | June |  | Coordinate EAPN activities, give political direction to our work, fullfill statutory obligations - including discrimination concerns and globalisation concerns are adequately addressed in EAPN work | | | | |
| Executive Committee | EXCO 3 | Brussels | Nov |  | Coordinate EAPN activities, give political direction to our work, fullfill statutory obligations - including discrimination concerns and globalisation concerns are adequately addressed in EAPN work | | | | |
| Enlargement travels | ENL |  | ongoing |  | Meetings to support the development of new members of EAPN | | | | |
| Europe Inclusion Strategy Group | EU IS - 1 | Brussels | January |  | Developing and implementing our strategy re Europe 2020 and Cohesion policy | | | | |
| Europe Inclusion Strategy Group | EU IS - 2 | outside Brussels | June |  | Developing and implementing our strategy re Europe 2020 and Cohesion policy | | | | |
| Europe Inclusion Strategy Group | EU IS - 3 | Brussels | September |  | Developing and implementing our strategy re Europe 2020 and Cohesion policy | | | | |
| General Assembly | GA | outside Brussels | June |  | Fullfill statutory requirements, ensure membership understanding and support for the general policies and direction of EAPN, create visibility for our work | | | | |
| Strategic Congress | CONGR | outside Brussels | June |  | Strategic Congress on key aspects of our work | | | | |
| Task Forces | TF 1 |  | Ongoing |  | 3 Task forces will be functioning at any one time to develop a concrete area of work linked to the over all work of EAPN. The Task force will be time bound and have a concrete objective to fullfill | | | | |
| Task Forces | TF 2 |  |
| Task Forces | TF 3 |  |
| Task Forces | TF 4 |  |
| Task Forces | TF 5 |  |
| Task Forces | TF 6 |  |
| Capacity Building | CB 1 | Brussels | May |  | Capacity Building Event and follow up of the Membership assessement and support system | | | | |
| Capacity Building | CB 2 | outside Brussel | November |  | Capacity Building Event and follow up of the Membership assessement and support system | | | | |
| Missions Staff | REP | Travel outside Brussels | Ongoing |  | Assisting in meetings as representative of EAPN | | | | |
| Dev particpation of pep in EAPN | PPOV | In all Member States | On going |  | Developing participation of people experiencing poverty in EAPN work and linking to European Meetings | | | | |
| Dev particpation of pep in EAPN | PPOV 1 | Brussels | January |  | European Meeting of National Coordinators for the work on Participation | | | | |
| Membership Development | TR 1 | Brussels |  |  | Membership Development | | | | |
| Membership Development | TR 2 | Brussels |  |  | Membership Development | | | | |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| ***\*) Choose a reference for your event which can be used in the following budget items, for example Conf 1, Conf 2, Sem 1, Train1*** | | | | | | | | | | | |
| **- See also information concerning maximum of subsistence cost allowed in guidelines** | | | | | | | | | | | |
| **Reference of the event (according to the above references)** | **Travel cost per person** | **Number of persons** | **Travel sub-total** | **maximum daily allowance per person** | **Accomo- dation ceiling (hotel)** | **Number of persons** | **Number of days** | **Subsis- tence  sub total** | **GRAND TOTAL** |  |  |
| BU 1 - Bxl | 220,00 | 5 | 1.100,00 | 45,00 | 90,00 | 5 | 2 | 1.350,00 | 2.450,00 |  |  |
| BU 2 - Bxl | 220,00 | 5 | 1.100,00 | 45,00 | 90,00 | 5 | 2 | 1.350,00 | 2.450,00 |  |  |
| BU 3 - Bxl | 220,00 | 5 | 1.100,00 | 45,00 | 90,00 | 5 | 2 | 1.350,00 | 2.450,00 |  |  |
| EXCO.1 | 220,00 | 32 | 7.040,00 | 20,00 | 90,00 | 32 | 3 | 10.560,00 | 17.600,00 |  |  |
| EXCO 1 - Catering 35 persons | 0,00 | 35 | 0,00 | 45,00 | 0,00 | 35 | 2 | 3.150,00 | 3.150,00 |  |  |
| EXCO 2 | 220,00 | 32 | 7.040,00 | 20,00 | 90,00 | 32 | 3 | 10.560,00 | 17.600,00 |  |  |
| EXCO 2 - Catering 35 persons | 0,00 | 35 | 0,00 | 45,00 | 0,00 | 35 | 2 | 3.150,00 | 3.150,00 |  |  |
| EXCO 3 | 220,00 | 32 | 7.040,00 | 20,00 | 90,00 | 32 | 4 | 14.080,00 | 21.120,00 |  |  |
| EXCO 3 - Catering 35 persons | 0,00 | 35 | 0,00 | 45,00 | 0,00 | 35 | 3 | 4.725,00 | 4.725,00 |  |  |
| ENL (and support) | 220,00 | 15 | 3.300,00 | 20,00 | 90,00 | 15 | 1 | 1.650,00 | 4.950,00 |  |  |
| ENL (and support) - Catering 30 p (15 travelling + 15 on the spot) | 0,00 | 30 | 0,00 | 45,00 | 0,00 | 30 | 1 | 1.350,00 | 1.350,00 |  |  |
| EU IS 1 | 220,00 | 32 | 7.040,00 | 20,00 | 90,00 | 32 | 3 | 10.560,00 | 17.600,00 |  |  |
| EU IS 1 - Catering 35 persons | 0,00 | 35 | 0,00 | 45,00 | 0,00 | 35 | 2 | 3.150,00 | 3.150,00 |  |  |
| EU IS 2 | 220,00 | 32 | 7.040,00 | 20,00 | 90,00 | 32 | 3 | 10.560,00 | 17.600,00 |  |  |
| EU IS 2 - Catering 35 persons | 0,00 | 35 | 0,00 | 45,00 | 0,00 | 35 | 2 | 3.150,00 | 3.150,00 |  |  |
| EU IS 3 | 220,00 | 32 | 7.040,00 | 20,00 | 90,00 | 32 | 4 | 14.080,00 | 21.120,00 |  |  |
| EU IS 3 - Catering 35 persons | 0,00 | 35 | 0,00 | 45,00 | 0,00 | 35 | 3 | 4.725,00 | 4.725,00 |  |  |
| GA + Strategic Congress | 220,00 | 48 | 10.560,00 | 20,00 | 90,00 | 48 | 3 | 15.840,00 | 26.400,00 |  |  |
| GA + Strategic Congress (Exco + EUIS) | 0,00 | 64 | 0,00 | 20,00 | 90,00 | 64 | 2 | 14.080,00 | 14.080,00 |  |  |
| GA + Strategic Congress - Catering | 0,00 | 114 | 0,00 | 45,00 | 0,00 | 114 | 2 | 10.260,00 | 10.260,00 |  |  |
| TF1 - 1 | 220,00 | 6 | 1.320,00 | 20,00 | 90,00 | 6 | 1,5 | 990,00 | 2.310,00 |  |  |
| TF1 - 1 Catering 6 persons | 0,00 | 6 | 0,00 | 45,00 | 0,00 | 6 | 1,5 | 405,00 | 405,00 |  |  |
| TF1 - 2 | 220,00 | 6 | 1.320,00 | 20,00 | 90,00 | 6 | 1,5 | 990,00 | 2.310,00 |  |  |
| TF1 - 2 Catering 6 persons | 0,00 | 6 | 0,00 | 45,00 | 0,00 | 6 | 1,5 | 405,00 | 405,00 |  |  |
| TF2 - 1 | 220,00 | 6 | 1.320,00 | 20,00 | 90,00 | 6 | 1,5 | 990,00 | 2.310,00 |  |  |
| TF2 - 1 Catering 6 persons | 0,00 | 6 | 0,00 | 45,00 | 0,00 | 6 | 1,5 | 405,00 | 405,00 |  |  |
| TF2 - 2 | 220,00 | 6 | 1.320,00 | 20,00 | 90,00 | 6 | 1,5 | 990,00 | 2.310,00 |  |  |
| TF2 - 2 Catering 6 persons | 0,00 | 6 | 0,00 | 45,00 | 0,00 | 6 | 1,5 | 405,00 | 405,00 |  |  |
| TF3 - 1 | 220,00 | 6 | 1.320,00 | 20,00 | 90,00 | 6 | 1,5 | 990,00 | 2.310,00 |  |  |
| TF3 - 1 Catering 6 persons | 0,00 | 6 | 0,00 | 45,00 | 0,00 | 6 | 1,5 | 405,00 | 405,00 |  |  |
| TF3 - 2 | 220,00 | 6 | 1.320,00 | 20,00 | 90,00 | 6 | 1,5 | 990,00 | 2.310,00 |  |  |
| TF3 - 2 Catering 6 persons | 0,00 | 6 | 0,00 | 45,00 | 0,00 | 6 | 1,5 | 405,00 | 405,00 |  |  |
| CB 1 | 220,00 | 30 | 6.600,00 | 20,00 | 90,00 | 30 | 3 | 9.900,00 | 16.500,00 |  |  |
| CB 1 - Catering 35 persons | 0,00 | 35 | 0,00 | 45,00 | 0,00 | 35 | 2 | 3.150,00 | 3.150,00 |  |  |
| CB 2 | 220,00 | 30 | 6.600,00 | 20,00 | 90,00 | 30 | 3 | 9.900,00 | 16.500,00 |  |  |
| CB 2 - Catering 35 persons | 0,00 | 35 | 0,00 | 45,00 | 0,00 | 35 | 2 | 3.150,00 | 3.150,00 |  |  |
| REP | 220,00 | 30 | 6.600,00 | 20,00 | 90,00 | 30 | 2 | 6.600,00 | 13.200,00 |  |  |
| REP - Catering for 30 persons | 0,00 | 30 | 0,00 | 45,00 | 0,00 | 30 | 1,5 | 2.025,00 | 2.025,00 |  |  |
| PPOV 1 | 220,00 | 30 | 6.600,00 | 20,00 | 90,00 | 30 | 2 | 6.600,00 | 13.200,00 |  |  |
| PPOV 1 - Catering 35 persons | 0,00 | 35 | 0,00 | 45,00 | 0,00 | 35 | 1 | 1.575,00 | 1.575,00 |  |  |
| TR 1 | 220,00 | 6 | 1.320,00 | 20,00 | 90,00 | 6 | 2 | 1.320,00 | 2.640,00 |  |  |
| TR 1 - Catering for 7 persons | 0,00 | 7 | 0,00 | 45,00 | 0,00 | 7 | 1 | 315,00 | 315,00 |  |  |
| TR 2 | 220,00 | 6 | 1.320,00 | 20,00 | 90,00 | 6 | 2 | 1.320,00 | 2.640,00 |  |  |
| TR 2 - Catering for 7 persons | 0,00 | 7 | 0,00 | 45,00 | 0,00 | 7 | 1 | 315,00 | 315,00 |  |  |
|  |  |  |  |  |  |  |  |  | 0,00 |  |  |
|  |  |  |  |  |  |  |  |  | 0,00 |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | **96.360,00** |  |  |  |  | **194.220,00** | **290.580,00** |  |  |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **HEADING 3 : COST FOR SERVICES** | | | | | | | | | | | |
|  |  | |  |  |  |  |  |  |  |  |  |  |
| **Cost for information and dissemination** | |  | |  |  |  | **Cost for translation (see Annex II of the guidelines)** | | | |  |  |
| **for example, advertisements, distribution, etc - please add specifications** | | | | | |  | **Description of documents to be translated (from .. into..)** | **Number of languages** | **Cost per page** | **Number  of pages** | **Total cost** |  |
| **Nature of costs** | | **Quantity** | | **Unit cost** | **Total cost** |  |  |
| Folders, Posters, Reports, Campaign material Publications | | 6 | | 2.000,00 | 12.000,00 |  | Translations of EAPN publications - 25 languages | 25 | 36 | 42,00 | 37.800,00 |  |
| Website + social media | | 1 | | 2.000,00 | 2.000,00 |  |  |  |  |  | 0,00 |  |
| Mailings | | 5 | | 200,00 | 1.000,00 |  |  |  |  |  | 0,00 |  |
| Subscription | | 1 | | 4.000,00 | 4.000,00 |  |  |  |  |  | 0,00 |  |
| NRP/CSR Reports EAPN | | 4 | | 1.000,00 | 4.000,00 |  |  |  |  |  |  |  |
|  | |  | |  | 0,00 |  |  |  |  |  | 0,00 |  |
| **TOTAL** |  | |  |  | **23.000,00** |  | **TOTAL** |  | |  | **37.800,00** |  |
|  | |  | |  |  |  |  |  |  |  |  |  |
| **Cost for evaluation** |  | |  |  |  |  | **Cost for reproduction and publication** | | |  |  |  |
| **Description of tasks to be performed and name of evaluator** | | **Number of days** | | **Cost per day** | **Total cost** |  | **Description of document to be reproduced or published** | **Quantity** | | **Unit cost** | **Total cost** |  |
| Evaluation EAPN |  | | 0 | 0,00 | 0,00 |  |  |  | |  | 0,00 |  |
|  |  | |  |  | 0,00 |  |  |  | |  | 0,00 |  |
| **TOTAL** |  | |  |  | **0,00** |  |  |  | |  | 0,00 |  |
|  |  | |  |  |  |  |  |  | |  | 0,00 |  |
| **Fees for interpreters** |  | |  |  |  |  |  |  | |  | 0,00 |  |
| **Ref. of the event (according to your reference under Heading 2 "Travel")** | **Number of interpreters** | | **Number of days** | **Cost per day** | **Total cost** |  |  |  | |  | 0,00 |  |
|  |  |  | |  | 0,00 |  |
| GA (English/French/Spanish/Host language) | 4 | | 1 | 475,00 | 1.900,00 |  |  |  | |  | 0,00 |  |
| EXCO.1 (English/French) | 2 | | 2 | 475,00 | 1.900,00 |  |  |  | |  | 0,00 |  |
| EXCO.2 (English/French) | 2 | | 2 | 475,00 | 1.900,00 |  |  |  | |  | 0,00 |  |
| EXCO.3 (English/French) | 2 | | 3 | 475,00 | 2.850,00 |  | **TOTAL** |  |  |  | **0,00** |  |
|  |  | |  |  | 0,00 |  |  |  |  |  |  |  |
|  |  | |  |  | 0,00 |  |  |  |  |  |  |  |
|  |  | |  |  | 0,00 |  | **Costs for external experts (see annex II of the guidelines)** | | | |  |  |
|  |  | |  |  | 0,00 |  | **For example for experts or consultants, etc.** | | | | |  |
|  |  | |  |  | 0,00 |  | **Status and tasks to be performed** | **Daily salary cost** | | **Number of days** | **Total in Euro** |  |
|  |  | |  |  | 0,00 |  | Contribution members EAPN (expertise) | 400 | | 5,00 | 2.000,00 |  |
|  |  | |  |  | 0,00 |  | TF | 400 | | 4,00 | 1.600,00 |  |
|  |  | |  |  | 0,00 |  | Exco | 400 | | 4,00 | 1.600,00 |  |
|  |  | |  |  | 0,00 |  | CB | 400 | | 4,00 | 1.600,00 |  |
| **TOTAL** |  | |  |  | **8.550,00** |  | Consultancy for Campaigns and promotional material | 500 | | 10,00 | 5.000,00 |  |
|  |  | |  |  |  |  | Staff Development Days | 360 | | 3,00 | 1.080,00 |  |
| **Total cost of all items in Heading Services** | | | |  |  |  | Staff Development of Personal Skills | 220 | | 10,00 | 2.200,00 |  |
| Cost for information and dissemination |  | |  | 23.000,00 |  |  | Work on EU IS by 16 of the National Networks | 1400 | | 16,00 | 22.400,00 |  |
| Cost for translation |  | |  | 37.800,00 |  |  | Pilots on EU IS by 15 of the National Networks | 6000 | | 15,00 | 90.000,00 |  |
| Cost for evaluation |  | |  | 0,00 |  |  | PPOV - Work on People Experiencing Poverty by 31 of the National Networks | 1500 | | 31,00 | 46.500,00 |  |
| Cost for publication and reproduction |  | |  | 0,00 |  |  | Expert accountant | 625 | | 8,00 | 5.000,00 |  |
| Costs for interpreters |  | |  | 8.550,00 |  |  |  |  | |  | 0,00 |  |
| External experts |  | |  | 178.980,00 |  |  | **TOTAL** | | | | **178.980,00** |  |
| **Total cost of Services** |  | |  | **248.330,00** |  |  |  |  |  |  |  |  |
|  |  | |  |  |  |  |  |  |  |  |  |  |
|  |  | |  |  |  |  |  |  |  |  |  |  |
| **HEADING 4 : COST FOR ADMINISTRATION** | | | | | | | | | | | |
|  |  | |  |  |  |  |  |  |  |  |  |  |
|  |  | |  |  |  |  |  |  |  |  |  |  |
| **HEADING - ADMINISTRATION** | |  | |  |  |  |  |  |  |  |  |  |
| **Rent of equipment or depreciation of New Techical Equipment (no depreciation of office material such as chairs, tables etc.!!!)** | | | | | | |  |  |  |  |  |  |
| Cost for rental or depreciation of **new** **technical** equipment, please specify !! Equipement of less than € 1000 does not need to be depreciated | | | | | | |  |  |  |  |  |  |
| Is only eligible: . Rent (leasing) for a determined period . linear depreciation for **new** **technical** equipment over 3 years ; for existing equipment depreciation is only allowed if this equipment is less than 3 years old and not entirely depreciated. Example for calculation of depreciation: cost equipement new 999 €; depreciation 999:3 years = 333 €/year; use of the equipment for a period of 6 months; eligible depreciation 333 : 2 =€ 166,5 | | | | | | |  |  |  |  |  |  |
| **Type of equipment** | | **Unit cost of new equipment** | | **Quantity** | **Eligible cost (depreciation cost per item of equipment)** | **Total cost** |  |  |  |  |  |  |
| Rent Photocopier/printer | | 2.200,00 | | 1 | 2.200,00 | 2.200,00 |  |  |  |  |  |  |
| Purchase laptops | | 2.000,00 | | 4 | 600,00 | 2.400,00 |  |  |  |  |  |  |
| Purchase desktops | | 1.000,00 | | 2 | 300,00 | 600,00 |  |  |  |  |  |  |
| Purchase software | | 2.100,00 | | 1 | 700,00 | 700,00 |  |  |  |  |  |  |
| Purchase new licenses | | 2.100,00 | | 1 | 700,00 | 700,00 |  |  |  |  |  |  |
|  | |  | |  |  | 0,00 |  |  |  |  |  |  |
|  | |  | |  |  | 0,00 |  |  |  |  |  |  |
| **Total** |  | |  |  |  | **6.600,00** |  |  |  |  |  |  |
|  |  | |  |  |  |  |  |  |  |  |  |  |
| **Hire of rooms (cost of rent of meeting or conference rooms, etc)** | | | | | |  | **Hire of interpreting booths** | | | | |
| **Subject of event (according to your reference under Heading 2 "Travel")** | **Quantity** | | **Cost of rent per day** | **Number of days** | **TOTAL IN €** |  | **Subject of event (and reference)** | **Quantity** | | **Cost of rent per day** | **Number of days** | **Total in €** |
| ENLARGEMENT | 1 | | 300,00 | 1 | 300,00 |  | GA | 2 | | 900,00 | 1 | 1.800,00 |
| GA + Strategic Congress | 1 | | 1.250,00 | 2 | 2.500,00 |  | EXCO.1 | 1 | | 900,00 | 2 | 1.800,00 |
| CB 1 | 2 | | 300,00 | 2 | 1.200,00 |  | EXCO.2 | 1 | | 900,00 | 2 | 1.800,00 |
| REP | 6 | | 300,00 | 1 | 1.800,00 |  | EXCO.3 | 1 | | 900,00 | 3 | 2.700,00 |
| PPOV 1 | 1 | | 300,00 | 1 | 300,00 |  |  |  | |  |  |  |
| EXCO.1 | 3 | | 300,00 | 2 | 1.800,00 |  |  |  | |  |  |  |
| EXCO.2 | 3 | | 300,00 | 1 | 900,00 |  |  |  | |  |  |  |
| EXCO.3 | 3 | | 300,00 | 3 | 2.700,00 |  |  |  | |  |  |  |
| EU IS.1 | 3 | | 300,00 | 2 | 1.800,00 |  |  |  | |  |  |  |
| EU IS.2 | 3 | | 300,00 | 1 | 900,00 |  |  |  | |  |  |  |
| EU IS.3 | 3 | | 300,00 | 2 | 1.800,00 |  |  |  | |  |  |  |
| CB 2 | 2 | | 300,00 | 2 | 1.200,00 |  |  |  | |  |  |  |
|  |  | |  |  | 0,00 |  |  |  | |  |  |  |
|  |  | |  |  | 0,00 |  |  |  | |  |  |  |
|  |  | |  |  | 0,00 |  |  |  | |  |  |  |
|  |  | |  |  | 0,00 |  |  |  | |  |  |  |
| **TOTAL** |  | |  |  | **17.200,00** |  | **TOTAL** |  |  |  |  | **8.100,00** |
|  |  | |  |  |  |  |  |  |  |  |  |  |
| **Costs for Audits** |  | |  |  |  |  |  |  |  |  |  |  |
| **Nature of Audit** | | **Quantity** | | **Unit cost** | **TOTAL IN €** |  |  |  |  |  |  |  |
| External Audit | | 2 | | 2.000,00 | 4.000,00 |  |  |  |  |  |  |  |
|  | |  | |  | 0,00 |  |  |  |  |  |  |  |
| **Total** |  | |  |  | **4.000,00** |  |  |  |  |  |  |  |
|  |  | |  |  |  |  |  |  |  |  |  |  |
|  |  | |  |  |  |  |  |  |  |  |  |  |
|  |  | |  |  |  |  |  |  |  |  |  |  |
| **Other administrative costs : rent of offices and related charges, see Annex II of the guidelines** | | | | | |  |  |  |  |  |  |  |
| exchange losses are not eligible | |  | |  |  |  | **Total of Heading Administration** | | | | |  |
| **Nature of costs** | | **Quantity** | | **Unit cost** | **TOTAL IN €** |  | Rent of equipment or Depreciation of New Techical Equipment | | | | 6.600,00 |  |
| Rent offices + charges | | 12 | | 5.350,00 | 64.200,00 |  | Hire of rooms | | | | 17.200,00 |  |
| Photocopies | | 1 | | 2.050,00 | 2.050,00 |  | Hire of interpreting booths | | | | 8.100,00 |  |
| Technical support | | 1 | | 10.000,00 | 10.000,00 |  | Audits | | | | 4.000,00 |  |
| Electricity | | 1 | | 1.600,00 | 1.600,00 |  | Other administrative equipment | | | | 101.691,03 |  |
| Cleaning | | 1 | | 2.500,00 | 2.500,00 |  | **Total of Heading Administration** | | | | 137.591,03 |  |
| Telephone and fax | | 1 | | 11.500,00 | 11.500,00 |  |  |  |  |  |  |  |
| Postage | | 1 | | 741,03 | 741,03 |  |  |  |  |  |  |  |
| Office supplies | | 1 | | 4.500,00 | 4.500,00 |  |  |  |  |  |  |  |
| Insurances | | 1 | | 4.000,00 | 4.000,00 |  |  |  |  |  |  |  |
| Bank charges | | 24 | | 25,00 | 600,00 |  |  |  |  |  |  |  |
|  | | 0 | |  | 0,00 |  |  |  |  |  |  |  |
| **TOTAL** |  | |  |  | **101.691,03** |  |  |  |  |  |  |  |
|  |  | |  |  |  |  |  |  |  |  |  |  |
|  |  | |  |  |  |  |  |  |  |  |  |  |
|  |  | |  |  |  |  |  |  |  |  |  |  |
| **TOTAL ELIGIBLE COST** | | | | | | | | | | | |
|  |  | |  |  |  |  |  |  |  |  |  |  |
| **Total cost of all Headings** | |  | |  |  |  |  |  |  |  |  |  |
| Staff | 569.752,60 | |  |  |  |  |  |  |  |  |  |  |
| Travel and Subsistence | 290.580,00 | |  |  |  |  |  |  |  |  |  |  |
| Services | 248.330,00 | |  |  |  |  |  |  |  |  |  |  |
| Administration | 137.591,03 | |  |  |  |  |  |  |  |  |  |  |
| **Total costs** | **1.246.253,63** | |  |  |  |  |  |  |  |  |  |  |
|  |  | |  |  |  |  |  |  |  |  |  |  |
|  |  | |  |  |  |  |  |  |  |  |  |  |
|  | | | | | |  |  |  |  |  |  |  |
|  |  | |  |  |  |  |  |  |  |  |  |  |
|  |  | |  |  | | | | | |  |  |  |
|  |  | |  | **TOTAL ELIGIBLE COST** | | | | **1.246.253,63** | |  |  |  |
|  |  | |  |  |  |  |  |  |  |  |  |  |
|  |  | |  |  |  |  |  |  |  |  |  |  |
|  |  | |  |  |  |  |  |  |  |  |  |  |
| **TOTAL INCOME** | | | | | | | | | | | |
|  |  | |  |  |  |  |  |  |  |  |  |  |
|  |  | |  |  |  |  |  |  |  |  |  |  |
| **BENEFICIARY'S CONTRIBUTION IN CASH** | | | | | | | |  |  |  |  |  |
| **Contributions** | | **Amount** | | **Breakdown (name of organisation and amount)** | | | |  |  |  |  |  |
| contribution in cash of the applicant on its own resources - explain origin of resources (contribution of members, own capital, etc) and enclose declaration of commitment to co-financing | | 249.200,00 | | Members contributions: 22.000 € - GA: 4.500 € - Exco: 3.000 € - Congress: 25.000 € - Contracts Networks: 171.700 € - Expertise members: 2.000 € - Representation costs reimbursed: 4.200 € - Co-funding travels: 7000 € - Donations: 2.300 PEP: 5.000 € - Capacity Building: 2.500 € = 249.200 € | | | |  |  |  |  |  |
| co-financing in cash from other sources (enclose declarations of commitment to co-financing) | |  | |  | | | |  |  |  |  |  |
| **Total of beneficiary's contribution in cash** | | **249.200,00** | |  |  | | |  |  |  |  |  |
|  |  | |  |  |  |  |  |  |  |  |  |  |
| **Revenue generated by the operation** | | | | | | | |  |  |  |  |  |
| **Description of revenue** | | **Estimated amount** | | **Details on calculation** | | | |  |  |  |  |  |
|  | |  | |  | | | |  |  |  |  |  |
|  | |  | |  | | | |  |  |  |  |  |
|  | |  | |  | | | |  |  |  |  |  |
| **Total of revenue generated by the operation** | | **0,00** | |  | | | |  |  |  |  |  |
|  |  | |  |  |  |  |  |  |  |  |  |  |
|  |  | |  | **Total of beneficiary's contribution in cash** | | | | | | **249.200,00** |  |  |
|  |  | |  | **Revenue generated by the operation** | | | |  |  | **0,00** |  |  |
|  |  | |  | **Commission grant requested** | | | | | | **997.053,63** |  |  |
|  |  | |  | **TOTAL INCOME** | | | | | | **1.246.253,63** |  |  |
|  |  | |  | **Percentage of the grant to the total cost** | | | | | | **80,00%** |  |  |

NOTE ON THE WORKINGS OF THE EAPN FUND

**The objective of the fund** (from the official statutes of the Fund)

To support the fight for a social Europe free of poverty through:

* Ensuring the development of EAPN and its National Networks as a strong alliance of anti-poverty NGOs contributing to the participation of people experiencing poverty.
* Supporting the anti-poverty work of EAPN and its National Networks and to increase the impact of participation of people experiencing poverty in all matters and policies that affect them and the communities in which they live.
* Sponsoring a biennial *Prize for Innovation from Transnational Learning in the Fight against Poverty and Social Exclusion in Europe*.

**Management of the Fund**

* I person appointed by KBF (Stefan Scheffers)
* 4 people appointed by EAPN: President, Treasurer, Director and one from the Exco (currently there is a vacancy for the treasurer and the person from the Exco)

These five people agree:

* 2 independent people for the fund Management (currently the representative of HRH Princess Astrid of Belgium – the representative does not attend but should be periodically kept informed of developments with the Fund. We need now to meet to report and to check that it is still ok to name HRH as a supporter of the Fund) and Jerome Vignon former Director Social Inclusion EU Commission
* An independent Chairperson (Hugh Frazer)

**Staff support for the fund**

* KBF provide some staff support for the fund, to call and host meetings, record decisions taken, manage the funds available, follow up grants from the fund. For this the charge an annual fee of 5% of the funds allocated in that Year.
* EAPN appoints staff to support the work of the fund (at the moment Fintan two days per Year.
* There are no other costs associated to the running of the fund. We organise meetings to coincide with Bureau meetings to ensure no extra costs and members of the fund management committee work in a voluntary capacity and are not reimbursed for out of pocket expenses for attending meetings.

**Decision Making**

* Informally, items for decision are prepared in advance of the meetings of the Fund Management Committee. The members of the Fund Management Committee and the appropriate group/s in EAPN (Bureau, previously Exco subgroup on finance and funding and for broader decisions Exco) are circulated with information and exchanges are had to feed into the formal decision making.
* Formally, all decisions are taken at the Fund Management Committee

**Where does the money come from?**

* Donations to the EAPN Fund can be made to the account of the King Baudouin Foundation, Rue Brederodestraat 21 , 1000 Bruxelles, Belgium Account no: 000-0000004-04, Iban BE10 0000 0000 0404 – BIC : BPTOTBEB1 (Banque de La Poste Rue des Colonies (P28), 1000 Bruxelles) with the reference “S20750- EAPN Fund "
* Donors will have the possibility to use the Transnational Giving Europe (TGE) network or the King Baudouin Foundation United States ([www.kbfus.org](http://www.kbfus.org)) for cross-border donations to support the Fund, if they are resident in one of the TGE countries or taxpayers in the USA.
* In reality the biggest donations have come from uncommitted funds available in EAPN.

**Grants from the Fund**

* The donations received in any particular year are available to be used for grants in the following Year.
* There is an agreement in principle (this could be reviewed) that the total amount available to be spent for grants each year would be broken down in the following manner:
* 10% for building capital (can be spent in Years when little is available from the fund or can be used for Loans to EAPN NN led transnational exchange projects)
* 40% National Networks solidarity Grants (there is an agreed process and procedure for applying for these grants that should be reviewed each time there is a call)
* 10% for European Organisations Solidarity Grant (we have no agreed procedure for this at the moment and as the amounts available is so small, little purpose to agree a procedure)
* 5% EU alliance building (can link to an item in our core work programme and thus become matching funds for EAPN)
* 5% International Alliance Building (again could support work of core work programme and become matching funds)
* 10% for direct support for participation of people experiencing poverty (is needed for uncovered costs associated to the annual PeP meeting)
* 5% EAPN Prize
* 10% X Factor (to cover some unexpected opportunity EAPN may receive which can’t use other funds for)
* 5% administration
* There has been an effort to match spending from the funds to this principled agreement but in Years where small amounts are available overall, not all the areas have had funds allocated and the amounts not used have been allocated mainly to National Networks Solidarity Grant and to the PeP
* Grants which have been allocated

|  |  |  |
| --- | --- | --- |
| Year | Grant | Amount |
| 2012 | EAPN Netherlands | 10000.00 |
| Support for organising Ekta Parishad Peoples March | 1000.00 |
| Support for EAPN Activists to take part Ekta Parishad Peoples March | 3000.00 |
| 2013 | Support for EAPN Learning Forum | 3500.00 |
| Support for the PeP 2014 | 7000.00 |
| Support for SMES Conference | 4500.00 |
| EAPN Award | 7000.00 |
| Florence 10 + 10 Mobilisation | 1500.00 |
| Loan EAPN Hungary | 10000.00 |
| 2014 | EAPN Estonia | 10800.00 |
| EAPN Greece | 5780.00 |
| 2015 | EAPN Serbia | 5850.00 |
| EAPN Macedonia | 5930.00 |
| EAPN Hungary | 6000.00 |
| PeP 2015 | 9000.00 |
| EAPN Policy Conference 2015 | 3600.00 |
|  | **Total of Grants made** | **95180.00** |

EAPN GENERAL ASSEMBLIES

1. Bilbao, 4 July 2015

**The EAPN – The Road Ahead: Fighting to Erase Poverty; Fighting for a Life in Dignity**

1. Tallinn, 28 June 2014

**Europe 2020 – EAPN’s Mid-term Review and the European Elections**

1. Serbia, Belgrade, 15 June 2013

**Fighting for a more social Europe!**

1. Sandvika, 7-9 June 2012

**Time of Crisis – Time for Change**

1. Lisbon, 16-18 June 2011

**Europe needs a new Heart: The Community and Voluntary Sector and the fight against poverty and social exclusion: priorities, strategies, objectives, actions…**

1. Limassol, 10-12 June 2010

**EU Year 2010: Building a Europe for All: How can 2010 contribute to the fight against poverty and social exclusion amongst migrants?**

1. Vienna, 11-13 June 2009

**Social Progress in a Time of Crisis: Imagining the EU We Want**

1. Albena, 25-27 September 2008

**Ensuring a lasting legacy from 2010: The Final Countdown to the EU Year for Combating Poverty and Social Exclusion**

1. Budapest, 08-10 November 2007

**Fighting Poverty in an Enlarged EU: Which Way Forward for the 50 Year Old**

1. Toledo, 5-7 October 2006

**The EU We Want**

1. Liverpool, 24-26 November 2005

**Delivering the Social Inclusion Agenda – From Promise to Reality**

1. Groningen, 18-20 November 2004

**“The EU We Want – tackling poverty and social exclusion in an enlarged EU”**

1. Lille, 20-22 November 2003

**Local Actions in the fight against poverty and social exclusion**

1. Berlin, 18-22 September 2002

**Putting Rights at the centre of the EU Strategy against Social Exclusion**

1. Brussels, 24-25 November 2001

**Strengthening the network through participation**

1. Barcelona, 23-25 November 2000

**Participation: an essential part of fighting social exclusion**

1. Helsinki, 24-27 November 1999

**Sharing the wealth, fighting the root causes of poverty and social exclusion**

1. Porto, 25-28/11/1998

**Building a socially inclusive Europe – Democracy, citizenship and combating exclusion**

1. Belfast, 27-29 November 1997

**Making Equal Opportunities work**

1. Naples, 28-30 November 1996

**Rights, citizenship and exclusion**

1. Potsdam, November 1995
2. ‘s Hertogenbosch (NL), November 1994
3. Dublin, November 1993
4. Athens, November 1992
5. Brussels, November 1991
6. Founding General Assembly, Brussels, December 1990

SEMINARS / CONFERENCES

22-23 October 93 Brussels EAPN Seminar on Structural Funds

2-5 December 93 Brussels EAPN-Mobility International Seminar "Double Disadvantage: Poverty and Disability”

8-9 April 94 Brussels NGO Forum on European Social Policy

27-29 May 94 Budapest EAPN Seminar with NGOs from Eastern Europe

3-5 February 95 Barcelona EAPN Seminar on "Poverty in southern and Peripheral countries"

24-25 February 95 Dublin EAPN Seminar on Economic integration

18-19 June 95 Antwerp EAPN Seminar on Racism and Poverty

8-10 March 96 Bucharest EAPN Seminar with NGOs from Eastern Europe on "working with children and young people in the community"

5-6 July 96 Dublin EAPN Seminar on "mobilising Europe against poverty and exclusion: The European Union at the crossroads"

17 October 96 Brussels EAPN Event on the occasion of the World Day for the eradication of poverty "Combating poverty and social exclusion in Europe: An urgent need for action"

20-21 October 96 Rome EAPN Seminar on the struggle against exclusion and poverty North and South The promotion of human development: innovative methods and strategies

20-22 September 97Helsinki EAPN Seminar on "women, violence and poverty"

24-26 January 98 Potenza Seminar on "Racism and Poverty in Europe"

13-14 March 98 Frankfurt Seminar "From Welfare to the Right to Work: Experiences in Europe"

7-8 May 98 Brussels Seminar on "Mainstreaming Social Inclusion and Equality into the Structural funds

15-17 May 98 Helsinki EAPN Seminar on "Civil Society and the news form of Poverty, East and West"

26-27 March 99 Villeneuve Seminar "Social protection or exclusion: A choice for Europe"

d'Ascq

9-10 September 99 Brussels Seminar "The Employment Guidelines: are they working?"

8-9 November 99 Helsinki EAPN Conference on national and European policies to combat poverty and social exclusion

17-18 March 2000 Lisbon EAPN Seminar on Mainstreaming poverty and social exclusion. Integrating the fight against poverty and social exclusion across all areas of public policy to promote social cohesion

20-21 October 2000 Liévin Seminar "The Employment Guidelines: What about the long term unemployed"

31 Mar-1 April 2001 Dublin EAPN Seminar "Engaging in the National Actions Plans on social exclusion”

22-23 June 01 Brussels EAPN Round table "Are the Structural Funds delivering? Issues in policy and practice for NGO's"

22-23 November 01 Brussels EAPN Conference "The National Action Plans against poverty and social exclusion: Mobilising all relevant bodies"

14-15 June 2002 Düsseldorf EAPN Seminar "Making the Employment Strategy Work for Social Inclusion"

12-13 November 02 Porto EAPN Conference "Poverty and Europe: What Future?”

28 Feb-1 March 03 Athens EAPN/Eurocities Joint Conference on the EU Strategy for Social Inclusion: Making it work at the Local Level

10-11 May 2003 Brussels Second European Meeting of People experiencing poverty: "We also participate to Europe*" include all??*

23-24 October 2003 Budapest Networking for social inclusion in an enlarged EU, joint conference

29-30 April 2004 Porto EAPN Seminar on Employment

11 May 2004 Dublin EAPN Seminar Reinforcing the Inclusion Strategy in an Enlarged EU

8-9 October 2004 Warsaw EAPN Seminar The social inclusion strategy in a growing union: NGOs speak up

18-19 November 04 Groningen EAPN Conference: The EU We Want – Tackling Poverty and Exclusion in an Enlarged EU

9-10 May 2005 Prague EAPN Seminar on Structural Funds

27-28 October 2005 Riga EAPN Seminar on Social Inclusion and mobilisation of NGOs

15 February 2006 Brussels Launch of “The EU We Want”

2-3 March 2006 Budapest EAPN Seminar on Structural Funds

8 June 2006 Vienna Launch of German Version of “The EU We Want”

8-9 June 2006 Vienna EAPN Conference “The EU We Want”

12 September 2006 Brussels Launch of “Voices from the Poverty Line”

3 November 2006 Malta Seminar Supporting the Social Economy as a tool for Inclusion

13-14 September 07Brussels Conference: An EU Free of Poverty is possible

12 March 2008 Brussels Minimum Income Campaign reflection meeting

11 April 2008 Brussels EAPN Seminar on Globalisation

18-19 April 2008 Brussels Network Development seminar

13 June 2008 Paris Active Inclusion seminar

8-9 May 2009 Brussels Network Development Seminar on Financing

29 May 2009 Brussels Seminar – Post 2010

11-12 June 2009 Vienna EU We Want seminar at the General Assembly

19 February 2010 Dublin 2010 International conference: Building Social Europe, From crisis to opportunity

24 September 2010 Brussels Laying the foundations for a fairer Europe, ensuring an adequate minimum income for all

23 September 2011 Brussels Getting out of the crisis together: Alternative approaches for an inclusive recovery

4 October 2011 Brussels EP hearing: Wealth, Inequality and Social Polarisation in the EU

28 September 2012 Brussels Is Europe 2020 delivering on poverty? How can we use the National Reform Programmes & National Social Reports to make concrete progress on fostering participation and reducing poverty?

30 September 2013 Brussels What progress on poverty and participation? Workshop on Europe 2020 Strategy

1 October 2013 Brussels Electing champions for a social Europe: European Parliament elections 2014

3 October 2014 Brussels How will the Europe 2020 Strategy Mid-Term Review reduce poverty & inequality?

9 October 2015 Brussels Can the Semester Deliver on Poverty & participation?

EAPN INFORMATION POLICY

## *Information tools*

1. **EAPN leaflet**

The EAPN leaflet contains general information on EAPN. The present version, based on the new EAPN corporate identity (see next page) is bilingual (English and French). It is aimed at being widely disseminated through the networks and on the occasion of conferences attended by EAPN or organised by the network. It was updated in 2010 as a bookmark, available for networks to reproduce. While the bookmark is still in use, the Communications Work Programme (2012-2014) includes the re-edition of the EAPN leaflet, as requested by several people in the network.

1. **EAPN Magazine**

In 2009 EAPN replaced its European Newsletter ‘Network News’ with a new format called the EAPN Mag. The change of name was to reflect what was already a change in practice with the publication being rather a feature on a particular topic of concern for the fight against poverty rather than a news update on developments in the Network. Such News updates are available through the EAPN Flash. The EAPN Mag is published 3 times a year in English and French and electronic copies are available in several other languages. It is available online and hard copies are sent to 2.250 subscribers. It is also made available for national networks in a Word document to translate it in their own languages.

1. **EAPN Flash**

Another valuable tool is the EAPN Flash Newsletter, a two-weekly information sheet. This publication, born in December 1997, is sent by e-mailing lists to all members of working and statutory groups, European organisations in membership of EAPN, and many other stakeholders - 2375 recipients who themselves disseminate it by e-mail or use it to feed their own publications. The whole content is also put on the website. Many news coming out in the Flash are also published through social media (Facebook and Twitter).

1. **EAPN website & Facebook page**

The website ([www.eapn.eu](http://www.eapn.eu)) and EAPN’s Facebook page ([www.facebook.com/pages/EAPN-European-Anti-Poverty-Network/51278044814?ref=tn\_tnmn](https://www.facebook.com/pages/EAPN-European-Anti-Poverty-Network/51278044814?ref=tn_tnmn)) are the key instruments in increasing the visibility of EAPN. All news, lobbying letters, press releases and publications are available on it as well as a lot of other information relating to poverty in the EU. To find past EAPN publications (from 1998) you should use the search engine on the EAPN website. The website includes an exclusive Members’ Room area with internal working documents for members.

Other websites have been created for specific campaigns, along with Facebook pages.

Twitter is another social media tool that EAPN uses: See [www.twitter.com](http://www.twitter.com) @EAPNEurope.

1. **EAPN Policy Brief**

The EAPN policy brief was developed in 2006 and is sent every four months to the people actively engaged in EAPN (Europe’s) work through our Executive Committee, Task Forces and working groups, and European Organisations. The people receiving the policy brief may decide to further distribute this document. The aim of the policy brief is to give an overview of all the key policy areas followed by EAPN and to help EAPN members to prepare and plan their inputs and support for our policy lobbying.

1. **Briefing papers and lobbying material**

Finally, EAPN provides members with briefing papers and lobbying material in relation to key developments in the fight against poverty and social exclusion, including letters, useful PowerPoint presentations on EAPN and its lobbying activities, and toolkits. In 2009 EAPN launched a series of ‘explainers’ the first one been an explainer on ‘Poverty and inequality in the EU’; the second on ‘Adequacy & Minimum Income’ & the third on ‘Wealth, Social Inequality & Social Polarisation’. Further explainers are now planned on ‘quality work’, and ‘child poverty’.

1. **Key publications**

EAPN produces with the working groups, position papers on policy areas; reports analysing wider issues and EU processes; and some books, eg on Participation of people experiencing poverty in decision-making processes. All publications, papers & magazines are taken to events (national & EU).

1. **Visual materials**

Photographs are archived in albums on the site Picasa, and videos produced are available on the website via YouTube/Vimeo.

1. **Videos**

EAPN has developed the use of videos on websites: Youtube, Vimeo and Dailymotion.

## *Information methods*

A Communications Task Force was set up in 2011 to develop a Communication Strategy to support the strategic plan 2012-2014 and have a more strategic public awareness and media approach. It began by surveying members’ use and views on communications tools and methods, both internal & external. The strategy was adopted at the April 2012 Executive Committee meeting and includes internal & external objectives. The group then made a proposed work plan with defined tasks, responsible persons and timeline relating to all objectives of the Strategy.

In this context, potential new tools might include a new leaflet, rationalising our email exchanges, skype meetings, capacity building session on the good use social media, video messages, live-streaming of conferences, style-guides, .. The Sub group on communications of the Executive Committee and the Secretariat will guide this work now.

**Access the Strategy and all information on communications issues, on the Communication page of the Members’ Room site:** [**http://www.eapn.eu/en/members-room/communication/communication**](http://www.eapn.eu/en/members-room/communication/communication)

## *Media & public awareness*

1. **Press releases**

Disseminating information on EAPN activities, publications and recommendations is achieved through the publication of press releases, seeking to interact with key debates within the media. Radio and television interviews take place on the occasion of EAPN events and on specific issues such as the NRPs, the indicators of poverty and social exclusion, or realities of poverty in Europe.

1. **The EAPN identity**

EAPN’s identity is aimed at increasing coherence and visibility for all of our communication material. This identity is based on our logo (logo, colours, font, etc.) and should be used for the different EAPN templates (letterheads, folders, reports, press releases, PowerPoint template, etc.).

The logo is based on the acronym “EAPN” with the letters presented as building blocks: the E & N are in bold to stress that EAPN is a European Network, the A (Anti) is in negative and the P has a distinctive design which should contribute to “making poverty more visible”. The distinctive P has also the possibility to be used in its own right. It is therefore suggested that this logo and the communications material be used as widely as possible in order to publicise the name and logo of EAPN all over Europe and to make more visible the links between EAPN at European level and the national networks and European organisations that make up EAPN.

The success of EAPN depends on there being a clearer visibility between the work of EAPN members at local, regional and national level and the collective work of the network at the European level. “Branding” activities or tools should help with this.

EAPN – FRAMEWORK COMMUNICATIONS STRATEGY

Roadmap

* **What result do we expect?** Goals and Objectives
* **Who do we talk to?** Target audiences
* **What do we tell them?** Key messages
* **How do we reach them?** Communication mix
* **How will we reach our objectives?** Timing and resources
* **How will we measure the impact?** Impact assessment

4 main stages:

**Initiation** (define objectives)

**Planning** (target audiences, communications/lobbying tools)

**Execution**

**Closing**

**For each phase, a work package is set, listing all deliverables and people in charge.**

I’d propose an excel file for the work package, listing all concrete actions. (Gantt chart)

1. INITIATION
2. **Where are we now? Why we need an internal and external communications strategy**

**Where we are now**

In the Strategic Plan (2008-2011), EAPN formally decided to improve its communication work and finally build EAPN’s communications strategy, as the organisation has never had an agreed common communications strategy.

EAPN does have a long practice in communications issues, but no strategy per se, done with, shared and known by its members and written down.

This strategy that is now being designed aims therefore at giving a clear idea for all members of all actions, why and how, with which tools and a work programme that everyone will be able to see and follow. It aims at organising communications actions, in order to optimise our chances to reach our objectives/expected outcomes.

A questionnaire answered by most national networks of EAPN enabled the organisation to evaluate EAPN members’ work and needs in terms of communications.   
(See [Summary of results of the Communications Questionnaire](http://www.eapn.eu/images/stories/docs/communication-tools/questionnaire-first-results-summary-march2011.pdf) to all networks - answered by 21 national networks, (no European Organisation) and

[Summary of comments of the Communications Questionnaire](http://www.eapn.eu/images/stories/docs/communication-tools/to-do-list-current-communications-evaluation-of-the-questionnaire.doc) - Background content for the Comms Strategy).

A communications working group was also set up after the 2010 GA of EAPN, to take charge of the building of EAPN’s communications strategy, drawing on EAPN’s strategic planning and also on the evaluation of the above-mentioned questionnaire.

* 1. **How does the network present itself?**

*(Who is EAPN – purpose – what makes EAPN unique)*

EAPN is the largest European network of national, regional and local networks, involving anti-poverty NGOs and grassroot groups as well as European Organisations, active in the in the fight against poverty and social exclusion.

**EAPN’s vision, mission and values in EAPN’s strategic plan 2012-2014**

* **EAPN’s vision**

The European Anti-Poverty Network (EAPN) is working for a democratic and social Europe, free of poverty and social exclusion.

* **EAPN’s mission**
* To **promote** and **enhance** the **effectiveness of actions** against poverty and social exclusion;
* To **help shape social policies** and **design action programmes**
* To **lobby** **for and with people** and groups experiencing **poverty** and social exclusion.
* **EAPN’s values**
* EAPN believes that **poverty and social exclusion** are a **violation** of fundamental human rights and thus a **failure to respect human dignity**.
* EAPN believes that poverty and social exclusion arise from **complex and multidimensional processes** that cannot be dealt with in isolation or on the margins.
* EAPN believes that **people living in poverty** and social exclusion have the **right to participate** in society and to have their **views and experiences** listened to and acted on.
* EAPN believes in **gender equality**, respect for cultural, religious and language **diversity** and **non-discrimination**.
* EAPN believes in the organisation of our work in a **democratic and transparent** way, which respects the different specific tasks and views of the different bodies and members that make up the Network.
* EAPN believes in seeking to work in **partnership with other relevant actors** sharing a common vision including actors within: state authorities, public sector bodies, European Union Institutions and with trade unions, academics and employers, other NGOs and movements.
* EAPN believes in the **independence** of Non-Governmental Organisations (NGOs) and that public authorities have a responsibility to create and adhere to frameworks which support civil dialogue and respect NGO autonomy.
* EAPN believes in the possibility to **achieve a fairer sharing of wealth, opportunities and resources**.

**The communications strategy applies to the European Anti-Poverty Network**, ie a group of entities formed of members, national networks and European organisations, statutory bodies, EXCO subgroups, taskforces and a Brussels office “EAPN Secretariat”.

It aims at improving internal and external communications of the network, i.e. amongst EAPN entities (internal communication) and from them towards external audiences (external communication).

It does not encroach on each member’s own strategy. However, each member of EAPN should ideally and logically have a strategy that supports the strategy of the whole network.

* 1. **Why do we need a communications strategy?**

*(Strengths and weaknesses, then explaining why internal comms first then external comms)*

**Why is the communications strategy needed?**

EAPN is a large network working at all levels: local, regional, national and EU levels.

Its members are very diverse, work on different issues, in different languages, different social and cultural backgrounds. Together, as members of the European Anti-Poverty Network, they share a common identity, common values, objectives and desired outcomes, transcribed in their common strategic plan.

**What is a communications strategy?**

The communications strategy supports/helps reaching the desired outcomes of the strategic planning of an organisation, defining communications objectives, tools and practices.

The communications strategy is a set of common tools and practices that:

- organizes the internal collaboration of all internal stakeholders through working methods and communications tools (*internal communications*)

- articulates, explains and promotes a vision and a set of well-defined goals.

- creates a consistent, unified “voice” that links diverse activities and goals in a way that appeals to our partners and stakeholders (*external communications*)

Internal communication applies to how members collaborate and communicate all together (methods of communications, of exchange, how the information is relayed to each member and amongst members, with which tools…).

External communication creates a consistent, unified “voice” that links diverse activities and goals and thereforedefines the messages to deliver, how to deliver them, to which audiences, with which tools.

In order to set up a coherent and efficient external communications strategy, it is key to have a strong, coherent and efficient internal communications strategy as well, i.e. define the ways and the appropriate tools of working together.

In order to reach this set of goals and objectives, it is essential to have a clear strategy, understood and agreed by all members, on the messages we want to convey, how, with which tools, to whom, in order to make the utmost of EAPN’s potential as a lobbying and campaigning organization, taking into account its resources and capacities.

1. **What are EAPN’s objectives in terms of communication?**

*What do we want to achieve in terms of communication and lobbying?*

*What do we want people to think, believe or do?*

**Overarching goal:**

**EAPN’s communications strategy supports the implementation of the strategic plan 2012-2014 through effective internal and external communications.**

1. **INTERNAL COMMUNICATION objectives and sub-objectives**

**Overarching goal of EAPN’s internal communications strategy**:

Improve the exchange of information and collaboration within EAPN, between all structures and members.

**1.1. Improve the dissemination of knowledge about EU and national policy**

- dissemination of outcomes of meetings is improved (e.g. EXCO, task forces…) from members to their networks

- working methods and tools are defined for a better collaboration amongst EAPN structures

- information is more understandable and accessible for national networks, who disseminate the information to grassroots level and people experiencing poverty (PEP)

- EAPN Secretariat gives regular and appropriate information on EU policy and national networks provide regular and appropriate information on national policy.

**1.2. Improve capacity building on European policy**

EAPN identifies and uses appropriate information and communications tools to support capacity-building activities.

**1.3. Improve the exchange of information and good practices between members**

- EAPN organizes regular exchange sessions between members

- Members and EAPN Secretariat collaborate to improve the visibility of their work, projects, activities, campaigns on EAPN’s website

**1.4. EAPN makes good use of communications tools at its disposal**

- EAPN members are aware of, appreciate and feel confident in the use of all the existing tools at their disposal

- EAPN members and structures are trained on ICTs including social media, identify the ICTs they need and make good use of them

1. **EXTERNAL COMMUNICATION objectives and sub-objectives**

**Overarching goal of EAPN’s external communications strategy:**

“Being heard, understood and supported by as many people as possible, on who we are, what we do, what we want”.

**2.1. EAPN improves its lobbying effectiveness at EU and national levels**

- EAPN maintains its active communication with the institutions at EU and national levels.

- EAPN Secretariat supports effectively national networks in lobbying their national and European representatives

- EAPN strengthens its existing alliance relationships and creates new ones

- EAPN events raise EAPN’s profile as a lobbying organisation, relayed at national levels

**2.2. EAPN raises its profile as a campaign organisation**

EAPN develops its campaigning work giving more opportunities to grassroots members to engage and to help influence public opinion.

**2.3. EAPN raises its profile as an organisation working directly with and empowering people experiencing poverty**

- EAPN continues to develop tools to ensure that people experiencing poverty and their organisations know that they are encouraged to play an active part in EAPN.

- EAPN highlights the importance of dialogue with people experiencing poverty in developing anti-poverty policy.

**2.4. EAPN improves its media coverage at EU and national levels**

- EAPN organizes a training and good-practice exchange session for all its members on media relations at EU and national levels

- Each EAPN member is encouraged to have its own media database

- EAPN members raise awareness amongst media and improve the quality of media reporting on poverty

1. AUDIENCES, MESSAGES and TOOLS

*This part includes EAPN’s* ***current*** *audiences, messages and communications tools. Along the implementation of the communications strategy, this part may change (e.g. introduction of new tools).*

*Messages are what we communicate externally. No need to come up with internal messages that would only repeat the internal communications’ objectives.*

*On tools, of course we have internal communications tools and external communications tools, and some tools are useful for both internal and external purposes.*

1. **Audiences**

*Who do we want to communicate with and influence?*

*Internal audiences*

* National networks
* European organisations
* Regional networks
* Grassroots organisations
* Grassroot-level Individuals working/involved in the network
* EAPN structured groups
* Bureau,
* Exco and subgroups,
* EU-inclusion and subgroups,
* Task forces,
* Brussels Secretariat

*External audiences*

* policy makers and politicians
* NGOs
* Faith-based organisations
* Trade unions
* International organisations
* Private/business sector
* Academics
* Media
* People experiencing poverty
* General public

1. **Messages**

*What do you tell your audience?*

*What are the core messages that will guide all your communications efforts?*

**EAPN’s key messages for external communications, as stated by the strategic plan 2012-2014**

* **Participation** **of people experiencing poverty** is key to **understanding** and **addressing** the causes of poverty and social exclusion.
* Realising **social inclusion** is part of the **solution to Europe’s crisis**.
* The fight against poverty is **everyone’s responsibility** and must be **mainstreamed** across all policies.
* **More equal societies** are **better** **for everyone** - A society that works for the prevention of poverty and social exclusion is an economically richer society that can allocate its financial resources in sustainable development and social cohesion, without spending its resources in trying to counteract the outcomes of poverty and social exclusion.
* The fight against poverty **in Europe** and the fight against poverty **globally** is part of the **same struggle**.

**Communications work ensures that these messages are adequately articulated to correspond to each of the audiences they are intended to reach.**

**In all our work areas, specific messages will be developed and communicated, consistently with the above overarching messages.**

1. **Communications/lobbying tools**

* **Online communication**:
* EAPN website,
* EAPN minimum income campaign website,
* e-newsletter,
* e-mailings,
* Facebook applications
* Photo (Picasa) albums
* Core material all online
* **Media (local, national and European media, print and online press and media)**:
* Press releases
* Media alerts,
* Interviews
* Briefing notes
* Press kits
* Social media (Facebook accounts)
* **Events**:
* EAPN and EAPN members conferences and hearings
* Participation in external stakeholders conferences and events
* Meetings with external stakeholders
* **Core materials:**
* Position papers
* Reports
* Briefings
* Books (books, booklets, explainers)
* Policy briefs
* Leaflets
* Brochures
* Magazine
* Newsletter
* Posters
* Postcards
* Videos

Channels and tools are selected to get the appropriate message to the appropriate audience.

1. EXECUTION

**6. Actions and Timeline**

**Action plan - milestones:**

* *timeline of the plan*

1. **Break down the plan in work packages**
2. **Break down each work package in well-defined tasks**
3. **Check proposed work package and tasks against the Goals and objectives of the EAPN Strategic Plan 2012-2014 and adjust proposals if necessary.**
4. **For each of them: What resources do we need? Human, material and financial?** What capacities and commitments of allies?
5. Evaluate the **duration** required for each task.
6. Set **key** **milestones** (with timing and deliverables)
7. Establish the **deliverables** before passing to the next stage
8. **Follow up** working time consumed

* Compare operations achieved with those scheduled
* Modify scheduling if needed

1. CLOSING

Administration and finances

Evaluation and impact assessment of the communications plan and tools

RULES FOR REIMBUSEMENT

****

**EXPENSES CLAIM/*NOTE DE FRAIS***

**Name Meeting/*Nom réunion*: ………………………………………………………………………………………………………………………………**

**Place and date/*Lieu et date*:………………………………………………………………………………………………………………………**

**Participant: …………………………………………………………………………………………………………………………………………………………………**

**Details for reimbursement/*Détails pour le remboursement*:**

**Beneficiary’s name + Address/*Nom du Bénéficiaire + Adresse***

**……………………………………………………………………………………………………………………………………………………………………………………………………**

**SWIFT/BIC Code: …………………………………………………………………………………………………………………………………………………………**

**IBAN code: ………………………………………………………………………………………………………………………………………………………………………**

**Beneficiary’sbank/*Banque du Bénéficiaire*:…………………………………………………………………………………**

**Address’s bank/*Adresse Banque*: …………………………………………………………………………………………………………………**

**……………………………………………………………………………………………………………………………………………………………………………………………………**

|  |  |  |
| --- | --- | --- |
| **Type of expense + Rules/**  ***Nature de dépense + règles*** | **Your comments/**  ***Vos remarques*** | **Amount/ *Montant*** |
| **Long distance travel/*Voyage longue distance***  **Include the original travel tickets with price shown and/or a photocopy of the invoice for the ticket. For flights, include original boarding passes. Only 2nd class fare will be reimbursed.Air travel will be reimbursed up to a max. of 340 Euro (more if agreed prior to the meeting with Secretariat, then add the photocopy of the e-mail).**  **Public transport (trains, busses, ..) for distances over 20 km are reimbursed for 2nd class fare if the original tickets are included.**  **Taxis will only be reimbursed for people with mobility impairments.**  ***Joignez le billet de voyage original avec le prix mentionné et/ou une photocopie de la facture du billet. Pour les vols, ajoutez les cartesd’embarquement originaux. Remboursement pour train 2nde classe uniquement.Les voyages en avion seront remboursés jusqu’à maximum 340 Euros (plus si vous avez reçu l’accord du secrétariat à l’avance, dans ce cas joignezla photocopie du courriel).***  ***Le transport en commun (trains, bus, etc.) pour des distances de plus de 20 km sont remboursés pour les voyages en deuxième classe si les billets originaux sont rajoutés).***  ***Les taxis ne seront remboursés qu’aux personnes à mobilité réduite.*** |  |  |
| **Local travel/*Trajetslocaux***  **A fixed amount of 20 Euro is provided to cover all local travel costs (distances under 20 km). No tickets or other justifications are needed and no other local travel costs will be reimbursed.**  ***Un montant fixe de 20 Euros sera payé pour couvrir tous les frais de déplaçement locaux (distances de moins de 20 km). Il n’est pas nécessaire de joindre les billets ou autres justificatifs ; aucune autre dépense pour des déplaçements locaux ne sera remboursée.*** |  | **20.00 €** |

|  |  |  |
| --- | --- | --- |
| **Type of expense + Rules/**  ***Nature des dépenses + règles*** | **Your comments/**  ***Vosremarques*** | **Amount/ *Montant*** |
| **Allowance for meals/*Allocation pour repas***    **Please indicate the time and place you started and ended your journey for the meeting. If for personal or other reasons, you started earlier or ended your journey later than necessary to attend the meeting, then in filling this part of the form you should indicate the starting and end dates and times that would have been necessary to attend the meeting.An allowance for breakfast is provided for journeys beginning before 7 am, lunch for journeys that include the hours between 12 am and 14 pm, and dinner for journeys that include the hours between 18 pm and 23 pm. The EAPN secretariat will fill in the amount of the allowance on the basis or the meals that were not organized.**  ***Veuillez indiquer quand a débuté et pris fin votre voyage pour la réunion. Si pour des raisons personnelles ou autres, vous avez commencé votre voyage plus tôt ou vous êtes resté plus de temps sur place, vous devez indiquer dans cette partie du formulaire les dates et heures qui étaient nécessaires pour assister à la réunion. Le dédommagement pour le petit déjeuner est prévu pour les voyages qui commençent avant 7 h du matin, pour le repas de midi pour des voyages qui incluent les heures entre midi et 2 h de l’après-midi, et pour le repas du soir pour les voyages qui incluent les heures entre 6 h et 11 h du soir. Le secrétariat d’EAPN remplira le montant de l’allocation sur base des repas non organisés.*** | **Start/Début**  **Date:**  **Time/Heure:**  **Place/Lieu:**  **End/Fin**  **Date:**  **Time/Heure:**  **Place/Lieu:** | **EAPN secretariat will fill in the amount** |
| **Total** |  |  |

To obtain reimbursement, the duely and completely filled in expense claim (including original boarding passes) should be received within 1 month after the date of the meeting at the following address. An incomplete form or form sent after the deadline will not be reimbursed. We can accept only 1 claim for each meeting (the only exception being a second claim for the air travel only). Bureau members are to be reimbursed within 10 working days after reception of a duely filled in and documented claim form.

1. Hotels are usually booked by EAPN.

2. Allowance for meals that aren’t provided will be: breakfast 10 Euro – lunch 15 Euro – dinner 30 Euro.

3. We don’t reimburse travel insurance, but will reimburse tickets, provided that we get a valid written explanation of the reason for cancellation (to busy at work is not a valid explanation).

4. All relevant exceptional circumstances or expenses should be detailed on the reimbursement form and – if relevant - justified.

5. Please make sure you have the European Health Card.

*Afin d’obtenir le remboursement, la note de frais remplie complètement et en due forme (y compris les tickets originaux) devrait être reçue à l’adresse ci-dessous endéans le mois qui suit la réunion. Une note de frais incomplète ou reçue après le délai ne sera pas remboursée. Nous n’acceptons qu’une demande de remboursement pour chaque réunion (la seule exception à cette règle porterait uniquement sur le voyage avion). Les membres du Bureau devront être remboursés endéans les 10 jours ouvrables à partir de la réception de la demande dûment remplie et documentée.*

*1. Les hotels sont réservés par EAPN.*

*2. L’allocation pour les repas qui ne sont pas organisés sera: petit déjeuner 10 Euros – déjeuner 15 Euros – dîner 30 Euros.*

*3. Nous ne remboursons pas d’assurances de voyage, mais rembourserons le coût des billets d’avion si nous recevons une explication écrite justifiant de la raison du désistement (trop de travail n’est pas une bonne justification).*

*4. Tous évènements ou dépenses exceptionnels pertinents devraient être détaillés sur la feuille de remboursement et – si nécessaire - justifiés.*

*5. Pensez à vous munir de la carte européenne de santé.*

**Expense claim sent on/Date d’envoi de la note de frais:**

**EAPN aisbl**

**Att: Mr. Philippe Lemmens**

Square de Meeus, 18 B-1050 Bruxelles

🕿32.2.226.58.52 🗎 32.2.226.58.69

@ philippe.lemmens@eapn.eu

THE ORGANISATION OF EAPN EVENTS

Events constitute one of the tools at the disposal of EAPN to pursue its objectives of representation, influence and exchange. Events to be run during the year are agreed in the annual work programme.The Executive Committee agrees which Networks will host the different events and seminars. The host Network is responsible to secure the necessary matching funds.

For each proposed event, it is the responsibility of the appropriate working group or Task Force to:

**1. Define objectives, and purpose:** these may be:

? an information seminar i.e. on Community funding, specific programmes etc...;

? an exchange of experience session between actors/groups involved in related activities;

? a policy formulating meeting;

? a capacity building training;

? a combination of the above...

1. **Define participant target group** (type and number).
2. **Nominate person(s) responsible for its organization**, in cooperation with secretariat. **For each seminar, the secretariat will make** a guide as to how it should be organised, including the breakdown of tasks between the Network and the Secretariat, and with details adjusted to the specific requirements for each particular meeting’s purpose.

**4. Link with Executive Committee:** Ensure the Executive Committee is adequately informed and ensure appropriate links to the executive committee in relation to running of the seminar.

**5. Follow-up:** report, other action. Identify persons responsible.

**6. Budget:** The global budget for the seminar is agreed in the context of the annual budget projection. In line with this budget, expenses for the seminars should be agreed with the secretariat before the meeting.

Advances may be paid by EAPN to the organizing Network for some expenses if they are requested in time before the meeting and if all documents linked to the budgeting of the meeting have been forwarded to the financial officer of EAPN.

All financial matters to be reimbursed by EAPN should be made clear before the meeting, and should be agreed by the secretariat of EAPN (financial officer or/and director).

**7. Matching funds (= co-financing):** Matching funds provided by the host Network for EAPN events should be real costs (Invoices), paid with non-EU money, and linked to the EAPN Workprogramme. Photocopies of the Invoices, tickets, etc. to the Network or the organization representing the Network with regards to the event are sufficient.

EXECUTIVE COMMITTEE MEMBERS

**Austria**

Ms Eugen BIERLING-WAGNER **(E)**

Die Armutskonferenz

Herklotzgasse 21/3

A-1150 Wien

Tel: + 43 1 402 69 44 12

Fax: + 43 1 402 69 44 19

**email:** [**eugen.bierling-wagner@armutskonferenz.at**](mailto:eugen.bierling-wagner@armutskonferenz.at)

**Bulgaria**

Ms Maria JELIAZKOVA **(E)**

Bulgarian anti-poverty Network

159 Rakovski Str.

1000 Sofia

Tel: +35 929 885 448

Fax: +35 929 885 448

**email:** [**perspekt@tradel.net**](mailto:perspekt@tradel.net)

**Belgium**

Mr Stephan BACKES **(F/E)**

Belgian Anti-Poverty Network

333/6 Rue du Progrès

B - 1030 Brussels

Tel: +32 265 01 54

Fax: +32 265 01 53

**email: stephan.backes@bapn.be**

**Croatia**

Prof.dr.sc. Nino ZGANEC **(E)**

Sveučilište u Zagrebu, Pravni fakultet

Studijski centar socijalnog rada

Nazorova 51, 10000 ZAGREB

Tel: +385 1489 5812

**email:** [**nzganec@pravo.hr**](mailto:nzganec@pravo.hr)

**Cyprus**

Ms Ninetta KAZANTZIS **(E)**

PCCPWC

PO. Box 50320

CY-3603 Limassol

Tel: +357 99 636 936

Fax: +357 25 343 031

**email:** [**ninetak@cytanet.com.cy**](mailto:ninetak@cytanet.com.cy)

**Czech Republic**

Mr Karel SCHWARZ **(F)**

EAPN ČR, o.s., c/o Asociace NNO

Senovazne namesti 24

CZ – 116 47 Praha 1

Tel: +420 602 616 632

Fax: + 420 318 591 406

**email:** [**schwarz\_karel@seznam.cz**](mailto:schwarz_karel@seznam.cz)

**Denmark**

Mr Per THOMSEN **(E)**

Estlandsgade 13, 1st

9000 Aalborg

Tel: +45 98 780 559

**email: peth@bbbo.dk**

**Estonia**

Ms Kärt MERE **(E)**

**EAPN Estonia**

**Kadaka Pst 89**

**10922 Tallinn**

Tel: + 372 5110923

**email:** [**mere@online.ee**](mailto:mere@online.ee)

**Finland**

Ms. Tiina SAARELA **(E)**

Evangelical Lutheran Church of Finland

P.O. Box 185

00161 Helsinki

Tel: + 358 40 5426164

**email: tiina.saarela@evl.fi**

**France**

Mr. Richard Delplanque **(F/E)**

42/13 Grande rue

59100 Roubaix

Tel: +33 632676234

email: [riclechti59@hotmail.fr](mailto:riclechti59@hotmail.fr)

**Germany**

Mr Alexander KRAAKE **(E)**

German Red Cross

Carstennstrasse 58

D-12205 Berlin

Tel: +49 30 85 404 217

Fax: +49 30 85 404 465

**email:** [**KraakeA@drk.de**](mailto:KraakeA@drk.de)

**Greece**

Ms. Olga LEVENTIS **(E)**

EAPN Greece

9 Kiafas Str.

10678 Athens

Tel: +30 210 33 14 730

Fax: +30 210 33 14 730

**email:** [**oleventis2@yahoo.gr**](mailto:oleventis2@yahoo.gr)

**Hungary**

Ms. Krisztina JASZ **(E)**

Hungarian Anti-Poverty Network

Erzsebet krt 17, V./19

1073 Budapest

Tel: + 36 30 978 6082

**email:** [**jakrisz@gmail.com**](mailto:jakrisz@gmail.com)

**Ireland**

Ms Tess MURPHY **(E)**

Longford Women’s Link

Ard Caoin, Gaigue

Ballinamuck

Co. Longford

Tel: + 353-87 677 2067

**email: gaigue@eircom.net**

**Iceland**

Ms Vilborg ODDSDOTTIR **(E)**

Skipholt 54

105 Reykjavik

Tel: +354 823 23 21

**email:** [**vilborg@help.is**](mailto:vilborg@help.is)

**Italy**

Mr. Vito TELESCA **(F/E)**

CILAP EAPN Italia

Piazza Vittorio Emauele II, 2I

00185 Rome

Tel/Fax: +39 097122771

**email:** [**irfedi@tin.it**](mailto:irfedi@tin.it)

**Latvia**

Ms. Laila BALGA **(E)**

Šarlotes iela 1B

Rīga, LV-1001

Tel: +371 22311545

Fax: +371 67714062

**email:** [**laila.balga@latnet.lv**](mailto:laila.balga@latnet.lv)

**Lithuania**

Mr. Eytvidas BINGELIS**(E)**

NSMOT

Didžioji g. 5

LT-01128 Vilnius

Tel: +370 52497304

**email:** [**eitvydas.bingelis@maltieciai.lt**](mailto:eitvydas.bingelis@maltieciai.lt)

**Luxembourg**

Ms. Nadia Dondelinger **(F/E)**

Inter-Actions asbl – Atelier Schläifmillen

6a, rue Godchaux

L-1634 Luxembourg

Tel: +352 43 48 07 13

**email:** [**dondelinger@inter-actions.lu**](mailto:dondelinger@inter-actions.lu)

**FYR Macedonia**

Ms. Biljana Dukovska **(E)**

Makedonska platforma protiv siromastija  
Prizrenska 50/2, 1000 Skopje

**email:** [**biljana\_dukovska@yahoo.com**](mailto:biljana_dukovska@yahoo.com)

**Malta**

Fr Saviour GRIMA **(E)**

Millennium Chapel

Church Street

Paceville STJ 3042

Tel: +356 21354464

**email**: [**fsg372@gmail.com**](mailto:fsg372@gmail.com)

**Netherlands**

Ms Quinta ANSEM **(E)**

EAPN Nederland

Postbus 92

3940 AB Doorn

Tel: +31 343 552256

**email:** [**quinta.ansem@eapnned.nl**](mailto:quinta.ansem@eapnned.nl)

**Norway**

Ms Johanna ENGEN **(E)**

The Welfare Alliance

Po.box 8752

N-0028 Youngstorget

Tel: +47 932 99 430

**email:** [**post@velferdsalliansen.no**](mailto:post@velferdsalliansen.no)

**Poland**

Ms Kamila PLOWIEC **(E)**

WRZOS

Ul.Nowy Swiat 49

00 042 Warsaw

Tel/Fax: +48 228265246

**email**: [**kamila.p@wrzos.org.pl**](mailto:kamila.p@wrzos.org.pl)

**Portugal**

Mr Sergio AIRES **(F/E)**

EAPN Portugal

Rua Costa Cabral, 2368

P-4420-218 Porto

Tel: +351 2254 20800

Fax: +351 2254 03250

Mobile: +351 965 036 064

**email:** [**sergio.aires@eapn.pt**](mailto:sergio.aires@eapn.pt)

**Romania**

Ms. Raluca Mănăilă **(E)**

Renasis - EAPN Romania

Washington str. 38

71241 Bucharest 1

Tel/Fax: +40 21 3133883

Mobile: +40 723326084

**email:** [**raluca.manaila@resurseumane-aur.ro**](mailto:raluca.manaila@resurseumane-aur.ro)**;** [**org.aur@gmail.com**](mailto:org.aur@gmail.com)

**Serbia**

Ms Jasmina KRUNIC **(E)**

SeConS Development initiative Group

Mike Alasa 26

11000 Beograd

Tel/Fax: +381 11 2682160

**email:** [**jasmina.krunic@gmail.com**](mailto:jasmina.krunic@gmail.com)

**Slovakia**

PhDr. Anna GALOVICOVA **(E)**

Občianske združenie   
Winterova 3

921 01 Piešťany

Tel: +421 905602993

**email:** [**slovindia@hotmail.com**](mailto:slovindia@hotmail.com)

**Spain**

Mr Carlos SUSIAS RODADO **(F)**

**EAPN-España**

Av. General Villalba, s/n

Pabellón 8

Es-45003 Toledo

Tel: +34 925 257921

Fax: +34 925 257921

**email:** [**presidente@eapn.es**](mailto:presidente@eapn.es)

**Sweden**

Ms Sonja WALLBOM **(E)**

RFHL

Lagerlofsgatan 8

S-112 60 Stockholm

Tel: +46 8 54556060

Mobile: +46 73 9868104

**email:** **sonja.wallbom@gmail.com**

**United Kingdom**

Mr Peter KELLY **(E)**

Poverty Alliance

162 Buchanan Street

Glasgow G1 2LL

Tel: +44 141 3530440

Fax: +44 141 3530686

Mobile : +44 7766 606454

Skype: peterkelly1968

**email:** [**peter.kelly@povertyalliance.org**](mailto:peter.kelly@povertyalliance.org)

**------------------------------------------**

**Representatives of the European Organisations**

**International Federation of Social Workers (IFSW)**

Mr. Ian JOHNSTON **(E)**

Fernlea, 24 Duchess Street

Stanley, Perth

Scotland

PH1 4NG, UK

Tel: +44 1738 828 276

Mobile: +44 777 5903 505

**email:** [**i.johnston@talk21.com**](mailto:i.johnston@talk21.com)

**Salvation Army**

Mr. Mike STANNETT **(E)**

Nieuwegraanmarkt 34  
1000 Brussels   
Tel: + 32 2 51 33 904

**email:** [**MSTANNETT@armeedusalut.be**](mailto:MSTANNETT@armeedusalut.be)

**SMES Europa**

Mr. Luigi Leonori **(F/E)**

3 Place Albert Leemans

1050 Brussels

Tel/Fax: +32 2 538 58 87

**email:** [**smeseu@smes-europa.org**](mailto:smeseu@smes-europa.org)

MEMBERSHIP OF EAPN STATUTORY AND WORKING GROUPS - 2016

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  |  |  |  | Feb 2016 |
|  | **EXECUTIVE COMMITTEE** | ***SUB GROUP*** | **National Coordinators for People Experiencing Poverty meeting** | **EUROPEAN ORGANISATION CONTACTS** | **EU INCLUSION STRATEGIES GROUP** |
|  | **Bureau Members in Bold** | ***Membership development and support*** |  |  |  |
| ***Austria*** | Eugen Bierling-Wagner |  | Michael Schutte - Eugen Bierling-Wagner |  | Eugen Bierling-Wagner |
| ***Belgium*** |  |  | Genevieve Baert - Elke Vandermeerschen – David Praile |  | Elke Vandermeerschen |
| ***Bulgaria*** | **Maria Jeliazkova** |  | Maria Jeliazkova |  | Douhomir Minev |
| ***Croatia*** | Nino Zganec |  | Jelena Mališa PRAGMA |  | Suzana Jedvaj |
| ***Cyprus*** | Ninetta Kazantzis |  | Ninetta Kazantzis |  | Marina Koukou |
| ***Czech Republic*** | Karel Schwarz |  | Stanislav Mrozek |  | Katarina Klamkova |
| ***Denmark*** | Per Thomsen |  | Sofie Bay-Petersen |  | Per K. Larsen |
| ***Estonia*** | Kärt Mere |  | Greete Veesalu |  | Ene Tomberg |
| ***Finland*** | Tiina Saarela |  | Jouni Kylmälä |  | Jiri Sironen |
| ***France*** | Richard Delplanque |  | Perrine Dubois - Samuel Le Floch |  | Jeanne Dietrich |
| ***Germany*** | Alexander Kraake |  | Erika Biehn - Wolfgang Krebs |  | Jurgen Schneider |
| ***Greece*** | Olga Leventis |  | Dina Vardaramatou |  | Maria Marinakou |
| ***Hungary*** | Krisztina Jasz |  | Krisztina Jasz |  | Johanna Laszlo |
| ***Iceland*** | **Vilborg Oddsdottir** | *Vilborg Oddsdottir* | Asta Dis |  | Thorbera Fjolnisdottir |
| ***Ireland*** | Tess Murphy | *Tess Murphy* | Robin Hanan |  | Paul Ginnell |
| ***Italy*** | Vito Telesca |  | Sirio Di Capua – Sabrina Emilio |  | Nicoletta Teodosi |
| ***Latvia*** | Laila Balga |  | Edite Kalnina - Laila Balga |  | Norbert Snarskis |
| ***Lithuania*** | Eitvydas Bingelis |  | Paulius Svitojus |  | Jekaterina Navickė |
| ***Luxemburg*** | Nadia Dondelinger |  | Charles Berrang |  | Robert Urbé |
| ***FYR Macedonia*** | Biljana Dukovska |  | Meri Terzieva Pavlovska |  | Mila Carovska |
| ***Malta*** | **Fr Saviour Grima** |  | Saviour Grima - Cynthia Zerafa |  | Vincent Magri |
| ***Netherlands*** | Quinta Ansem |  | Jo Bothmar |  | Sonja Leemkuil |
| ***Norway*** | Johanna Engen |  | Honoratte Muhanzi Kashale |  | Dag Westerheim |
| ***Poland*** | Kamila Plowiec | *Kamila Plowiec* | Łukasz Czernicki |  | Ryszard Szarfenberg |
| ***Portugal*** | **Sergio Aires** | *Sergio Aires* | Maria José Vicente - Sandra Araujo |  | Paula Cruz |
| ***Romania*** | Raluca Manaila |  | Loredana Giuglea |  | Iris Alexe |
| ***Serbia*** | **Jasmina Krunic** | *Jasmina Krunic* | Milena Timotijevic |  | Marija Babovic |
| ***Slovakia*** | Anna Galovicova |  | Anna Galovičová |  | Zuzana Kusa |
| ***Spain*** | **Carlos Susias** |  | Imen Laib/Isabel Allende |  | Graciela Malgesini |
| ***Sweden*** | Sonja Wallbom |  | Johannes Jörgensen |  | Gunvi Haggren |
| ***UK*** | **Peter Kelly** |  | Twimukye Macline Mushaka |  | Katherine Duffy |
|  |  |  |  |  |  |
| ***AGE PLATFORM*** | Maciej Kucharczyk - Substitute |  |  | Maciej Kucharczyk | Maciej Kucharczyk |
| ***AIC*** |  |  |  | Aliette de Maredsous |  |
| ***ATD FOURTH WORLD*** |  |  |  | Bert Luyts |  |
| ***BABELEA*** |  |  |  | Bruno Rene-Bazin |  |
| ***CARITAS EUROPA*** |  |  |  | Shannon Pfohman |  |
| ***DYNAMO INTERNATIONAL*** |  |  |  | Mari Fresu |  |
| ***ECDN*** |  |  |  | Mariusz Mowka |  |
| ***EFSC*** |  |  |  | Laurie Martin |  |
| ***EMMAUS INTERNATIONAL*** |  |  |  | Xavier Vandromme |  |
| ***ENAR*** |  |  |  | Julie Pascoet |  |
| ***EUROCHILD*** |  |  |  | Jana Hainsworth |  |
| ***EURODIACONIA*** |  |  |  | Heather Roy | Stephan Burger |
| ***FEANTSA*** | Freek Spinnewijn - Substitute |  |  | Freek Spinnewijn |  |
| ***FED. EURO DES BANQUES ALIMENTAIRES*** |  |  |  | Patrick Alix |  |
| ***IFSW*** | Ian Johnston |  |  | Ian Johnston |  |
| ***PICUM*** |  |  |  | Michele Levoy |  |
| ***SALVATION ARMY*** | Mike Stannett |  |  | Mike Stannett |  |
| ***SMES EUROPA*** | Luigi Leonori | *Luigi Leonori* |  | Luigi Leonori |  |
|  |  |  |  |  |  |
| ***Coordinator in secretariat*** | Fintan Farrell | *Magda Tancau* | Fintan Farrell | Magda Tancau | Sian Jones |
| ***Policy support*** |  |  |  |  | Amana Ferro |
| ***Administrative support*** | Sigrid Dahmen | *Sigrid Dahmen* | Sigrid Dahmen | Sigrid Dahmen | Rebecca Lee |

CONCEPT NOTE OF THE MANDATE OF THE MEMBERSHIP DEVELOPMENT GROUP

**Approved by the Executive, November 2014**

**Objective:** to relaunch a pro-active Exco-led membership development process with focus on implementing MASS, Training and Capacity Building Agenda and Supporting Networks based on their request:

**Action at the November Exco meeting:**

* Set up the Member Development Group, made of 6 Exco members. The Group would meet separately and carry out a substantial amount of work related to membership development and support in EAPN
  + Decide on the composition of the Group
  + Decide on the Mandate of the Group based on the proposals below
  + Decide on Methods of Work based on the proposals below

**Background Exco decision:** Based on a thorough analysis of the situation of National Networks and upon the agreed Bureau proposal (June 2014 Exco voted in favour), Membership Development will be pro-actively driven by two groups:

1. Bureau – taking statutory and politically sensitive issues related to member development.
2. Member Development Group – responsible for implementation of the member development strategy, training and capacity building work, Membership Assessment and Support System and other tools that EAPN members have developed until now.

The 2015 Work Programme highlights the Bureau vision for a more proactive membership development approach with Exco members actively planning and implementing actions with support from the secretariat. The Bureau retains the responsibility for politically sensitive issues (conflict management, ad-hoc support etc. and statutory requirements – annual reports, change of statutes etc.).

**Composition of the Group including criteria**

6 Exco members with experience in building National Networks, interested and able to meet separate from the Exco meetings and to actively plan and carry out the development work throughout the year. The Exco should strive to uphold its statutory requirements and have a geographic representation in the Group as well as other balance criteria usually applied in EAPN.

**Mandate of the Group**

The group should have a mandate of the same duration as the Exco – 3 years and it should report regularly to the Exco. The Group should implement the following:

* Membership Assessment and Support System (2 Networks per year undergoing the process).
* Training and Capacity Building Strategy, including planning and carrying out the activities budgeted as part of annual work programmes (2 seminars are planned for 2015).
* Offer support visits to networks that struggle to engage with national or European agenda of EAPN (upon request from members).
* Provide induction to new members of EAPN.
* Act as a liaison group for members, maintaining active communication with them.
* Follow the implementation of the goal 3 of the Strategic Plan on direct participation of people experiencing poverty and social exclusion in EAPN work.

**Methods of work:** The Group will base its work on the Membership Assessment and Support System, as well as on the renewed Training Agenda of EAPN, both approved by the Exco in 2013-2014. The work should aim to reinvigorate National Networks through various approaches:

* Peer support
* Direct contact and communication
* Training and capacity building
* EAPN seminars and meetings.

The Membership Development Group should meet at least 2 separate from Exco meetings and develop its own agenda of work, based on the needs identified in EAPN. The group will be supported by the Development Officer, and where necessary, by other Secretariat members.

In short, this Group has very demanding tasks ahead that will be divided among its members. It is a plus to have experience of setting up or running national networks and knowledge of EAPN development.

1. The Social Investment Package announced in particular the establishment of a knowledge bank to facilitate the exchange of good practice. The knowledge bank should allow experts, stakeholders and policy makers to define social policy challenges, to propose solutions and to discuss their strengths, weaknesses, limitations and transferability. The Commission will establish such a tool which should also be widely used by the EU-level networks supported under this call. [↑](#footnote-ref-1)