**Document: 7/ EXCO- March 2015**

**EAPN Strategic Plan 2015-2018, First Draft**

As an Anti-Poverty Network, EAPN has one important overall objective: to fight poverty and social exclusion – including its causes – in Europe. EAPN’s vision is a Europe without poverty and social exclusion. As a network of civil society organisations fighting poverty and promoting social inclusion, its mission is to shape policies that result in a *reduction of the* *rate of people at risk of poverty or social exclusion* in Europe. EAPN believes that the values enshrined in its Mission Statement[[1]](#footnote-1) form the basis for achieving this result, which is in line with the current Europe 2020 Strategy and is therefore monitored on a regular basis[[2]](#footnote-2).

In view of the setbacks in the fight against poverty and social exclusion during the first half of the Europe 2020 Strategy[[3]](#footnote-3), EAPN believes that a more democratic policy approach is needed so that more effective policies to fight poverty and social exclusion are put in place. The policy process – including all its phases – must be more open and more participatory in order to revert the current trends and to fight the causes and reduce the consequences of poverty and social exclusion in Europe. Hence, EAPN in all its capacities and mandates **works towards substantially reducing poverty and social exclusion by the end of this strategic planning period (2015-2018)**[[4]](#footnote-4).

Though EAPN is aware of the fact that there are a variety of external factors that the network is unable to influence, it has set itself four Strategic Objectives which will structure its work and are considered essential to achieve this result during the set time frame.

The four **Strategic Objectives** of EAPN are:

1. People experiencing poverty and social exclusion form an active part of the policy-making and monitoring process, especially concerning policies that have an impact on their current and future situation (6 Outcomes).
2. The EU and national policy frameworks provide adequate conditions for and solutions to fight poverty and social exclusion as well as its causes in Europe (4 Outcomes)
3. The implementation of any policies and their impact on poverty and social exclusion is effectively monitored in Europe (4 Outcomes)
4. EAPN is a dynamic, member-driven organisation that is recognised as a key civil society actor fighting poverty, social exclusion and inequalities at national and European levels (6 Outcomes)

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In order to work towards these **Strategic Objectives**, EAPN has defined a series of **Outcomes** which describe the desired result of actions. Actions produce specific **Outputs** which are considered to produce a desired **Outcome**.

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| Strategic Plan | Work Programme |

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|  | Outcome indicators | Output indicators |

In other words, EAPN plans and performs actions (**Outputs**) that should lead to a specific result (**Outcome**), which is usually the improvement of a situation. By achieving a series of **Outcomes**, EAPN hopes to achieve a defined **Strategic Objectives**.

The below table describes the outcomes EAPN would like to achieve through its actions until 2018. Each outcome corresponds to one of the 4 Strategic Objectives. **EAPN’s Strategic Plan consists of Strategic Objectives and Outcomes.** These Outcomes are measured by Outcome indicators (e.g. percentage share of ESF funds allocated to the fight against poverty and social exclusion). Each Outcome indicator has a target[[5]](#footnote-5) and includes the data source for verification as well as a responsibility for collecting the data.

**EAPN’s Work Programme** is a separate document in which EAPN plans its actions on an annual basis. Each action (Output) will refer to an Outcome of this Strategic Plan. Each Output is measured by an Output indicator (e.g. number of reports, trainings etc.).

Note for this draft version: the below table represents a list of examples for possible outcomes as well as their indicators which are all optional. The aim of the ExCo workshop is to decide on these items. They may be changed or deleted during the workshop or during a later revision of the document. An important question is, whether EAPN has the capacity to collect the data. Some indicators and notably targets could differentiate between the European and national level, depending on capacity and commitment of EAPN members to provide the information.

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| **STATEGIC OBJECTIVE 1: People experiencing poverty and social exclusion form an active part of the policy-making and monitoring process, especially concerning policies that have an impact on their current and future situation.** | | | | | |
| **Priority** | **Outcome** | **Outcome indicator** | Data source | Target (and baseline) | Monitoring responsibility |
|  | People experiencing poverty and social exclusion have better knowledge of and capacity to claim their rights. | People experiencing poverty and social exclusion participating in the EAPN consider that they are better aware of their rights: yes/no. |  |  |  |
|  | People experiencing poverty and social exclusion are more empowered to actively engage in the policy-making and monitoring process, especially concerning policies that may have a direct positive/negative impact on them (Alternative: people experiencing poverty and social exclusion are activists in the fight against poverty and social exclusion) | People experiencing poverty and social exclusion participate in formal consultations to which EAPN is invited to: yes, no.  Number of formal consultations in which people participating poverty and social exclusion are participating; |  |  |  |
|  | More proposals made by people experiencing poverty and social exclusion are taken into account in the design of policies. | People who are experiencing or have experienced poverty and social exclusion see their proposals reflected in policies that affect them: yes, no. |  |  |  |
|  | More recommendations made by people experiencing poverty and social exclusion on how to reduce the negative impact of the implementation of policies on are taken into account in the policy design. | Percentage of recommendations made by people experiencing poverty and social exclusion taken up in policies. |  |  |  |
|  | People experiencing poverty and social exclusion provide better evidence of good practice policies that reduce poverty and social exclusion in European countries. | Number of good practices documented and disseminated;  People who have experienced poverty and social exclusion present evidence of good practices at key events (e.g. …);  Proposals made by people experiencing poverty and social exclusion are represented in EAPN policy proposals: yes, no. |  |  |  |
|  | EAPN is a platform that facilitates a forum for people experiencing poverty and social exclusion to actively participate in the policy-making and monitoring process. | Number/Percentage of people experiencing poverty and social exclusion participating in EAPN at different levels (e.g. decision making, activities);  EAPN governance structures respond to the needs and conditions of people experiencing poverty and social exclusion: yes, no; |  |  |  |

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| **STATEGIC OBJECTIVE 2: The EU and national policy frameworks provide adequate conditions for and solutions to fight poverty and social exclusion as well as its causes in Europe.** | | | | | |
| **Priority** | **Outcome** | **Outcome indicator** | Data source | Target (and baseline) | Monitoring responsibility |
|  | Policy makers have a better understanding of all dimension of the current causes of poverty and social exclusion in Europe. | Politicians who take up EAPN’s ideas, reflect them in their speeches, political programmes etc.: yes/no |  |  |  |
|  | Policy makers take more adequate actions that better address the multiple dimensions (both in terms of causes and solutions) of poverty and social exclusion. | Level of adequacy of relevant policies that correctly address the outlined (causes of the) problem: high, medium, low;  Existence of adequate budgets, programmes, plans etc. that allow for the implementation of the proposed measures: yes, no. |  |  |  |
|  | The policy-making process, especially of policies concerning the fight against poverty and social exclusion, is more transparent and democratic. | Percentage/level of policy proposals made by CSOs are taken up in policies (e.g. CSRs, NRPs, AGS, national laws, actions plans etc.);  Number of civil society consultations held by relevant policy making institutions (e.g. DJ Justice, other DGs, FRA, European Parliament, SPC, EESC, EPSCO, Committee of the Regions)  Number of CSOs invited to/participating in consultations;  Number of CSOs invited to consultations |  |  |  |
|  | Key policy documents provide clearer and more adequate recommendations and solutions on how to fight poverty and social exclusion in the EU and in particular countries. | Level of adequacy of recommendations/solutions provided in European policy documents (high, medium, low), e.g. European Semester Documents, Recommendations etc. |  |  |  |

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| **STATEGIC OBJECTIVE 3: The implementation of any policies and their impact on poverty and social exclusion is effectively monitored in Europe.** | | | | | |
| **Priority** | **Outcome** | **Outcome indicator** | Data source | Target (and baseline) | Monitoring responsibility |
|  | If a negative impact of a current policy can be observed, policy makers make the necessary adjustments in order to mitigate a further deterioration of poverty and social exclusion. | The calls for policy adjustments made by CSOs are taken up by policy makers (level of uptake) |  |  |  |
|  | If a policy that has the potential to reduce poverty and social exclusion is not being implemented as intended, the implementing bodies (public authorities, institutions etc.) make the necessary efforts and adjustments to achieve its planned positive impact. | The calls for policy adjustments made by CSOs are taken up (level of uptake);  Existence of mechanisms that monitor the implementation of EU policies, especially those considered adequate for reducing poverty and social exclusion (e.g. EC Recommendations), by including CSOs at national level: yes, no. |  |  |  |
|  | EAPN increases its relevance as a key actor in monitoring the implementation of policies and their impact on poverty and social exclusion. | EAPN representation in relevant monitoring bodies (e.g. …): yes, no |  |  |  |
|  | Financial allocations of EU and national funds to the fight against poverty and social exclusion are monitored efficiently. | Percentage share of ESF funds allocated to the fight against poverty and social exclusion (target 20%, to be measured in each country);  Existence of mechanisms that monitor the under-spending of ESF funds allocated to the fight against poverty and social exclusion;  Existence of mechanisms that monitor the actual expenditure of national governments’ plans that aim to the reduce poverty and social exclusion in a particular country: yes, no. |  |  |  |

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| **STATEGIC OBJECTIVE 4: EAPN is a dynamic, member-driven organisation that is recognised as a key civil society actor fighting poverty, social exclusion and inequalities at national and European levels.** | | | | | |
| **Priority** | **Outcome** | **Outcome indicator** | Data source | Target (and baseline) | Monitoring responsibility |
|  | EAPN is a stronger network in which more members support each other mutually. | Systems in place for mutual support: Yes, no;  Number of Members that implement MASS; |  |  |  |
|  | EAPN receives higher recognition as key player in civil dialogue in subjects related to poverty and social exclusion. | EAPN is invited to consultations in relevant policy making institutions (e.g. DJ Justice, other DGs, FRA, European Parliament, SPC, EESC, EPSCO, Committee of the Regions): yes, no (consider including concrete targets on expanding to institutions) |  |  |  |
|  | More recommendations and observations made by EAPN receive public attention. | Number of references to EAPN publications in media.  Number of website visits, followers on twitter… |  |  |  |
|  | More recommendations made by EAPN are taken up in policies. | Number of EAPN recommendations taken up by policies. |  |  |  |
|  | EAPN members better understand the interconnection between national and European policy-making processes (i.e. the link between national and European institutions), better recognise their entry points and have the knowledge and capacity to influence them. | Number of EAPN strategies/actions that are aligned at EU and national level (i.e. common actions at EU and national level). |  |  |  |
|  | 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. | Key coalitions in which EAPN participates are established and/or continue to work (e.g. EU Semester Alliance etc.): yes, no  EAPN is able to promote its policy messages through established coalitions: yes, no |  |  |  |

**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.

1. See last page of this document [↑](#footnote-ref-1)
2. The EU DG Eurostat (<http://ec.europa.eu/eurostat/>) annually publishes statistics on people at risk of poverty or social exclusion, most notably the AROPE (<http://ec.europa.eu/eurostat/statistics-explained/index.php/Glossary:At_risk_of_poverty_or_social_exclusion_(AROPE)>) [↑](#footnote-ref-2)
3. In 2010, the EU and its Member States set themselves the goal (i.e. Europe 2020 Strategy) to lift 20 million people out of poverty and social exclusion. However, instead of decreasing, the number of people at risk of poverty and social exclusion rose from 117 million in 2010 (EU-27) to 123 million in 2013 (EU-28). In terms of shares of population, the AROPE rose from 23.6 % in 2010 to 24.5 % in 2013. [↑](#footnote-ref-3)
4. EAPN could set itself a realistic objective that is measurable by Eurostat. [↑](#footnote-ref-4)
5. N.B. Some indicators may also have a baseline, if the target is a change (e.g. % increase) [↑](#footnote-ref-5)