

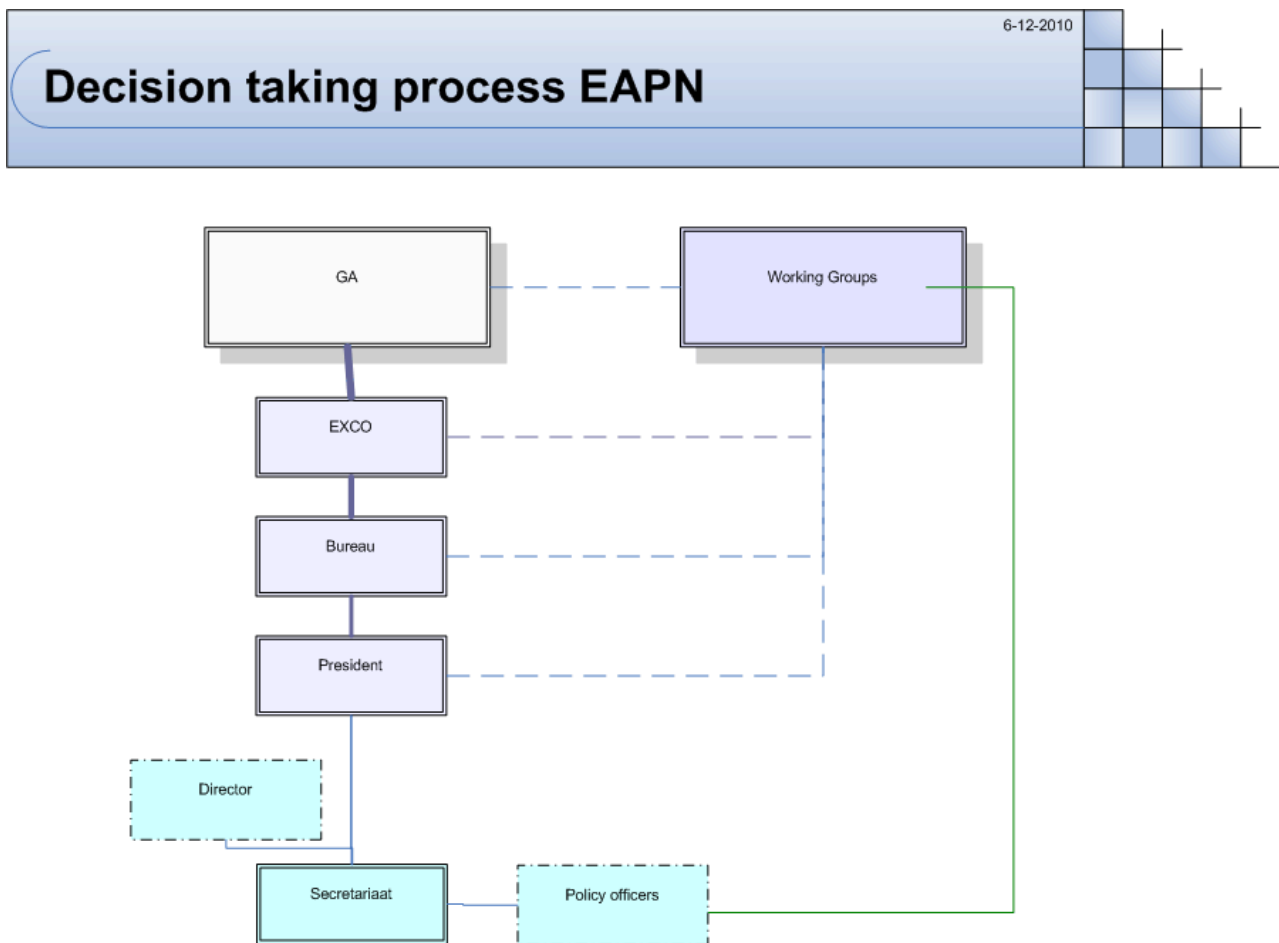
Suggestion for the new Strategic Plan and changes for EAPN

useful for future discussion

This paper has no pretensions of being exhaustive. It is the result of three meetings on the next Strategic Plan which were held by a "core group" of people plus new people at each meeting. These meetings were held during two last Exco's and during the 2010 GA. And adding insides coming out of the last Exco meeting.

The paper reflects the fact that two of the three meetings were geared towards GOVERNANCE and the shift to a more holistic approach required some difficult adjustments. Taking in also the new creativity and inside produced during the last Exco meeting.

EAPN GOVERNANCE – As it is now.



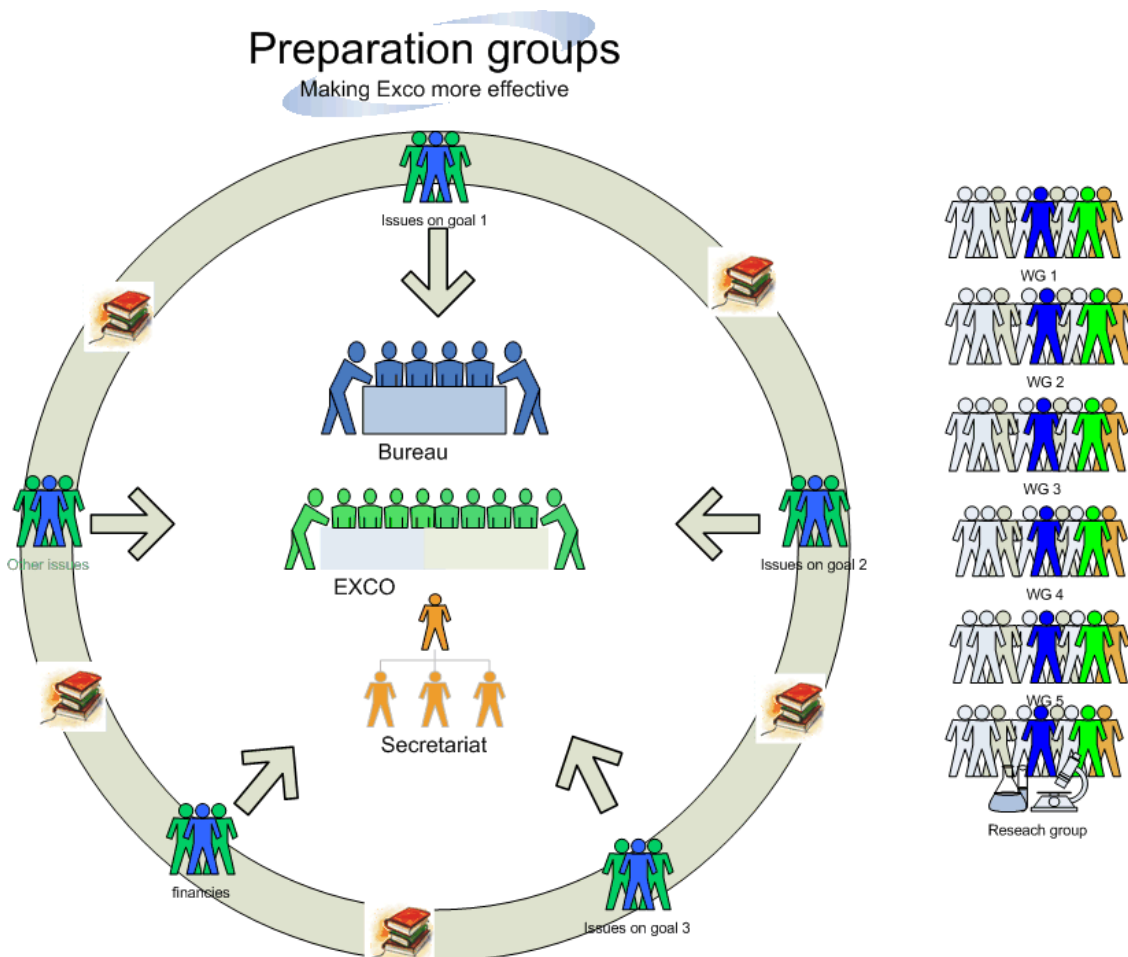
EAPN GOVERNANCE – As can be

Exco meetings, especially now that such a big group meets each time and there is never enough time to discuss in depth the various issues, the meeting should be longer or meet more often or.... find a different structure or approach.

One of the suggestions in the last Exco was to work with preparation groups. So each preparation group will work on a topic of the agenda and bring this expertise and knowledge into the Exco meeting.

Benefits –

1. less time needed to explain topics in the meeting by the secretariat
2. more people actually coming prepared in the meeting
3. making decisions based on 'arguments' put in by the preparation group and the discussion out of this.
4. more ownership amongst the Exco members.



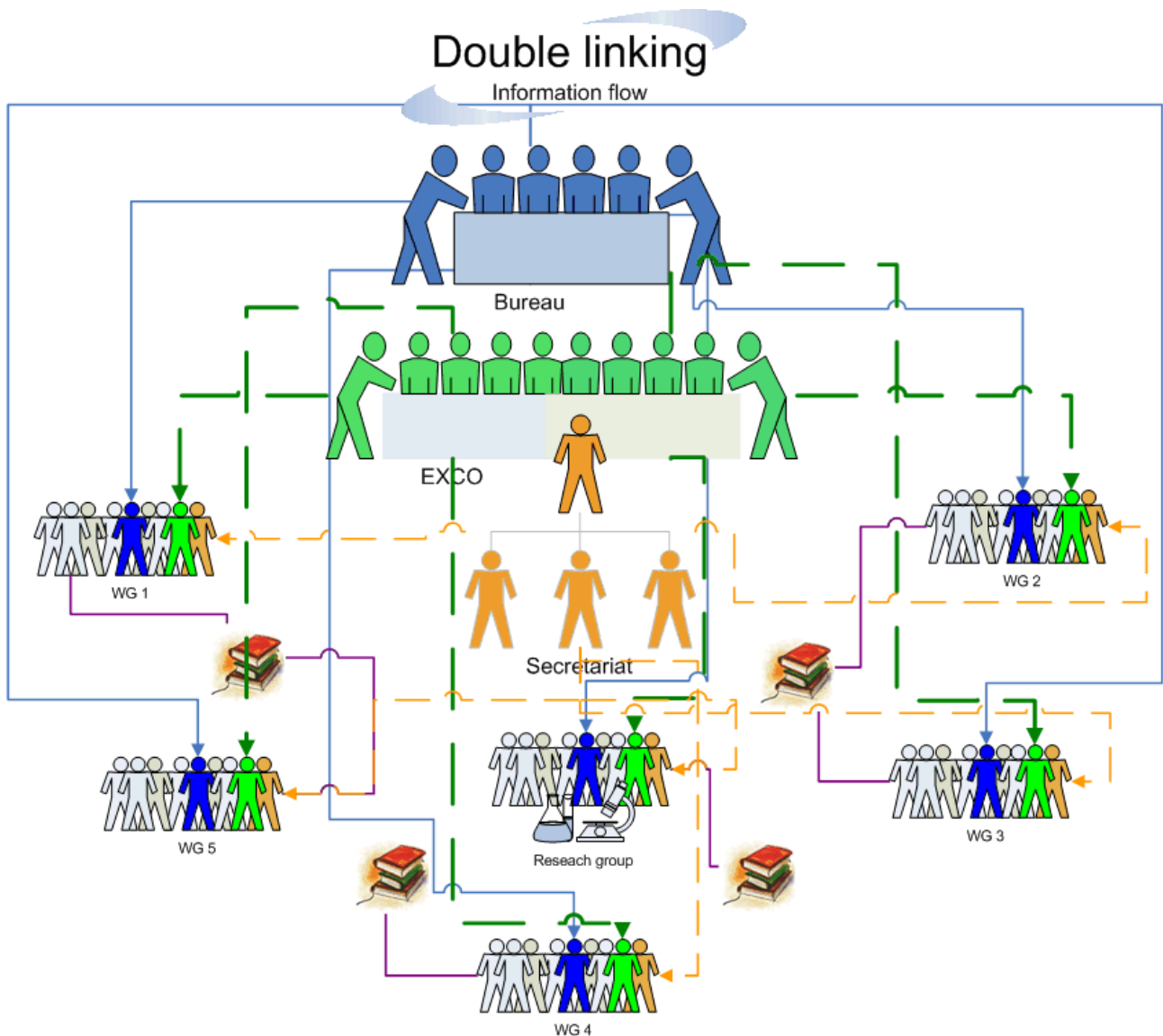
This way the Exco will have the ability to meet and to go in depth in discussion and making decisions on a few issues, not trying to do everything. To support this, we have to rearrange with decisions has to be taken by who. That means that we should review the way decisions- and 'decisions on which topics' are taken. And to decide who are responsible for what kind of topics to make the final decision in which level of group.

An other thing that could help is to give more mandate to a working group to make their own decisions on the goal they are working on. But.... How to tackle the problem of the information flow, which is a on going problem for years now and doesn't flow at all.

Improving the connection between the different levels of groups

(and in the mean time take aboard the goal of getting more ownership by the NN and EO's)

The next picture is coming out of the Circle Approach – introduced in the last Exco by Michaella (Austria)



The double linking method of Sociocratic Working. Could be a improvement in establishing the link between the different working groups (regardless the amount or topics) into the Exco and into the Bureau.

If in every workgroup there should be present at least one member of the Bureau, one member of the Exco and one member of the secretariat, and other members of the NN en EO's. In this way there will be on every level of the decision taking process, persons present who will be able to bring important information from the working group level into the other decision taking levels and visa versa.

Other conditions/proposals to achieve this are:

- a. Given the enlargement of the Network the bureau should be made of 7 members instead of 5 (this will give the opportunities to have – if strategic this is a good thing – maximum of 7 working groups);
- b. Bureau members should be chosen on the basis of their know-how in relation to EAPN objectives (we must try to overcome the “country” approach when electing the bureau)
- c. In order to ensure the renewal of the bureau, at least 5 of its members should change every two terms, i.e. 5 of the bureau members should change every 6 years
- d. In order to ensure continuity in the bureau and the support the new 5 members, 2 members should (or can) stay for one more term, i.e. 3 more years
- e. A new president should be elected every 2 terms and, together with the Director and the other bureau members should closely follow EAPN’s political and lobbying work making sure they are in line with the decisions taken by the GA, the strategic and the working plans (approved by the GA)
- f. The president that has finished his/her two terms in office can still be part of the bureau for another term but in another position
- g. Exco should be consisting out of the representation of all NN, European Groups. PEP would come in to the Exco through participation within the NN.
- h. Exco and bureau members should all be allowed to follow the agenda and fully understand their mandate. Therefore we propose that at least one introductory session (training) is devoted to this objective before the Exco starts its three year mandate. This session could be delivered by “old” members, in cooperation with the secretariat, the bureau, etc.
- i. There should **not be** 1 President and 6 Vice-presidents; each bureau member, in cooperation with the President and the Director and working closely with the policy officer in charge should be in charge of closely following: the Working groups, financial matters (EAPN Fund included), other important working groups such as the one on “Participation”, the preparation of the European Meetings of People experiencing Poverty, enlargement, EAPN campaigns, EAPN publications etc....
- j. PEP and secretariat should have consultancy status?

Working groups:

Aware that the decision on the future of the Working Groups needs to take into great account the opinion of the WG members, and aware of the financial constraints that may hinder our enthusiasm, here are the following suggestions for working groups / theme’s:

- a. The two Working groups “**Employment**” and “**Social Protection**” should continue working as they have been up to now, monitored by at least one bureau member and at least one Exco member.
- b. In addition – recognising that poverty is a multidimensional phenomenon caused by wrong (or badly enforced) policies that touch all realms of our societies (financial policies, taxation, transports, community policies, in short, social cohesion). We propose a new task force that deals with the broader aspects of poverty.
- c. Since the next round of EU Structural Funds will mostly concern the “new” countries, maybe we should discuss the possibility that with the approval of the next round (2013) the WG “**Structural Funds**” is organized on a “regional” basis, i.e. involving members of the “new” countries. Should this be approved, the bureau member and Exco member that is to follow this particular task force should have a good experience in SF.
- d. One more “regional” task force is proposed:
 - i. **Migration and Poverty:** mainly involving the countries that are on the frontline as for the flow of undocumented migrants (Spain, Malta, Greece, Italy...) – **but !!!!** in addition there should be participants in this group of 1 or 2 members, coming out of a country already

having a historic experience on this topic to exchange experience and to learn from each other.

- e. Although we realize that the issue of **participation** is at very different stages in the different member States, we feel that there is a lot to learn here by keeping the group on participation as broad as possible, not evolving it into a “regional” group. Nevertheless, within this group we should:
 - i. Create specific moments of discussion among participants coming from similar realities;
 - ii. Create specific moments of discussion among the participants on two main issues: 1. Participation and empowerment of people experiencing poverty in their/our associations; 2. Participation of our NGOs (and PiP) in the policy discourse; 3. Empowerment

NB - Exco should be consisting out of the representation of all NN, EO's. PEP would come in to the Exco through participation within the NN.

An extra proposal is to come up with criteria of 'what makes somebody a PEP'. In this way, we can actually measure if our goal to integrate more PEP at every decision taking level is working, and..... maybe give us a better insight in how many PEP we already have within EAPN.

Exco mainstreaming groups - up to now have been far from effective or deliver significant inputs. The following suggestion:

- f. The mainstreaming group on “**gender, demographic changes**” is kept in place for two more years with a clear agenda and mandate.
- g. **Task of mainstreaming** - Utilize these meetings as means for training, exchange, up-dating of the work of the WG: with the support of the bureau member in charge of the specific WG, organize meetings on: “Structural Funds”, “Social protection”, “Employment”, “Migration”, the new WG on the multidimensionality of poverty in order to allow Exco members to be updated and give an input to the work of the WG.
- h. **Experimenting with different form of groups.** Like regional. thematic- and in forms of functioning, like the Circle Organization (see the picture) : A circle is a semi-autonomous and self-organizing unit that has its own aim. It makes policy decisions within its domain; delegates the leading, doing, and measuring functions to its own members; maintains its own memory system; and plans its own development. With the element of **Double-Linking**: The connection between two circles is a double-link formed by the operational leader and one or more representatives who participate fully in the decision-making of the next higher circle.
- i. **Working group for lobby and contacting EP's** - As organisation we hear very little about the meetings with the EP. We feel that EAPN concentrates too much on the EC. Since the power of the increasing EP is growing we feel the need to: Create a working group, existing of 6 members of the GA, chaired by one of Exco-members and supported by the secretariat, which task it will be: “to develop an ongoing exchange and discussion with the European Parliament and its Members concerning poverty and social exclusion. Not only with those MEPs who are members of the Commission of Social Affairs but with all to make them realise that poverty is influencing all decisions. The working group has to report monthly to the Exco and to bring forward a full report of its actions and the results to each General Assembly.”
- j. **Working group making a concept for a Greenbook/Whitebook on Poverty and Exclusion in the EU of 2020** - As action on the Resolution brought forward by the Dutch delegation at the 2010 Limassol GA, which was adopted, create a working group of 6 members of the GA, again with the presence of one of the Bureau members and one of the Exco members, to: “write a concept for a Greenbook/Whitebook on Poverty and Exclusion in the EU of 2020”. The concept has to be brought to the Lisbon 2011 GA to be discussed. Then the working group will put in the outcome of the discussion and will bring the final concept to the Exco in January 2012. The Greenbook/Whitebook will be printed, presented and launched by the 2012 GA and start a new process of lobbying for the 2020-EAPN-agenda!”

- k. **Working group on the position of single parents** - because in every country there is an increasing number of single parents. This should be an important topic to have a vision and mission on. EAPN should at least have a strong position on this, but also to set clear goals on what we want to improve or to change.
- l. **Working group on the process of changing the labour market** in a self-employment-system and in that way dismantling the social systems and pension systems – The market is changing from and what is our position in it? How can we protect the new poor coming out of this changed market, and for who the system hasn't got an answer yet.
- m. **Working group on domestic or 'relation based' violence** – This is not a popular topic, but this is in relation with everything and has an impact on everything. A very important topic to deal with, if we want a world also save for our children to live in. Remember. Violence is creating poverty too!

TRAINING and development

Training its members to be politically effective should be one of EAPN's main goal. But first EAPN has to review its own method of political effectiveness, before being able to teach others how to do this.

As stated above both Exco and bureau members should be put in the condition to work as a group, using as much as possible the same language (not idiom, of course) which comes from a common understanding and common goals to reach. The training should encompass the following issues (not exhaustive list):

- a. Getting to know the European Institutions and how they work
- b. The European Social Policies and other relevant policies in the fight against poverty and social exclusion
- c. Getting to know each other (knowledge on the national networks, on the other European organizations and how EAPN stands vis-à-vis them....)
- d. Ins and Outs of EAPN
- e. Communication strategies within EAPN and within the single national networks in relation to internal communication, lobbying, campaigning, fund raising to this aim a toolkit could be prepared)

The manual for the Exco members, once revised, should be used as one of the main tools.

Additional Proposals or ideas

1. **Let the new media work for us** – try to find way's that the new media could make our information and our networking more easy
2. For 20 years now we adopt resolutions and decisions at the several GA's. There is no overview what happened to the resolutions or to work done by groups etc. Let us start in January 2011 by making a **digital register** in which the resolutions etc. can be found, including the work done and the results. Create a easy to use "Resolution & decision register", starting by January 2011 and including all resolutions and decisions of the GA and the Exco since 1990.
3. At the next GA in Lissabon the presidents of the national networks meet and exchange their specific problem concerning surviving the crisis as networks, financially as well politically. This way we might find a bases of a common strategy to find the necessary core costs to help the networks to survive.