

**TEMPLATE FOR THE ANNUAL WORK PROGRAMME**

**Cover Page**

The key role of the Annual Work Plan is to plan activities aimed to achieve the strategic objectives at a more detailed level. Please read and follow the instructions carefully. Please write your text in the grey areas.

**European Anti-Poverty Network (EAPN):**  
Framework Partnership Agreement Reference number: VS2013/

**EAPN ANNUAL WORK PROGRAMME 2014**

**Name of Legal Representative: Barbara Helfferich, Director**

**Signed:**

**Brussels 5 September 2013**

## **1. DETAILED ACTIVITY PLANNING**

Please develop on the Key Activities as set out in Chapter 6 of the Quadrennial Strategic Plan and provide a detailed list of deliverables/outputs to be produced under this year Work Programme as well as planned activities which will lead to their delivery.

The template is divided in two parts, one for applicants in area 1 and one for applicants in area 2.

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

The applicant has the option to request funding for a joint action as indicated in the call for proposal (point X.1- Content of the annual work programme). Only the leader of the joint action has to complete the table for "Module 1: Facilitation of joint action"

All applicants are requested to complete the table for "Module 2: individual actions"

### 2. Area 2: EU-level networks active in the promotion of microfinance and social enterprise finance

There are no modules to choose from for area 2.

For each of the 4 area-specific priorities indicated in the call (V.1.2) the Annual Work Programme contains:

- **the list of relevant strategic objectives that have been identified in the quadrennial strategic action plan and that are linked to the realisation of a specific priority;**
- **the expected outputs;**
- **planned activities to be carried out towards achievement of the expected output;**  
*List all activities including Monitoring and Evaluation to be undertaken during the year towards stated outputs. Please clearly indicate those responsible for carrying out the activities.*
- **the timeframe for undertaking the planned activities;**  
*Please indicate relevant quarters (Q).*
- **the inputs to be provided for each activity and planned budget.**  
*List where possible all related costs including staff or other personnel costs, meetings, administration to deliver the services. In any case related person months should be included.*

Use the Table below. Please insert/delete (merge/split) lines as required.

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

**MODULE 1 (Optional) - FACILITATION OF JOINT ACTIONS**

**This table should be completed only by the partner leading the joint action.** Under this module the applicant proposes to facilitate the cooperation between EU-level NGO networks in social policy areas of common interest<sup>1</sup> and in which the promotion of joint actions can be envisaged over the year to find synergies in their actions and to promote an efficient working system coupled with better use of available resources. Cooperation between EU-level networks could be developed- amongst others - in the context of the Europe 2020 strategy:

-under the **EU semester process** -in the implementation of the **Social Investment Package** -in the implementation of the **Platform against poverty and social exclusion**

Leader of the joint action	Associated partners in the joint actions
European Anti-Poverty Network (EAPN)	Age Platform Europe
	Caritas europa
	European Environmental Bureau
	CECODHAS – Housing Europe
	European Public Service Union
	European Association of Service Providers for Persons with Disabilities (EASPD)
	European Trade Union Confederation
	Eurochild
	European Women’s Lobby (EWL)
	FEANTSA
	European Federation of Food Banks
	PICUM
	Socialplatform
	Green Budget Europe

<sup>1</sup> In line with the policy objectives indicated under section V.1.2

Please describe the general strategic objective you intend to achieve with the joint action proposed.

## **Proposal for an EU Alliance for a democratic, social and sustainable European Semester**

### **Background**

The Europe 2020 strategy broke new ground by establishing 5 concrete targets as benchmarks for delivering on a new smart, social and sustainable strategy for Europe.<sup>2</sup> These included for the first time a poverty target, together with other social targets on employment and education, as well as environmental and climate targets<sup>3</sup>. Although gender was not an explicit target, subsequent AGS, have confirmed the necessity to mainstream gender equality throughout the process. The delivery through the European Semester aims to ensure that MS develop National Reform Programmes (NRPs), setting out the relevant measures and budgets to achieve the targets, reviewed by the Commission annually through Country-Specific Recommendations (CSRs). Central to the Semester approach was the recognition of the need for national ownership, including the engagement of national parliaments and national stakeholders, including social partners and civil society organisations, according to Recital 16<sup>4</sup>. In reality however, little progress been made on the targets and equality commitments, with the Europe 2020 strategy worryingly invisible in a European Semester, dominated by macroeconomic objectives and economic governance, currently prioritizing deficit reduction and austerity. Stakeholder involvement has also been extremely weak in most countries, as highlighted by EAPN and reports of other members of the Alliance.<sup>5</sup> This is contributing to the current low visibility and accountability of the European Semester and Europe 2020, undermining popular support for the EU at national and EU level.

In 2012, an initiative was taken to build an Ad-hoc Coalition between different civil society and social sectors, in order to develop a coordinated civil society contribution to the European Semester, based on national assessments and alternative proposals for Country-Specific Recommendations (CSRs). This initiative was launched by the Green Party (Marije Cornelissen/MEP) and aimed at strengthening the democratic legitimacy as well as promoting a more balanced economic governance of Europe 2020 and the European Semester, which would ensure that macroeconomic objectives contributed to the delivery on the social and environmental/climate objectives, by supporting organized civil society input from national and EU level. In this first year, a hearing was organized in the European Parliament, where the Ad-hoc Coalition's joint proposals were presented to Commissioner Rehn and Andor<sup>6</sup>. The main inputs were made from Social Civil Society Organisations (mainly EAPN and Women's Lobby, with some inputs from Cecodhas) and National Green parties.

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<sup>3</sup> Employment: 75% of male/female 20-64 year old to be employed

Climate Change and Energy sustainability: Greenhouse emissions 20% (or even 30%) lower than in 1990

20% increases in energy efficiency.

Education: reducing the rates of early school leaving below 10% and at least 40% of 30-34 year olds completing 3<sup>rd</sup> level education

Fighting Poverty and Social Exclusion: at least 20 million fewer people in or at risk of poverty and social exclusion.

<sup>4</sup> Recital 16 Integrated EU2020 Guidelines (Oct 2010)

<sup>5</sup> See EAPN NRP Report (2012 and 2013) and list provided of Alliance members reports in the contacts and further information section of the 2013 Adhoc Alliance Civil Society proposals on CSRs, p.46 (see below)

<sup>6</sup> Greens/EFA (2012): Towards a more democratic and balanced economic governance: alternative and additional country-specific recommendations. (Adhoc Group's proposals)

In 2013, Civil Society Organisations took ownership of the Adhoc Coalition aiming to broaden and strengthen its work, involving a broader set of Social and Green NGOs (AGE-Platform, Caritas Europe, Church and Society, EAPN, EASPD, EPSU, ETUC, Eurochild, Eurodiaconia, European Women's Lobby, Green Budget Europe, FEANTSA, as well as input from Social Platform and European Environmental Bureau). The Ad-hoc Coalition was coordinated by EAPN and European Women's Lobby and established a link with a cross-party group of MEPs (S+D, EPP, ALDE and Greens/EFA). The main outputs in 2013 were the development of joint proposals by the Adhoc Coalition on CSRs, based on the inputs drawn from their national members: "*Strengthening the Democratic Legitimacy of the European Semester – Civil Society Proposals for smart, sustainable and inclusive recovery, CSRs 2013-14*". This was presented to a cross-party hearing in the Parliament on the 14<sup>th</sup> May, with the participation of the Commission, ETUC, MEPs and other key stakeholders. The joint document proposed alternative proposals for CSRs that would contribute to better delivery on the social, environmental and equality objectives, and ensure that a coherent Europe 2020 strategy and Semester, where macroeconomic policies would reinforce rather than undermine these objectives. The CSRs were proposed for 25 MS (AT, BE, BG, CZ, DE, DK, EE, EL, ES, FI, FR, HU, IE, IT, LT, LU, MT, NL, PL, PT, RO, SE, SK, SL, UK). The joint proposals from the Coalition made clear the pre-requisite of strengthening the democratic legitimacy and stakeholder participation in the European Semester through 10 Key Messages.<sup>7</sup>

The benefits of this pro-active civil society engagement in the European Semester were obvious to members, as well as to the political parties, decision-makers and stakeholders present. However, it was clear that new funding and commitment would be needed if the Alliance was to move beyond a short-term Adhoc Coalition and to be placed on a more sustainable footing. This would mean investing more resources in improving the quality, the effectiveness of the engagement and to promote better coordination of national and EU members in the Semester process. It would also be crucial to better tackle the challenges arising from balancing the different social, environmental and equality goals and targets, and ensuring that all policies, including macroeconomic, contribute to their delivery. Only in this way could Civil Society contribute effectively to a more coherent Europe 2020 strategy and Semester, capable of delivering smart, sustainable and inclusive recovery based on participative governance.

This proposal for Joint Action therefore aims to build on the last 2 years work of the Ad-hoc Coalition and to establish a sustainable EU Alliance, primarily through Social and Environmental Civil Society Organisations and Trade Unions with active national membership, committed to engaging in and improving the democratic legitimacy of the European Semester at national and EU level in order to achieve a more democratic, social and sustainable EU strategy.

EAPN is already a broad platform of Social Civil Society Organisations, including people with direct experience of poverty, coordinating action amongst different NGOs and other organisations in the fight against poverty at the national and EU level. EAPN therefore puts itself forward as coordinator of the Alliance based on: its long-standing experience of National and EU alliances within and without its own organization; its current experience of leading/coordinating the current CSR Ad-hoc Coalition (together with European Women's

Lobby in 2013); its detailed work in supporting national membership engagement in EU Inclusion Processes (since 1990) and currently in the NRPs and CSRs in Europe 2020.<sup>8</sup>

## **Aims and Objectives**

### **Aim**

The overall aim would be to support progress towards a more democratic, social and sustainable EU strategy by ensuring that all policies, including macroeconomic, contribute to the EU2020 social, environmental/climate targets and equality commitments. This would be done through engagement in the European Semester and by seeking to improve its democratic legitimacy through embedding more effective engagement of environmental and social organisations and Trade Unions.

### **Objectives**

The specific objective would be to strengthen the capacity of civil society and social/environmental and climate organisations to provide better quality and more coordinated engagement and input into the European Semester process at national and European level.

This engagement aims to contribute to a more coherent EU strategy, delivering on social, sustainable and equality goals, with particular reference to joint work on the CSRs, NRPs and the AGS, building on the work of the Ad-hoc Coalition of CSRs in 2012 and 2013.

### ***The objective will be delivered through:***

**Coordinating a sustainable EU Alliance for a democratic, social and sustainable European Semester**, based on:

- **Coordinating an European-wide Alliance** of Social, Environmental organisations and trade unions committed to engaging their national members in the European Semester process in order to influence the outcomes towards a more social, sustainable and equality-driven EU
- **Development of 3 pilot national coordinated Alliances** involving national members of the Alliance and organisations from social, environmental/climate and other sectors.

<sup>7</sup> See Adhoc Coalition on CSRs (May 2013): Strengthening the Democratic Legitimacy of the European Semester – civil society proposals for smart, sustainable and inclusive recovery. Alternative CSRs (2013-2014) p. 4 Key Messages.

<sup>8</sup> See [www.eapn.eu](http://www.eapn.eu)

EXPECTED OUTPUTS	ANNUAL TARGET/ DELIVERABLES	PLANNED ACTIVITIES	TIMEFRAME				PLANNED INPUTS/BUDGET
			Q1	Q2	Q3	Q4	
<b>Area 1: EU Level Alliance Work</b>							
Coordinate an effective EU Alliance for a democratic, social and sustainable European Semester	Terms of reference	Agree terms of reference, confirming objectives, code of conduct and ways of working	X				Coordinator, admin and Steering Ctee
	6 Steering group meetings	6 half day meetings of steering committee	X	X	X	X	Steering Committee members, Coordinator and admin support
	1 Inclusion Group Meeting	1 full day	X				
Capacity building on content + engagement in European Semester	Joint Tool Kit for engaging at national level in Semester	Exchange/Learning on developments at EU and national level will take place as part of the Steering Committee meetings, preparing the ground for the common work and outputs	X	X	X	X	Coordinator and Steering Group.
	Joint Tool Kit for engaging in the Semester	Design, draft, lay-out, publication and distribution, Webpage of Semester Tool Kit for use of Alliance national members and other national stakeholders to engage in Semester	X	X	X	X	Coordinator, Admin and Steering Group (members' time is not budgeted) Expert may be contracted for overall editing. (9000 budgeted for reports and 16000 budgeted for consultancy Webpage (5000)
	Capacity building seminar for members of 3 national pilots, to work cross-sectorally on joint/collaborative						

	engagement/input to semester (particularly NRP and CSRs)	Scoping of capacity building seminar and programme development/agreement  Implementation of Seminar with involvement of 6 representatives from each pilot country and other participants from Steering Group  Evaluation and Exchange with Steering Group on outcomes  Short report on process and results	X				Coordinator with admin, input by Steering Group  Costs of capacity building – venue/travel/subsistence (17350 budgeted for capacity building seminar)  X X  X X  Coordinator with admin
EU advocacy follow up on the Semester process.	Consultative Meetings with representatives of Institutions	Establish consultative meetings with relevant officers from the European Commission (DG ECFIN, DG EMPL, SG), /Parliament and other decision-makers to exchange information and provide input/feedback.					Coordinator and Steering Group
	Organization of cross-party hearing in EP with the participation of 150 participants, involving Commission,	Establishment of contact with cross-party groupings in preparation for hearing.	X	X			Steering Group Coordinator and admin support. Travel costs for participants. (14250) budgeted for Parliament Hearing)
		Development of programme and organisational arrangements.  Joint Delivery of event		X	X		
Key Reports	Development of Joint Analysis and Report presenting proposals on CSRs and CSR implementation, drawn from national member input.	Scoping note and framework for input drafted and agreed by Steering Group Steering group members achieve input from national members Draft and final copy of report integrating common proposals and findings.	X	X		X	Coordinator, Admin and Steering Group. National members input will not be budgeted, or Steering group members time.

	Development of Joint Analysis and short report on NRPs, with proposals to AGS	Scoping note and framework for input drafted and agreed by Steering Group Steering group organize and feedback input from national members Draft and final copy of report published integrating findings and recommendations to AGS	X					Coordinator and admin, input by Steering Group not budgeted for  Lay-out and Printing costs.
Communication Strategy	Communication Strategy	Design, agreement and delivery of common communication strategy for the alliance with Steering Group and EU Inclusion Group	X	X	X	X		Coordinator, communication officer and Steering Group.
Evaluation Strategy	Evaluation Strategy	Design, agreement and delivery of evaluation of process and results,	X	X	X	X		Coordinator and Steering Group
<b>Area 2: National Pilot Initiatives</b>								

Development of 3 pilot national Alliances to coordinate action for a more democratic/social and sustainable European Semester	Organization and delivery of 3 cross-sectoral/organisational pilot actions on alliances at national level with detailed work programmes to improve national coordinated action input to the Semester (particularly NRPs and CSRs)	<p>Development and delivery of a national project proposal and work programme for pilot national joint action (cross-sectoral) based on the operational framework agreed by the Steering Group.</p> <p>This should include minimally:</p> <ul style="list-style-type: none"> <li>- Participation in EU Alliance activities including the joint capacity building event.</li> <li>- Agreement on national framework and work programme by National Alliance members</li> <li>- Organization of regular meetings to deliver work programme</li> <li>- Coordinated input to the NRPs, based on knowledge/experience of country context and common review of the final NRP</li> <li>- Joint Meetings with Commission Desk Officers and National CSR Coordinators</li> <li>- Joint meetings with relevant Government representatives.</li> <li>- Monitoring CSR implementation and provision of proposals for CSRs, providing coordinated input to the EU alliance report, according to agreed guidelines</li> <li>- National Advocacy event (s) to disseminate assessments and recommendations</li> <li>- Communication strategy and activities</li> <li>- Evaluation of pilot actions according to agreed framework.</li> </ul>		X				<p>National Coordinators coordinating overall budget to cover all items of the work programme, some budget may be specifically allocated to national alliance members to deliver parts of the work programme</p> <p>EU Coordinator/Admin. Steering Group members support to their members and engagement is not budgeted in this proposal (140920 = 46973/3 per pilot initiative- is budgeted for the national pilot initiatives)</p>
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		Policy and admin staff to support these activities.					(92826 is budgeted for staff support to the three elements of this Project )
<b>TOTAL:</b>							325.396,84 Euro

**MODULE 2- INDIVIDUAL ACTIONS**

**To be completed by all applicants**

**FOR EACH OF THE 4 PRIORITIES INDICATED IN POINT V 1.2 OF THE CALL THE ANNUAL WORK PROGRAMME CONTAINS THE LIST OF STRATEGIC OBJECTIVES AND EXPECTED OUTPUTS**

**1) Support the development, implementation, monitoring and evaluation of initiatives undertaken to support the policy objectives of the Europe 2020 Strategy and in particular the Social Investment Package through the main EU-driven processes such as the Open Method of Coordination (OMC) on social protection and social inclusion and the European semester.**

Please describe the general strategic objectives:

*Strategic Objectives should be understood as desired or necessary results to be achieved by a specific time. Objectives consist of the benefits that an organization expects to achieve as a result of spending time and effort to complete a number of key activities*

1. EAPN will work to ensure that the Europe 2020 strategy, the Platform against Poverty, the Social Inclusion Strategy (Social OMC), the Social Investment Package, the Employment Policy and Cohesion policy 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.
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.

Strategy: EAPN seeks to be a critical voice, proposing solutions and defending the interest of people experiencing poverty and social exclusion by: being an innovative and active partner and relevant reference point, shaping and influencing EU inclusion policies and strategies.

EXPECTED OUTPUTS	ANNUAL TARGET/ DELIVERABLES	PLANNED ACTIVITIES	TIMEFRAME				PLANNED INPUTS/BUDGET
			Q1	Q2	Q3	Q4	
Implementation of EAPN Advocacy Strategy on Europe 2020 and Cohesion Policy for 2013-14.	Organization of 2 EUISG meetings	<p>Two 2-day meetings of the EAPN EU Inclusion Strategies Group involving representatives from all national networks and 5 reps from Eos</p> <p>1 day will specifically focus on engagement at the national level in EU2020 and the Semester and preparation of the EU level synthesis, inputs and advocacy at EU and national level.</p> <p>The 2<sup>nd</sup> Day will follow up on specific thematic areas, particularly related to the SIP, Employment Package and Cohesion Policy.</p> <p>Specific on-going sub-groups will help to progress this work in the time available.</p>	X	X			The detailed budget is included in the budget annex:

Improved input to Europe 2020 and Cohesion Policy and follow up, including specific input to the Mid-Term Review of Europe 2020	Delivery of 3 events in alliance with other stakeholders/key actors related to EU2020 and Cohesion Policy.	<p>3 events at EU level will be organized through the year, to be agreed with the EUISG. Increased emphasis will be made on joint events with other stakeholders, and in collaboration with the European Parliament and/or other EU institutions – EESC/CoR. The success of other joint actions in which EAPN is engaged will also determine the priorities eg Investing in Children</p> <p>Initial proposals include:</p> <ol style="list-style-type: none"> <li>1) Stakeholder engagement/participation</li> <li>2) Decent work/ tackling in-work poverty, ensuring equal access to disadvantaged groups</li> <li>3) Migration and the Crisis.</li> </ol>	X	X	X	Budget is allocated for three seminars. These are expected to take part in Brussels and the budget allocation allows to pay speakers and ensure some participation from our members. One of the seminars could be held in another Member State, further funding allowing.
					X	

	<p>Delivery of the Annual Policy Conference providing review of 2014 European Semester and input and debate on Mid-Term Review of Europe 2020</p>	<p>Annual Policy Conference will be attached to a meeting of the EU ISG. The Policy Conference is decided by the EUISG, and will normally present EAPN's Input to the Mid-Term Review of Europe 2020 and promote dialogue with stakeholders/decision-makers, as well as presenting EAPN's 2014 Assessment of the Semester.</p>			<p>X</p>		
	<p>EAPN 2014 Report on European Semester. (NRPs, NSRs and AGS)</p>	<p>Drafting and Agreement of Scoping Note and Questionnaire with EUISG</p> <p>Exchange session in EUISG meeting</p> <p>Completion of Questionnaire by members</p> <p>Analysis and Drafting/completion of report and publication</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	

	EAPN Report on CSRs	Agreement of Template/Exchange Session in EUISG	X				
		Completion of template by members	X				
		Draft/completion of synthesis and publication		X			
	EAPN Input to the Mid-Term Review	Briefing and Scoping Note discussion in EUISG	X				
		Development of Draft Input with discussion in EUISG		X			
		Finalization of Input/Presentation to Policy Conference			X		
		First Draft and discussion with EUISG Final Draft and publication	X	X			
	New Structural Funds Handbook for stakeholder engagement						

Better engagement in European Platform against Poverty and follow up on the SIP	Participation and engagement in key activities under the EPAP and the SIP, and support to implementation in key areas	Active participation in EU stakeholder meetings of the EPAP	X	X	X	X	
		Meetings with Commission and other officials to support follow up in key areas of the SIP	X	X	X	X	
		Follow up/Inputs to the Commission and other decision-makers and stakeholders on key themes related to the SIP and the Employment package through the sub-groups of the EUISG. All these areas will also be actively reviewed through the direct work on the Semester, in the NRPs and Semester quoted above. <ul style="list-style-type: none"> <li>- active inclusion: promotional leaflet and letter to MS governments, development of briefing/position on Youth Active Inclusion,</li> <li>- Minimum income – follow up with EMIN project and exchange on reference budgets, incorporating findings from People experiencing poverty meeting.</li> <li>- Follow up on promoting implementation of Investing in Children Recommendation at national level in coordination with the Investing in Children Alliance/Health equity, including proposed participation in Steering Group of Alliance,</li> <li>- Input and follow up on findings of DRIVERS project on social determinants of health.</li> </ul>	X	X	X	X	

		<ul style="list-style-type: none"> <li>- Joint follow up on the implementation of the Homelessness SWP with FEANTSA</li> <li>- Quality work and in-work poverty, follow up on explainer and report/link to event</li> </ul> <p>Engagement with members in the preparation, participation and evaluation n the Annual Convention and follow up</p>						
Communicating better EU policy and EAPN inputs/perspectives on Europe 2020 and Cohesion	Delivery of Communication strategy linked to the Europe 2020	Regular Press Releases/ Lobbying letters/EAPN website/social media to be used to disseminate knowledge about the EU strategies and the responses of EAPN and other relevant actors.	X	X	X	X		
Engaging better in dialogue with EU institutions to promote EAPN objectives	Delivery of regular meetings and engagement in EU conferences	<p>Meetings and exchanges with relevant officials in EU institutions: Commission, Parliament, CoR and EESC, as well as permanent representations, SPC and EMCO.</p> <p>Attempt to establish better direct dialogue with the economic and strategic actors – eg ECFIN and Secretariat General.</p> <p>Regular participation and intervention in EU and EU stakeholder events, as speakers and active participants.</p>	X	X	X	X		
							<b>TOTAL:</b>	

**2) Support stakeholder 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 and social partner organisations both at EU, national, regional and local levels.**

Please describe the general strategic objectives:

*Strategic Objectives should be understood as desired or necessary results to be achieved by a specific time. Objectives consist of the benefits that an organization expects to achieve as a result of spending time and effort to complete a number of key activities*

1. EAPN will work to support its members to effectively engage in public debates and national and European policy-making on poverty, social exclusion and inequalities
2. EAPN will provide opportunities for mutual exchange at bi-lateral and multi-lateral levels to ensure a transfer of knowledge, experience and learning on practices and policies in the fight against poverty, social exclusion and inequalities.
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
4. EAPN will seek to engage and contribute to alliances for an alternative model of social and sustainable development that puts people and planet first.

EXPECTED OUTPUTS	ANNUAL TARGET/ DELIVERABLES	PLANNED ACTIVITIES	TIMEFRAME				PLANNED INPUTS/BUDGET
			Q1	Q2	Q3	Q4	
Improve the level and quality of EAPN member's engagement and input/activities related to Europe 2020 and Cohesion Policy.	2 Capacity - building sessions to support engagement and development of quality inputs/proposals	As part of the meetings of the EAPN EU Inclusion Strategies Group capacity building sessions will be developed to support our member's involvement in the EU policy processes. One will focus on support to engagement in NRP/CSR/National Social Reports at national level supporting members' inputs. A second on developing better skills for social analysis, and pro-active proposals for anti-poverty solutions, building on the expertise of our members and external experts.	X			X	The detailed budget is included in the budget annex:

	Updated EAPN tool kit to support engagement at national level	Draft of Tool Kit on the Europe 2020 strategy and related strategies will be discussed with the EUISG, before being finalized and disseminated broadly to support stakeholder engagement.  Specific attention will be given to sharing tool kit with Alliance members.	X	X	X		
	2 Policy Briefings and specific briefings on key EU developments as relevant	Development of 2 policy briefings providing detailed information for members of all key EU policy developments impacting on poverty and social inclusion, including macroeconomic and participation, dissemination to members and on website/acts as basis for discussion on key points with each EUISG meeting.  Specific Briefings related to new EU developments/initiatives as required eg Mid-Term Review of Europe 2020	X	X	X	X	

	1 Annual Policy Conference/linked to capacity building session	<p>An annual EAPN Policy Conference will give opportunities for national members to exchange experiences, directly engage with policy makers and will also create space for activists with direct experience of poverty to be heard.</p> <p>The conference will be prepared with the EUISG in previous meetings</p> <p>In 2014, it is likely to be focused on the Mid Term Review of Europe 2020</p>	X	X	X		
	Support to national networks Europe 2020/Cohesion work and anti-poverty activities	<p>A small amount of financial support will be given to national to support their work on the Europe 2020 strategy and for national activities to feed into European work of EAPN.</p> <p>Exchange/review of better ways of working at the national level, including support to the development of an EAPN Europe 2020 and Cohesion working group at national level and equivalent structure. At the end of the year a review will take place</p>	X				
			X			X	

	Development of national alliances to support work on Europe 2020/Semester including national platforms against poverty linked to EAPN Semester Alliance	/Exchange/ in the EUISG, to support cooperation with other stakeholders in broader national platforms to work on anti-poverty policy linked to Europe 2020 and Cohesion, building on the model of national platforms against poverty (eg Belgium) EAPN European Organisations, other social platform members, Trade Unions and social partners, academics and research institutions	X		X		
	Active engagement in other alliances linked to EU2020 and the SIP led by EU social inclusion networks	Direct participation in Joint Action proposed on Investing in Children led by Eurochild by networks in pilot countries  Exchange on current developments/new initiatives on child poverty	X	X	X	X	
	Active engagement in other alliances promoting social and sustainable development strategies, also in global context	Participation by members in meetings/conferences and activities of EU/International alliances such as the Euromemorandum Group, the Alter Summit, Dignity International and ESCR-net.	X	X	X	X	

	Implementation of campaign on EAPN elections	Development and delivery of Campaign in relation to the European elections with members, including action plan and development of campaign materials including web-based activities.	X	X			
		Review/Evaluation of campaign results			X	X	
<b>TOTAL:</b>							

**3) Strengthen the capacity of EU-level NGO networks and their national members, to support implementation of EU priorities as indicated under point 1, including their knowledge of relevant EU matters.**

Please describe the general strategic objectives:

*Strategic Objectives should be understood as desired or necessary results to be achieved by a specific time. Objectives consist of the benefits that an organization expects to achieve as a result of spending time and effort to complete a number of key activities.*

1. EAPN will seek to operate in a democratic, representative and transparent fashion
2. EAPN will provide opportunities for capacity building of its members.
3. EAPN will promote and strengthen the participation of people experiencing poverty within its internal workings and will seek to strengthen the self-organisation of people experiencing poverty.
4. Specific Objectives linked to this goal:
  - a. Develop the EAPN membership and ensure the effective functioning of EAPN’s governance bodies, General Assembly, Executive Committee and Bureau.
  - b. Build and strengthen the sustainability of National networks through working to increase their access to sustainable financial resources.
  - c. Strengthen the culture of self-assessment and growth among member Networks and in the way EAPN operates at European level.
  - d. Further develop and implement a network capacity building and development strategy aimed at increasing the effectiveness of National Networks, through the implementation of the Membership Assessment and Support System and other activities
  - e. Strengthen the capacity of National Networks through transnational exchange and mutual learning in relation to effective anti-poverty policies and relevant EU processes.
  - f. Build on the specialised knowledge of the European Organisations in membership of EAPN
  - g. Support initiatives to establish National Anti-Poverty Networks in EU and candidates and accession countries.
  - h. Actively lobby for and organise activities on strengthening the direct participation of people experiencing poverty in policy-making processes.
  - i. Lobby with activists with direct experience of poverty for their engagement in key EU policy-making spaces (Platform Against Poverty, Annual Poverty Convention, EU Meeting of People Experiencing Poverty and Social Exclusion).

EXPECTED OUTPUTS	ANNUAL TARGET/ DELIVERABLES	PLANNED ACTIVITIES	TIMEFRAME				PLANNED INPUTS/BUDGET
			Q1	Q2	Q3	Q4	
		Annual General Assembly		*			

Democratic and transparent running of the EAPN Network	<ul style="list-style-type: none"> <li>Plans fulfilling the statutory duties and the proper functioning of EAPN</li> <li>Reports of the meetings</li> <li>Development and Follow up of Strategic Planning</li> </ul>	3 Meetings of the Executive Committee	*	*		*	The detailed budget is included in the budget annex:
		3 Meetings of the EAPN Bureau	*	*	*		
		Organise meetings for the European Organisations in membership of EAPN and seek to have representatives of these organisations active in EAPN statutory and working groups.					
Develop EAPN membership base (Latvia, Slovenia, Croatia, applicant countries)	1-2 New Networks in EAPN	Responding to invitations to meet with initiatives to establish National Anti-Poverty Networks and supporting them through the EAPN enlargement work (2-3 meetings/year)	<b>ON GOING</b>				
Continue to build and strengthen the capacity of EAPN Members	3 National Networks have taken part in the Membership Assessment and Support System	Capacity Building event and follow up on the EAPN Members Assessment and Support System					
		Capacity Building activities outlined in section 2 above will also contribute to this area.					
		Develop the EAPN training and capacity building agenda, based on member needs					
		Support related to organisational development to struggling members (2-3 meetings/ year with members seeking support)					

		Financial support to National Networks for 1) Preparation of Inputs to EAPNs work on the Europe 2020 Strategy and 2)the translation of key EAPN documents					
Continue developing and strengthening direct participation of people experiencing poverty	Nos of Activists with direct experience of poverty who take part in events.	Meeting of National Coordinators responsible for building participation of activists with direct experience of poverty I the National Networks and linking activists with direct experience of poverty into the work of EAPN and other relevant EU level meetings.	<b>X</b>				
		Ensure the continuation of the European Meetings of People Experiencing Poverty.	<b>ON GOING</b>				
		Help ensure the participation of activists with direct experience of poverty in key EU policy-making spaces (Platform Against Poverty, Annual Convention, etc.)					
		Financial support is given for National Networks to develop the link between people experiencing poverty and social exclusion and the work of EAPN at European level and the preparation and follow up of the European Meetings of People Experiencing Poverty	<b>ONGOING</b>				
Build on and further develop EAPN's fundraising work	Funds raised.	Implement a fund raising strategy for EAPN	<b>ON GOING</b>				
	Projects won	Seek financial support for the work of anti-poverty NGOs					
		Encourage our Members to engage in joint activities and to seek out funding for joint projects.					

		Develop a projects wing in EAPN with the objective to seek funding for the work that EAPN members carry out primarily on voluntary basis and to help strengthen their organisational base					
Build on and further develop EAPNs communication strategy	Materials produced	Maintain a reference website on EAPN's work and on anti-poverty policies in Europe	<b>ON GOING</b>				
		Develop and disseminate regular e-newsletter on EAPN's work and EU policy initiatives and process related to poverty, social exclusion and inequalities	X	X	X	X	
		Maintain strong presence in EU media and be active on social media portals with news about EAPN's work and on key EU anti-poverty initiatives	X	X	X	X	
		Strengthen member capacity to engage with mainstream and social media on anti-poverty work they carry out nationally and together, at EU level	X	X	X	X	
Implement an evaluation strategy in EAPN  Collect performance measurement data	Statistics on Communications	Hire an external evaluator to support EAPN in evaluating its new strategic plan and work programme	X	X			
		Maintain a calendar of EAPN events and ensure their good implementation					
		Maintain a list of invitations for EAPN to speak in external events					
		Maintain a table of documents to be produced by EAPN					
		Ensure evaluation and report of all activities of EAPN and regularly improve EAPN's activities based on the evaluation collected					

		Maintain attendance lists of all EAPN meetings					
		Collect data about the use of EAPN website					
<b>TOTAL:</b>							

**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) in the social policy field in the Member States, so as to contribute to better policy making.**

Please describe the general strategic objectives:

*Strategic Objectives should be understood as desired or necessary results to be achieved by a specific time. Objectives consist of the benefits that an organization expects to achieve as a result of spending time and effort to complete a number of key activities*

1. EAPN will work to ensure that the Europe 2020 strategy, the Platform against Poverty, the Social Inclusion Strategy (Social OMC), the Social Investment Package, the Employment Policy and Cohesion policy 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.
2. EAPN will seek to engage and contribute to alliances for an alternative model of social and sustainable development that puts people and planet first.
3. EAPN will seek in a transparent fashion to actively engage the expertise of its members in its structures and working methods.

EXPECTED OUTPUTS	ANNUAL TARGET/ DELIVERABLES	PLANNED ACTIVITIES	TIMEFRAME				PLANNED INPUTS/BUDGET
			Q1	Q2	Q3	Q4	

<p>Better input on key social policy areas drawing from experience/expertise from the national level</p>	<p>Organization of small Task Forces and delivery of agreed outputs</p>	<p>6 meetings are planned to allow small Task Forces (6-7 people) to develop inputs for key areas of EAPN work in policy and development</p> <p>The Task Forces for 2014 will be agreed by the EUIS early in 2014. In the policy area, possible TF topics include living wage campaign, youth inclusion, Access to housing/homelessness, Energy poverty – right to energy.</p> <p>The outputs could include – campaign strategy and materials or analytical report/study or good practices mapping booklet etc</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>The detailed budget is included in the budget annex:</p>
<p>Promoting learning from direct engagement of people experiencing poverty</p>	<p>Engagement and participation of people with direct experience in EAPN meetings,</p>	<p>The added value of the work of EAPN is that it brings evidence to the discussion based on the knowledge of people directly involved in anti-poverty field work or people who directly experience poverty and social exclusion. This knowledge and the expertise it brings is often undervalued as compared to academic or ‘scientific research’. EAPNs activities outlined above will draw on this ‘knowledge by experience’ and present such insights as an added value and reality check to EU debates.</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	

Awareness-raising materials based on direct input of people experiencing poverty and NGO expertise, drawing on relevant data.	Production of an EAPN explainer	EAPN will continue its Explainer series (past examples: Poverty and Inequality Explainer, Wealth Explainer, Child Poverty Explainer) which bring forward the knowledge and understanding of our members and the theories on which they draw to make available for generating public debate.  In 2014, the Quality Work Explainer will be finalized and disseminated	X				
	Collection and distribution of interesting practices related to SIP implementation/poverty and participation	EAPN will continue to produce examples of 'interesting practices' and publicize them.  In 2014, interesting practices related to youth inclusion, positive social investment, and integrated support for active inclusion with support from Structural Funds will be collected.	X		X		

	<p>Engagement in EU projects</p>	<p>EAPN will continue to seek to engage and engage our members in projects with other actors so as to have a cross fertilisation of knowledge by experience and academic knowledge and to mainstream the findings into the EUISG and EXCO to ensure input into the policy process at EU and national level.</p> <p>The specific projects to be continued in 2014 include:</p> <p>EMIN – European Minimum Income Network</p> <p>Drivers Project – on the social determinants of health – with a specific focus on social protection.</p>	X	X	X	X	
	<p>Engagement in key alliances to share knowledge and make joint inputs</p>	<p>Engaging in Alliances will continue to be an important activity for EAPN brought bringing knowledge from EAPN and its members into wider discussions and bringing knowledge from other actors into the work of EAPN. Key alliances include Social Platform, Investing in Children, Alliance on European Semester, as well as with our members in broader alliances: Altersummit, Euromemorandum, Dignity International</p>	X	X	X	X	

Improve EAPN engagement with mechanisms/knowledge bankds EU		EAPN will seek to engage with the 'knowledge bank' as announced in the Social Investment Package. EAPN is already a partner to EPIC, and will promote input from members.	X	X	X	X	
<b>TOTAL:</b>							

## **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.

It is the Director's responsibility for setting up and maintaining internal control and risk management systems and to increase understanding of internal control and risk management among EAPN's employees. In addition, senior management supports the systematic and continuous development of internal control including the report to the Executive Committee of EAPN about the status of EAPN's internal control and risk management systems; Moreover, the Director and the communication team are tasked to increase public understanding and trust with the stakeholders. All employees in the organization have the responsibility of maintaining a good internal environment, be aware of how internal control and risk management relate to their work and to report internal control issues to management. In particular, employees have a robust understanding of the operational processes of the organization that could either place the organization at risk or quickly and effectively mitigate emerging risks. EAPN ensures that regular internal audits monitor the status of the internal control system and report on weaknesses in the system. These internal audits also help the internal learning process in the organization. EAPN's risk management strategy is closely aligned to its evaluation and strategic planning processes. Questionnaires to members and external stakeholders, ongoing internal evaluations and regular staff meetings help to identify risks that we face and to identify appropriate solutions. Clearly agreed procedures, including statutes and standing orders and internal rules and a staff handbook are also important in avoiding risks.

Here are some of the challenges, which EAPN is addressing through the above processes:

Financial independence and sustainable financing is a clear challenge, the establishment of a subgroup of the Executive on 'Finances and Fundraising' should help to identify the risks involved here and should support the implementation of the EAPN Fund raising strategy.

As EAPN develops and becomes more complex, then it is vital that key workers in relation to different areas: Finance, Admin, Policy, Communication and Development are shadowed by a second staff person who understands the procedures and processes and can ensure continuity if staff changes occur. Progress on this area has been made.

Clear recruitment procedures and the delegation of staff responsibilities to the Director and subsequently to the Bureau creates a clear system to deal with staff issues and risks that might arise. The encouragement of staff to be part of Trade Unions can be a great assistance to avoid such risks and would be of help if ever an issue involving staff disputes arise.

### **3. 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 already designated an external evaluator who has in-depth knowledge about civil society organisations, poverty issues as well as the EU. At the same time, he is also known for his skills and objectivity. EAPN's development officer, who has been working to build capacity of EAPN's member organisations will assist him in gathering the necessary information. The evaluator will have full access to the information gathered through the internal monitoring system, but will be free to use or not use the results. It is expected that the evaluation will also look at the monitoring systems themselves and evaluate their usefulness.

The external evaluator will start his work in Autumn 2013 with a view to finalising his report, findings and recommendation before the General Assembly of the EAPN in June 2014.