

**Alternative Scenarios for Consideration**

**V10 29 May 2019**

**Background**

A first [proposal](http://www.eapn.eu/wp-content/uploads/2019/04/EAPN-EAPN-Governance-Review-3531.docx), prepared by Bureau and Director, was discussed at the April Ex Co. Notes [here](http://www.eapn.eu/wp-content/uploads/2019/04/EAPN-Notes-Ex-Co-governance-discussion-Apr-2019_-3533.docx). Written reactions also available [here](https://www.eapn.eu/members-room/development/strategic-thinking/) (Scroll to Phase 3). EAPN members were then invited to comment on the proposal ([here](https://docs.google.com/document/d/17OqStvTZr3yhqVCz7tlzQ5nvX3zh9UQvGWk0kQ8SgQ8/edit?usp=sharing)), and to a discussion about the proposal and potential alternative scenarios. 19 EAPN members participated in this webinar. Notes and presentation available shortly on Members Room.

The Ex Co had requested the Bureau and the staff team to prepare 3-4 scenarios, for consideration in June. Guidance and proposals (some partial, some complete) were received from a variety of members (notably EAPN Sweden, Croatia, Italy, Ireland, Portugal, Netherlands, IFSW, FEANTSA). The Bureau has tried to bring various elements of proposals together to create coherent and costed scenarios, for discussions in June. Concrete written input from members is available [here](https://www.eapn.eu/background-documents-2019-2/), for consultation by members.

Discussions in June will attempt to respond to EAPN Sweden’s request that impact assessments are undertaken of each scenario, to facilitate a more logical discussion of the scenarios.

**An overview of the four scenarios**

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| **Scenario** | **What** |
| **1: Regional Representation** | Ex Co reduced in size (merged with Bureau), policy group stays same size but has fewer physical meetings. Regional representation. 5-6 thematic Groups. Strengthened GA. |
| **2: Training focused** | Ex Co remains same size, EUISG reduced in size, with 5-6 thematic Working Groups underneath (includes Membership Development Group). Bureau remains. GA strengthened. No regional representation. Increased focus on training. |
| **3: One body** | Ex Co and EUISG merge. One body of all national networks and EOs, meeting once a year, with 5-6 Working Groups underneath focusing on established priorities. Bureau strengthened. GA strengthened. *Reflection – there has been a suggestion that the strengthened GA becoming this ‘fully representative Ex Co’, with a longer Ex Co meeting around GA.*  |
| **4: Natural selection** | Ex Co, EUISG, PeP National Coordinators are all reduced in size ‘naturally’, by allowing those who don’t want to be on the bodies to drop out. PeP group may have extra meeting. |

**Proposed principles to ensure representation and avoid domination**

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| 1. Members can serve a maximum of 2 consecutive terms on elected bodies (i.e 2 x 2 / 3 years). That member organization will then be required to step down.
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| 1. 50% of members of elected bodies will be required to stand down after each mandate, with 50% remaining. This aims to retain institutional memory, while ensuring that all members could serve on elected bodies.
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| 1. In order to ensure all member are represented in some spaces, no member will serve on more than 3 ‘restricted’ groups(groups which only involved certain members) at the same time.
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**A reminder – our current structures and costs**

Note – to ensure consistency across scenarios, we have **not** included costs associated with the national contracts – which provide funds for further work related to the EUISG, to PeP, and to translations.

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| **Structure** | **Terms of Reference / Role** | **Composition and meeting frequency.** | **Estimated financial cost** |
| **General Assembly** | [Here](https://www.eapn.eu/wp-content/uploads/2018/06/EAPN-Terms-of-Reference-GA.pdf) | Open to all members of EAPN, who are each allocated three votes. Open to 3 people (funded) from national networks, 1 person (funded from European Organisations). Meets once a year, in person. Total of 2.5 days, as combined with other meetings (Ex Co, EUISG, Capacity Building) | **Approximately 16 000 euros per year.** (Transport, accommodation etc is covered in other budget lines – Ex Co, Capacity Building, EUISG) |
| **Executive Committee** | [Here](https://www.eapn.eu/wp-content/uploads/2018/06/EAPN-Terms-of-Reference-Ex-Co.pdf) | All NNs + up to 6 European Organisations – a total of 37 members. Meets 3 times a year, for 1.5 days. Occasional webinars. | **Approximately 63 000 euros per year.**  |
| **Bureau** | [Here](https://www.eapn.eu/wp-content/uploads/2018/06/EAPN-Terms-of-Reference-Bureau.pdf) | 7 members, one space reserved for an EO. (Note that the 2018-2021 Bureau has 8 members). Meets twice a year, for 1.5 days. Meets for half a day in advance of Ex Co meetings. Monthly webinars. | **Approximately 11 000 euros per year.** |
| **EUISG** | [Here](https://www.eapn.eu/wp-content/uploads/2018/06/EAPN-Terms-of-Reference-EUIS-FINAL.pdf) | All NNs + up to 5 European Organisations – a total of 36 members. Meets 3 times a year, for 2.5 days in March (including a conference), 2 days in June (including conference), 1.5 days in September.  | **Approximately 68 000 per year** |
| **Membership Development Group** | Draft here | 7 elected members from Ex Co. 1x1.5 day meeting per year. Occasional webinars. Organises Capacity Building Session of 1 day. | **Approximately 13 500 per year** |
| **PeP National Coordinators** | N/A | All NNs. 1x1.5 day meeting per year. Occasional webinars.  | **Approximately 18 000 per year** |
| **Comm’On** | [Here](http://www.eapn.eu/wp-content/uploads/2019/03/EAPN-Comms-PeP-Working-Group-3476.pdf) | 5 members (professional + PeP), 1x1.5 day meeting per year plus monthly webinars.  | **Approximately 4 800 per year** |
| **Current estimated cost 194 000 euros** |

**Detailed table of scenarios**

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| **Difference from current structures** | **Scenario 1: Regional Representation** | **Scenario 2: Training focuses** | **Scenario 3: One body** | **Scenario 4: Natural selection** |
| **General Assembly** | A momentwhere as many of the structures meet as possible, where they present their work to each other, where we all learn from each other. 3.5 days, with at least one day dedicated each year to strengthening the movement by mutual learning / bringing in the most exciting external expertise. Big political and policy issues. Truly decides the strategic direction of EAPN. * Day 1 – Group meetings
* Day 2 - Group meeting and Statutory business
* Day 3 – Movement strengthening and mutual learning
* Day 4 (morning) - Foresight

Combined with meeting of Ex Co, Policy and Advocacy Group, 2 Working Groups (at least) | A momentwhere as many of the structures meet as possible, where they present their work to each other, where we all learn from each other. 3.5 days, with at least one day dedicated each year to strengthening the movement by mutual learning / bringing in the most exciting external expertise. Big political and policy issues. Truly decides the strategic direction of EAPN. * Day 1 – Group meetings
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Combined with meeting of Ex Co, Policy and Advocacy Group. |
| **Executive Committee** | Merge with Bureau. 12 / 15 / 18 members, with a 2 or 3-year mandate. 10 / 13 / 16 members elected from EAPN membership, with 2 spaces set aside for specific expertise (legal, financial expertise) – still to be found from within the members if possible, though possibility to co-opt. 2/3 spaces reserved for European Organisations. President and 2 Vice-Presidents. Meets 2/3 times a year, for 1.5 days. One meeting in advance of General Assembly. Regular webinars. Has a funding / financial committee. 50% of members change over at the end of each mandate, to allow change and still retain institutional memory. Members can serve no more than 2 consecutive terms. Reports to General Assembly.  | No structural change. | All national networks and EOs represented. Only strategic body of EAPN. Decides thematic priorities and establishes working groups accordingly. Meets once a year in January (1.5 / 2.5 days) to plan work, and around General Assembly. *An alternative could be for this group to meet together as part of the strengthened General Assembly. In the budget, this is shown as Scenario 3bis.*Deals with statutory business, coordinate the work of the Working Groups, undertake mutual learning and capacity building sessions.This group would need a President, 2 Vice-Presidents, and a Treasurer. Individuals can serve no more than 2 consecutive terms. Reports to General Assembly. | Open to all national networks and up to 6 EOs. Only those members who want to be involved in the Ex Co put themselves forward. Nominations are discussed / ratified at the General Assembly. There is no obligation to have all seats filled.2 or 3-year mandate. Meets 3 times a year, for 1.5 days. One meeting in advance of General Assembly. Regular webinars. Has a funding / financial committee. Members can serve no more than 2 consecutive terms. Reports to General Assembly.  |
| **Regional Representation** | Recognising the need for members to be ‘connected’ to the European level, this scenario would involve **each Ex Co member ‘representing’ 2-3 other members in Ex Co meetings.** Specifics to be finalized, depending on the final numbers. (If 12 members, each member would represent 3 others) The EOs on the Ex Co would represent other EOs.Funding could be allocated to help these regional groupings coordinate their work. This could be done via face to face meetings, investment in technology to support online meetings etc. Regional groupings would have the freedom to decide what works best in their context. This could bring a new dynamic in regional cooperation within EAPN.Practical issues to work out in terms of how the groupings could consult and coordinate in advance of meetings – but these are details to be worked out. | N/A | N/A | N/A |
| **Bureau** | Merge with Ex Co. | No structural change. | Strengthened. 10 members from Ex Co plus space for 2 co-opted members without voting rights. Meet’s twice a year (1.5 days). Regular webinars. | No structural change. |
| **EUISG / Policy and Advocacy Coordination Group** | Same size. 2 meetings of 2.5 days or 3 meetings of 1.5 days.  | Up to 10 members, responsible for coordinating policy and advocacy work, political and advocacy strategy, ensuring coherency between different thematic areas of EAPN and using the results of the Thematic Working Groups into the EU processes. Coordinates the work of the various Thematic Working Groups. Meets three times a year, for 1.5 days. Regular webinars. 50% of members change over at the end of each mandate, to allow change and still retain institutional memory.  Members can serve no more than 2 consecutive terms. Reports to the Ex Co. | Merge with Ex Co. | Open to all national networks and up to 6 EOs. Only those members who want to be involved in the EUISG put themselves forward. Nominations are discussed / ratified at the Ex Co. There is no obligation to have all seats filled.2 or 3-year mandate. Meets 3 times a year, for 1.5 days. One meeting in advance of General Assembly. Regular webinars. Members can serve no more than 2 consecutive terms. Reports to Ex Co  |
| **Thematic Groups** | 5-6 thematic groups, based on thematic priorities. Up to 10 members in each. At least 1 meeting per year (1.5 days), with 2 groups meeting during the General Assembly. Reports to the Policy Coordination Group. | 4-5 thematic groups, based on thematic priorities. Up to 10 members in each. At least 1 meeting per year (1.5 days), with 2 groups meeting during the General Assembly. Reports to the Policy Coordination Group. | 5-6 thematic groups, based on thematic priorities. Up to 10 members in each. At least 1 meeting per year (1.5 days), with 2 groups meeting during the General Assembly. Reports to the Ex Co. |  N/A |
| **Membership Development Group** | Change of focus, to support, develop and nurture the anti-poverty movement. | Focuses on training EAPN members, on issues like definitions of poverty, internal workings of EAPN, European politics etc. | Change of focus, to support, develop and nurture the anti-poverty movement. | No change |
| **PeP National Coordinators** | No change | No change | No change | Open to all national networks and up to 3 EOs. Only those members who want to be involved in the PeP NC Group put themselves forward. Nominations are ratified at the GA. There is no obligation to have all seats filled.2 or 3-year mandate. Meets 1/2 times a year, for 1.5 days. Regular webinars. Members can serve no more than 2 consecutive terms. Reports to Ex Co  |
| **Comm’On** | No change | No change | No change | No change |
| **Estimated cost** | 226 000 | 189 000 | 142 000 (3) or 1740 00 (3 bis) | 206 000 |