

**TEMPLATE FOR THE 4-YEAR STRATEGIC PLAN**

Use this template to describe the activities planned for the period 2018-2021 & their implementation.

**Please, pay attention to the policy area selected**

Please read & follow the instructions carefully, & write your text in the designated areas only.

**Do not forget to date, sign & stamp the document before submission.**

Name of the Organisation: European Anti-Poverty Network (EAPN)

**STRATEGIC PLAN 2018-2021**

Date: 28 September 2017

Signature & stamp:

## **PART A. GENERAL INFORMATION ABOUT THE ACTIVITIES & THE NETWORK**

### **1.1. Short summary of the action (max. 2 000 characters with spaces)**

List the key objectives & the main activities for the period 2018-2021, as well as the groups of persons benefiting from the activities & the expected results.

**Note:** This part should be identical to the Point "Short summary of the action" in the section "Information on the action for which the grant is requested" of the SWIM grant application form.

#### **Objectives**

- A rights-based, social & sustainable development model that tackles the causes of poverty is at the heart of EU decision making
- EAPN is a dynamic, effective member-driven organisation, raising awareness of the fight against poverty
- PeP & their CSOs recognise EAPN as their network, & actively participate in policy-making & monitoring processes at national & European levels
- EAPN meaningfully engages in policy making processes, on poverty, social exclusion & inequality, at European & national level

#### **Activities**

- **Poverty & Inequality watchdog.** Analysing & signposting realities of poverty. Includes promising practises & human experience of poverty
- **Supporting members to engage effectively with EU processes to achieve poverty reduction.** Europe 2020, European Semester, EPSR
- Develop **proposals on an integrated EU strategy to fight poverty post-2020**
- Collective work to **ensure EU funding benefits PeP**
- Membership upskilling
- Training on participatory processes
- Dissemination
- Regular campaign wing
- Strengthen the engagement of PeP in EAPN
- Increase the financial sustainability of EAPN

#### **Groups of persons benefitting**

- EAPN members, members of members, local anti-poverty CSOs, PeP
- European Commission (DG EMPL, Sec Gen, ECFIN, DG REGIO, EC national level representation)
- European Council (EPSCO, SPC, EMCO)
- European Parliament (Employment and Social Affairs Committee, ECON, EDUC, MEPs)
- National level policy makers (Social & Employment ministries, Economic / Finance ministries, SPC & EMCO representatives; Prime Ministers' offices, MPs)

#### **Results**

- Increased knowledge & awareness of the realities of poverty, what works/doesn't work, human stories behind austerity
- Increased involvement of anti-poverty organizations & PeP in EU policies, processes & funding mechanisms, leading to a greater political focus on poverty, inequality & social exclusion
- A stronger, more resilient, more participatory & better financed EAPN membership
- A financially diverse & secure EAPN

## 1.2. The applicant organisation & the network it represents (*max. 5000 characters with spaces*)

Provide a short introduction of your organisation & the network it represents. Describe its legal status, its vision, mission & values, & highlight the main objectives & activities.

**Note:** This part should be identical to the Point "Main objectives & activities" in the section "Operational & financial capacity" of the SWIM grant application form.

**Introduction:** EAPN is the largest European network of national, regional & local networks, involving anti-poverty NGOs, grassroots groups & European Organisations, active in the fight against poverty & social exclusion. It was established in 1990 out of the Commission's Poverty 3 Programme – EAPN emerged from the Commission's decision to sponsor the creation of a generic anti-poverty network.

EAPN is a network of 31 national networks & 13 European organisations, all involved in activities aimed at combating poverty & social exclusion (details below). EAPN aims to put the fight against poverty high on the EU agenda & to ensure EU level cooperation to eradicate poverty & social exclusion. Our work is led by our members.

EAPN has consultative status with the Council of Europe & is a founding member of the European Social Platform. EAPN coordinates the European Minimum Income Network (EMIN) that works towards the progressive realisation of adequate & accessible minimum income schemes in EU Member States

**Legal status:** EAPN is an 'association sans but lucratif' registered in Belgium, under Belgian law, with an enterprise number 0446777149.

**Vision:** A democratic & social Europe, free of poverty & social exclusion.

### **Mission**

EAPN is committed to the eradication of poverty & aims to put the fight against poverty & social exclusion at the top of the EU's political agenda. To achieve this, EAPN has the following mission:

- To promote & enhance the effectiveness of actions against poverty & social exclusion;
- To help shape European social policies & design European action programmes by providing evidence based policy input from across Europe to the Commission;
- To lobby for & with people & groups experiencing poverty & social exclusion.
- To promote participation & democracy in Europe, particularly of people & groups experiencing poverty & social exclusion.

### **Values**

- Poverty & social exclusion are a violation of fundamental human rights & a failure to respect human dignity
- Poverty & social exclusion arise from complex & multidimensional processes that cannot be dealt with in isolation or on the margins
- People living in poverty & social exclusion have the right to participate in society & to have their views & experiences listened to & acted on.
- Gender equality, respect for cultural, religious & language diversity & non-discrimination.
- The organisation of our work in a democratic & transparent way, which respects the different specific tasks & views of the different bodies & members that make up the Network.
- Working in partnership with other relevant actors sharing a common vision including actors
- The independence of NGOs & that public authorities have a responsibility to create & adhere to frameworks

which support civil dialogue & respect NGO autonomy.

- The possibility to achieve a fairer sharing of wealth, opportunities & resources.
- Democracy & social participation, particularly of people living in poverty & social exclusion.
- A strong, organized & collaborative civil society committed to the improvement of the economic & social conditions of people & groups experiencing poverty & social exclusion.

### **Objectives**

**1:** To ensure that a rights-based, social & sustainable development model that tackles the causes of poverty, social exclusion & inequalities is at the heart of decision making in Europe, & is translated into EU & national policies

**2:** To ensure that EAPN is a dynamic, effective member-driven organisation that is recognised as a key civil society actor, fighting, & raising awareness of the fight against poverty, social exclusion & inequalities at the local, national & European level.

**3:** To ensure that People Experiencing Poverty & their organisations, recognise EAPN as their network, & actively participate in the policy-making & monitoring processes at the national & European levels.

**4:** To develop the capacity of our members to meaningfully engage in public debates & policy making processes, on poverty, social exclusion & inequality, at European & national level & to work in a participative way with the relevant stakeholders for these processes.

### **Activities**

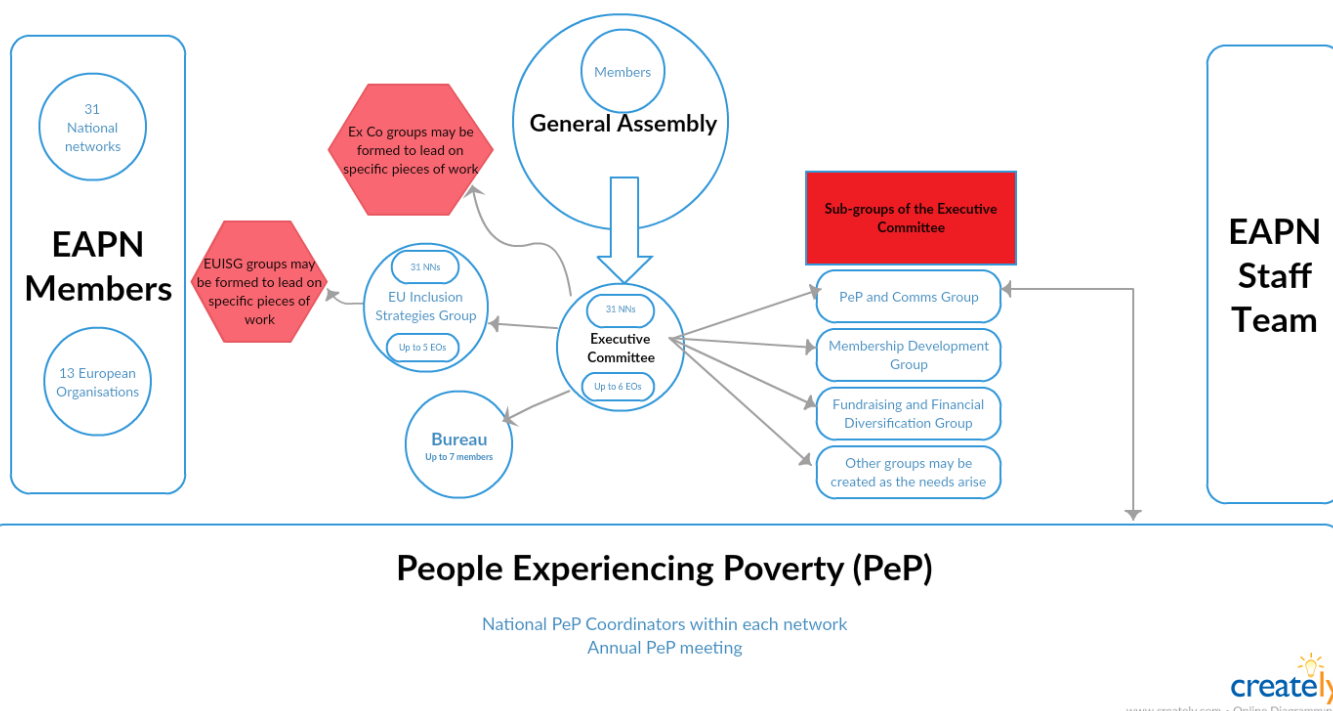
- Coordinated policy & advocacy work at the national & EU level on specific themes (active labour markets, social inclusion, employment, minimum income, social protection, inequality, public services, participation, EU structural funds, migration, human rights, governance & civil dialogue)
- Supporting members to be meaningfully engaged in civic dialogue processes around the European Semester
- Thematic & organisational capacity building of our members
- Promoting the participation of PeP in decisions which affect their lives at the national & EU level, as well as in EAPN's structures.
- Disseminating information & raising awareness of issues relevant to the fight against poverty & social exclusion
- Research & exchange at EU & National level
- Helping shape appropriate social policies & action programmes
- Generating knowledge based on lived experience.

### **1.3. Structure of the network**

List the members of the network & describe the network's structure. In the list, always indicate the country where each member organisation is established.

Explain the involvement & the roles & responsibilities of the members of the network, including in the implementation of the activities.

# EAPN Organigram



EAPN currently has 31 national networks & 13 European organisations as members. The full list is given below:

| Member   | Country        |
|--|----------------|
| <b>National Networks</b>   |                |
| Die Armutskonferenz  | Austria        |
| Réseau Belge de Lutte contre la Pauvreté                                       | Belgium        |
| Bulgarian anti-poverty Network   | Bulgaria       |
| Croatian Anti-Poverty Network (Hrvatska mreža protiv siromaštva)               | Croatia        |
| National Anti-Poverty Network Cyprus   | Cyprus         |
| EAPN ČR  | Czech Republic |
| EAPN.DK – Danish network against exclusion                                     | Denmark        |
| EAPN Estonia   | Estonia        |
| EAPN Finl&   | Finl&          |
| EAPN France  | France         |
| Nationale Armutskonferenz Deutschl& (National Anti-Poverty conference Germany) | Germany        |
| Hellenic Anti Poverty Network (EAPN Greece)                                    | Greece         |
| Magyar Szegénységellenes Hálózat – HAPN (Hungarian Anti Poverty Network)       | Hungary        |
| CILAP/EAPN Italia (Collegamento Italiano di Lotta Alla Povertà)                | Italy          |
| European Anti-Poverty Network Irel&  | Irel&          |
| EAPN Icel&   | Icel&          |
| EAPN Latvia (Latvijas PretNabadzības Tīkls)                                    | Latvia         |

|  |                                    |
|--|------------------------------------|
| EAPN Lithuania   | Lithuania                          |
| EAPN-Lëtzebuerg (Luxembourg Anti-Poverty Network)                                      | Luxembourg                         |
| MAPP Macedonian Anti-Poverty Platform  | Macedonia                          |
| Anti-Poverty Forum Malta   | Malta                              |
| European Anti-Poverty Network Nederl& (EAPN Nederl&s)                                  | Netherl&s                          |
| Velferdsalliansen (The Welfare Alliance / EAPN Norway)                                 | Norway                             |
| The Polish Committee of EAPN (EAPN Pol&)   | Pol&                               |
| Rede Europeia Anti-Pobreza/Portugal – REAPN (EAPN Portugal)                            | Portugal                           |
| Rețeaua Națională Antisărăcie – Includere Socială (RENASIS)                            | Romania                            |
| Anti-Poverty Network – Serbia  | Serbia                             |
| The Slovak Anti-Poverty Network  | Slovakia                           |
| La Red Europea de Lucha contra la Pobreza y la Exclución Social en España (EAPN Spain) | Spain                              |
| EAPN Sverige (EAPN Sweden)   | Sweden                             |
| EAPN UK  | UK                                 |
| <b>European Organisations</b>  |                                    |
| AGE Platform   | Belgium, members across Europe     |
| ATD Fouth World  | Belgium, members across Europe     |
| Emmaus Europe  | France, members across Europe      |
| Eurochild  | Belgium, members across Europe     |
| Eurodioconia   | Belgium, members across Europe     |
| European Consumer Debt Network   | Belgium, members across Europe     |
| FEANTSA  | Belgium, members across Europe     |
| European Federation of Food Banks  | France, members across Europe      |
| European Network Against Racism  | Belgium, members across Europe     |
| International Federation of Social Workers   | Switzerland, members across Europe |
| Mental Health Social Exclusion Europa  | Belgium, members across Europe     |
| Platform for International Cooperation on Undocumented Migrants                        | Belgium, members across Europe     |
| Salvation Army   | UK, members across Europe          |

### **Role of members:**

#### **Article 4 of our Standing Orders state that**

“Members of EAPN are:

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

4.1. EAPN expects that its members will:

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

of the EU on that reality.

4.2. EAPN pledges to its members that it will:

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

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

**More specifically, members are involved in the following ways:**

a. Governance

Our **General Assembly**, the highest decision-making body of EAPN, consists of representatives of all members of EAPN. The General Assembly meets once a year & agrees on the strategic direction of the network.

Our **Executive Committee**, which executes the decisions of the General Assembly, develops the political frame for the work of EAPN & takes a lead on specific parts of the Work Programme, consists of all 31 national networks & up to 6 European organisations. The Executive Committee currently meets three times a year, & at least two of these meetings are hosted by members.

Our **Bureau**, which prepares the Executive Committee meetings, ensures implementation of decisions & guides the day to day running of EAPN, consists of 7 members.

b. Policy

Our **EU Inclusions Strategies Group**, which has delegated authority (from the Ex Co) to drive EAPN policy & lobbying work on EU Inclusion Strategies, at national & EU levels. It consists of members of all 31 national networks & up to 5 European organisations. It reports periodically to the Ex Co, which decides on the mandate of the group for the following period.

Our **Task Forces & Working Groups**, formed on an ad hoc basis to deliver on specific pieces of work, are led by members with a specific expertise on the issue. Recent examples of Task Forces include Migration, & Poverty & Human Rights. Task Forces & Working Groups may develop from the Ex Co or the EUISG, & these groups ensure follow up on the output from the Task Force or Working Group.

c. People Experiencing Poverty and Comms

Each of our national networks has a 'People Experiencing Poverty' Coordinator, who is responsible for the annual preparations for the People Experiencing Poverty meetings. This structure, as well as the sub-group on PeP & Comms (Activity 3.4 of the strategic plan, responsible for mainstreaming the voice of people experiencing poverty in our communications work) will report directly to the Ex Co.

d. Network development

The Membership Development Group is responsible for implementation of the member development strategy, training & capacity building work, Membership Assessment & Support System & other tools that EAPN members have developed. It consists of 6 networks and reports to the Executive Committee.

e. Fundraising and Financial Diversification

A new sub-group of the Ex Co, this group will be responsible for developing and implementing a new fundraising strategy and a financial diversification strategy. It will report directly to the Ex Co.

f. Activity implementation

An underlying principle of EAPN is that it is a strongly member led network. As such, members have an integral role to

play in the implementation of our activities. We divide these activities into 'core' & 'optional'. We expect all members to meaningfully engage in the core activities (participation of people experiencing poverty meetings & engagement throughout the year, monitoring of the EU Semester process, contribution local & national evidence to inform our policy recommendations). Optional activities are implemented by specific members – examples include certain campaigns, thematic Working Groups & Task Forces & capacity building activities.

g. Membership contributions

All of our members are encouraged to pay a voluntary 'membership contribution to EAPN, as a contribution to the co-financing of the network.

**1.4. Human Resources (*max. 4000 characters with spaces*)**

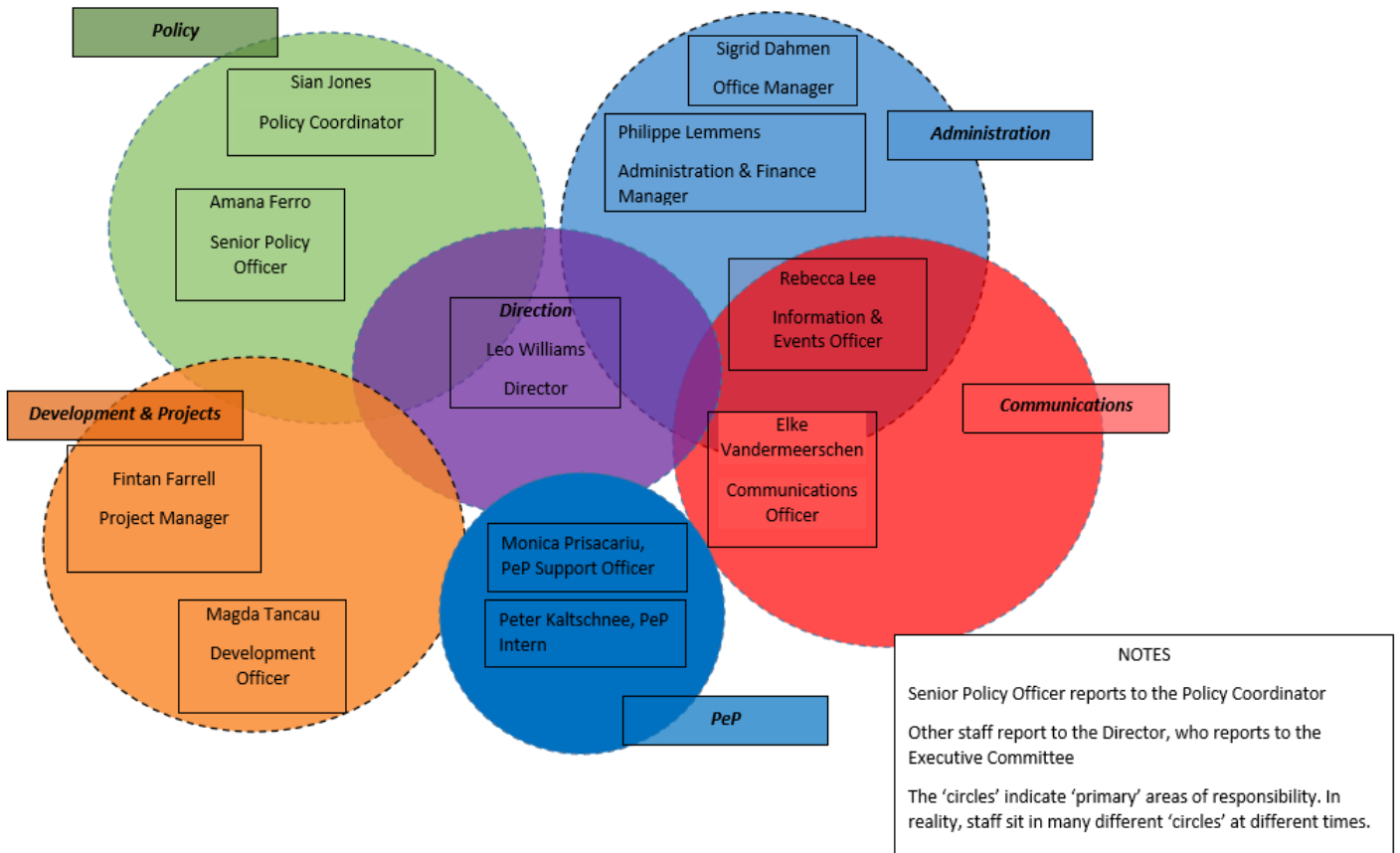
Describe the organisational structure that your organisation puts in place for the implementation of the activities over the four-year period.

List the key persons who will be involved in the implementation of the activities & attach their CVs to the application.



## 1. Organigram

### EAPN Staff Team 2017



## 2. Staff team

The staff team of EAPN is as follows:

- Leo Williams, Director, Full time
- Sigrid Dahmen, Office Manager, 3 days a week
- Fintan Farrell, Project Manager, 3 days a week
- Philippe Lemmens, Administration & Finance Manager, full time
- Magda Tancau, Development Officer, full time
- Rebecca Lee, Information & Events Officer, 4 days a week
- Elke Vandermeerschen, Communications Officer, 4 day a week
- Sian Jones, Policy Coordinator, 4 days a week
- Amana Ferro, Senior Policy Officer, 4 days a week

This represents the 'core team' of EAPN, all of whom are on indefinite contracts under Belgian law ('CDI') All CVs are attached to the application.

- Monica Prisacariu is currently working as PeP Support Officer, 3 days a week, on a temporary 3-month contract.
- We have 2-3 interns working with us each year, in accordance with our intern strategy.

When implementing the activities, staff roles are flexible, & cross-cutting 'circles' or 'teams' form & disband regularly. For example, the 'PeP team' currently consists of the Director, PeP Support Officer, Comms Officer, Development Officer & intern. This is allowing for a dynamic way of working across the staff team.

### 3. Salary policy

EAPN has 4 salary bands: Director, Coordinator, Officer & Secretary. These scales have recently been revised, following a review to ensure that our salary grid is comparable with other European NGO networks. Salaries are adjusted in line with the cost of living, in accordance with Belgian law.

### 4. Staff training & development

EAPN sets aside an annual budget for staff training of approximately 230 euros per person per year. This budget is meant to improve the staff member's ability to fulfil their role. Training is agreed in advance with the relevant line manager. Staff members can follow this training during working hours, up to a maximum of three days (pro rata for staff not working full time). Collective training for the staff team may also periodically be offered, where relevant.

Staff members are also encouraged to share their skills with other staff members & to provide peer to peer training within the team.

In the forthcoming period we will investigate the possibility of 'staff exchanges' with members & partner organisations, to broaden the horizons & experiences of our staff.

Team building & staff development days are organised twice a year.

### 1.5. Relevance (*max. 4000 characters with spaces*)

Demonstrate how the objectives of the network meet the objectives of the Call for proposals.

Explain how your activities are supporting/complementing the activities of the EU on the respective policy field.

**Note:** This part should be identical to the Point "Specific objective(s)" in the section "Information on the action for which the grant is requested" of the SWIM grant application form.

### Objectives

- A rights-based, social & sustainable development model that tackles the causes of poverty is at the heart of EU decision making
- EAPN is a dynamic, effective member-driven organisation, raising awareness of the fight against poverty
- PeP & their CSOs recognise EAPN as their network, & actively participate in policy-making & monitoring processes at national & European levels
- EAPN meaningfully engages in policy making processes, on poverty, social exclusion & inequality, at European & national level

Objectives 1&4 support the objective 'To support the development, implementation, monitoring & evaluation of initiatives undertaken towards the policy objectives of, among others, the Europe 2020 Strategy, the SIP, the EPSR, the SDGs & the Political Guidelines of the Commission...' We will support members to engage effectively with these processes, via explanations, dissemination & capacity building. Policy recommendations will be provided at national & European level

Objective 4 support the objective 'To support the main EU driven processes...' We will support members to engage effectively with these processes, via explanations, dissemination & capacity building. Policy recommendations will be provided at national & European level

Objectives 2&4 support the objective 'To support stakeholders', & in particular national member organisations', involvement in the dissemination & implementation of the main political EU-driven processes, & encourage cooperation with other civil society organisations & social partners' organisations...' We will support members to engage effectively with these processes. At national level, EAPN operates as a network of organisations, & cooperates with social partners. At European level, EAPN will regularly act with its European Organisations, partners & alliances of which it is a member

Objectives 1&3 support the objective 'To provide data & strong evidence base on policy developments & trends, as well as collection of relevant information about citizens' concerns & good practices...' We will provide strong evidence of the lived experiences of PeP from all over Europe. We will strengthen the voices of PeP throughout our work, making this evidence more available to decision makers. The 'Poverty & Inequality Watchdog' & the outputs highlighting human impact of austerity will be key.

Objectives 2&4 support the objective 'To strengthen the capacity of EU-level NGO networks & their national members, including their knowledge of relevant EU matters...' We will strengthen the capacity of EAPN and our members, in terms of understanding of the relevant EU policies & priorities, understanding of and access to EU structural funds, and our internal processes – management, governance, communication, fundraising, strategic planning, ways of working etc.

Members' effective engagement in the current EU processes at national & EU level will support delivery on Europe 2020 objectives on poverty, social inclusion & the EPSR. This will include capacity building to increase effectiveness of engagement, signposting experiences of PeP, highlighting promising & negative practices, & regular monitoring of progress on poverty & social rights. Increased attention will be given to raising awareness of key EU policy priorities, particularly Europe 2020, the SIP, EPSR, & SDGs

We will develop inputs on thematic priorities, including migration, child poverty, housing & homelessness, active inclusion & in-work poverty

We will build members capacity to better support delivery of the 20% earmarking on poverty of ESF & FEAD, through coordinated EU monitoring & capacity building for better engagement at the national level in monitoring committees & accessing funds

We will develop proposals on Europe post-2020, promote debate & coordinated action with other stakeholders, provide inputs on the future EU strategy & funding programmes, promoting an agenda (aligned with the SDGs) to deliver on key poverty eradication objectives

## **1.6. Monitoring & evaluation of the activities & results (max. 4000 characters with spaces)**

How will the activities & the results be monitored & evaluated?

Explain how you plan to organise feed-back mechanisms during & after the implementation of the activities (satisfaction surveys, evaluation forms, etc.), which information you plan to collect & how you will use the feed-back received.

Explain which quantitative & qualitative indicators you propose to use for the evaluation of the results.

EAPN will build on the 2014 'Performance Measurement Plan', our ongoing monitoring of activities & regular external evaluations to better monitor & evaluate activities & results between 2018 – 2021. A specific M&E system will be developed in early 2018.

### **Participation**

We will actively track the participation of our members, & of PeP, in EAPN's work. This will be done through attendance sheets of meetings, records of webinars, members reports, & google forms to track joint activities. We will track both the quantitative details as well as the qualitative details – are members satisfied with their level of engagement in the work & leadership of EAPN?

### **Annual Membership Survey**

We will build on the 2017 Membership Survey by running an annual membership survey with our members, aimed at providing guidance to the future work plan, helping the staff team understand how satisfied our members are with the work of the network & defining key focus areas.

### **EAPN Meetings**

Oral & written feedback will be collected after each major EAPN meeting (PeP, GA, Ex Co, EUISG etc) with a view to understanding what is working well & less well. We will monitor see trends to organise future meetings accordingly.

### **EAPN outputs**

We will monitor the use & impact of outputs in both qualitative & quantitative terms. For each output we will ask our members how & where they have used it & we will make efforts to monitor the impact of our various outputs with identified target audiences. This may include comparison of documents, informal feedback & more structured discussions.

### **Media monitoring**

We will monitor EAPN's media presence by tracking the number of press releases which are picked up, the number of mentions of EAPN in relevant press (using google alerts)

### **Improving our systems**

In 2018, we will focus on improving our M&E systems – how we collect data, the questions we ask, the tools we use. We will invest in external expertise to help us with this.

### **Quantitative indicators to be used (examples)**

- Number of members trained in X
- Number of meetings organised with the Commission, Parliament & Council
- Number of press releases shared / featured in the media
- Number of twitter followers / website users / reach of a social media campaign/ dissemination reach of mailings
- Number of speaking engagements on key issues
- Number of members engaging actively in the European Semester process at the national level

Meetings, conferences and engagements that EAPN participates in are recorded, as are press articles, web activity, distribution of printed material and much more. These statistics are compared to previous years. If there are significant deviations, reasons will be analysed and if needed corrective actions taken.

### **Qualitative indicators to be used (examples)**

- Increased expertise of members following a training
- Perceived usefulness of EAPN position papers / meetings, as reported by members, partners, or where possible advocacy targets

- Degree of satisfaction of our members with a specific piece of work
- Legislative changes on key EAPN topics which can be attributed to EAPN (recognising the difficulties of defining a causal relationship)

EAPN members prepare yearly activity reports which contribute to both the quantitative and qualitative monitoring.

### External evaluation

In 2019, we will undertake an external evaluation. We will also take a step back, & attempt to monitor the effectiveness of our work, the context in which we are working, & our efficiency. We will reflect on the following questions, & change course when necessary:

#### 1. Monitoring progress & results (effectiveness):

- What changes do we think are being produced, & what changes do other see, as a result of our work (positive & negative)?
- What differences these changes have made, or are likely to make (impact)?
- Any there any unintended consequences of our strategies, approaches & tactics?

#### 2. Monitoring changes in the context:

- How is the overall context changing & what are the implications for our work?
- What opportunities and challenges are emerging?
- What do we need to do to ensure our work remains relevant & effective?

#### 3. Monitoring how well we do our work (efficiency):

- How well have we implemented our chosen strategies & action plans?
- How effective have we been in carrying out the work (against resources invested)?

#### Using the results of our M&E

- a) Our external evaluation will help inform our long term strategic thinking process, due to start in 2019. The external evaluation will look at whether EAPN is 'fit for purpose' & will highlight changes we may need to make to fulfil our goals
- b) Our M&E will be regularly discussed at the Ex Co, to guide our strategic reflections on how we are working & whether we are making the changes we are aiming for.

### 1.7. European added value (*max. 4000 characters with spaces*)

What is the European added value of your activities?

European added value of the strategic plan shall be assessed in the light of criteria such as its contribution to the elaboration & dissemination of best practices or its potential to create practical tools & solutions that address cross-border or Union-wide challenges; its contribution to the consistent & coherent support of EU policies & to wide awareness raising & knowledge-enhancement activities of EU & national policies; its potential to voice the public's concerns from different regions of Europe & to promote them in all EU & national policies

### EU value

EAPN has a multi-layered transnational cooperation and dissemination network, with 31 national networks and 13 European Organisations representing thousands of anti-poverty organisations, & our structures allow us to reach a great number of people, making their voices heard at local, national, regional & European levels. Coordination, capacity

development and mutual learning ensure that the network's potential is utilised.

### **Contribution to consistent & coherent support of EU policies**

Our work is built around European policy processes, & we engage with national & European institutions to press for better quality engagement in design, delivery & evaluation of national & EU anti-poverty policies & measures. EAPN collects & analyzes information with & from stakeholders including PeP. Our work builds national capacity to better understand European processes & to access up with EU Structural Funds.

### **Potential to voice concerns**

EAPN sheds light on how PeP experience policies, feeding into policy processes such as the European Semester – this gives a new perspective to academic and other policy analysis which inform national & European policy-makers. EAPN will focus efforts here in 2018-2021, ensuring that the voices and experiences of PeP are mainstreamed across our work & communication, providing the lived experience of PeP across Europe in policy processes at the national & European level.

### **Awareness raising & knowledge-enhancement activities of EU & national policies**

EAPN members & PeP recognise positive & negative impacts of the EU & seek engagement in European activities to learn & share experiences & to influence EU policies and programmes that impact the lives of PeP. Members exchange good practice and experiences through meetings, reports, websites, working groups, skype & other virtual tools. Members work in English at the European level, but translate materials (including EU documents) into local languages to facilitate members engagement). Our ways of working help build awareness and understanding of EU & national policies throughout 31 European countries via our members, who continue this awareness raising at the national level, reaching many more individuals and organisations.

### **Potential to create practical tools & solutions that address cross-border or Union-wide challenges**

Regular meetings of the Ex Co & EUISG (which both include members of all 31 national networks) provide the space for EAPN to address cross-border issues (the need for a coherent anti-poverty strategy, gender & poverty, migration, structural funds etc). The annual European PeP meeting provides a unique forum for a true transnational exchange, & provides an opportunity for decision makers to hear directly from PeP throughout Europe, in innovative and interesting ways (eg. the 2018 meeting involves a 'Living Library', where decision makers can 'consult' books from across Europe – the books being PeP themselves). An impact study of the 2010 meeting shows that '80% of political leaders who attended learned a lot and have changed their attitudes regarding poverty and poor people'. The staff team creates practical tools to support members' engagement in these challenges – position papers, infographics, websites, campaigns.

### **Contribution to the elaboration & dissemination of best practices**

Our structures allow us to map, elaborate & disseminate best practices throughout Europe, & to capture the negative impacts of certain policies on PeP. In 2018-2021, this will be done in the context of our 'Poverty and Inequality Watchdog'

From 2018-2021, we will strengthen our value add, giving clearer and more consistent voice to the concerns of PeP at national & European level, helping members understand & engage effectively in key EU processes, disseminating information & key messages throughout Europe more effectively, focusing on best practise from national level, as well as being a 'litmus test' for key issues at the national level via our Poverty & Inequality Watchdog.

**1.8. Expected results (max. 4000 characters with spaces)**

What are the expected results of the activities planned for the period 2018-2021? Who will benefit from these results & how? How will these results contribute to achieving the priorities of the Call?

Results are immediate changes that arise for the target groups after the completion of the activities (e.g. improved knowledge, increased awareness), not activities or outputs.

**Note:** This part should be identical to the Point "Expected Results" in the section "Information on the action for which the grant is requested" of the SWIM grant application form.







**Result:** Increased knowledge & awareness of the realities of poverty, what works/doesn't work, human stories behind austerity

**Benefits:** EU & national level decision makers will have more exposure to voices from the ground, with the concerns of citizens being provided as direct policy input.

**Result:** Increased understanding of poverty & inequality at the national level

**Benefits:** EAPN members & national decision makers will benefit from the Poverty & Inequality Watchdogs, as it will help build a shared understanding of the realities of poverty & inequality in their country, & provide concrete tools & inputs

**Result:** Increased engagement of anti-poverty organizations & PeP in, & awareness of EU policies, processes & funding mechanisms, leading to a greater political focus on poverty, inequality & social exclusion

**Benefits:** The Commission will benefit from the direct engagement of citizens & CSOs (and awareness of) in its policies & processes, EU & national decision makers will benefit from the recommendations on the relevant processes, & members will benefit from increased engagement. This should lead to a smoother implementation of EU strategies, programmes and legislation.

**Result:** Greater priority and allocation of funds given to EU funding for poverty

**Benefits:** Anti-poverty organisations & PeP will benefit from this allocation of funds directly, and the European project will benefit from a more vibrant civil society & engagement of its citizens

**Result:** A stronger, more resilient, more participatory & better financed EAPN membership

**Benefits:** EAPN members will benefit from the 'members upskilling' programme, with increased skills in areas such as working with the media, fundraising, participatory methods, governance. EAPN will benefit from increased financial diversification. The Commission will benefit from having a stronger & more secure anti-poverty network, with more diverse & more active EAPN members, & from seeing more, & more diverse, voices in the processes.

**Result:** PeP will be more engaged in the structures & work of EAPN

**Benefits:** PeP will benefit from this increased engagement with increased dignity & confidence. EAPN & our members will benefit from this engagement, as it will provide increased legitimacy & more diverse perspectives & voices. EU & national decision makers will benefit from this increased members as they will be more regularly exposed to voices from the ground

**Result:** Increased visibility of EAPN at the national & European level

**Benefits:** EAPN members will benefit from increased visibility as this will help change public opinion and the cultural discourse on poverty & social exclusion

PeP will benefit from an increased visibility of poverty & social exclusion, as this will help ensure that it remains a high political priority

**Result:** Elected MEPs are committed to tackling poverty, social exclusion & inequality, & are aware of the importance that civil society places on the EPSR

**Benefits:** EAPN members & PeP will benefit directly from having more elected MEPs committed to the fight against poverty & social exclusion. The Commission will benefit from having more MEPs understand civil society's commitment to the Social Pillar as it should facilitate implementation

### 1.9. Dissemination of the results (*max. 4000 characters with spaces*)

Outline your dissemination strategy, explaining how you will communicate on the activities as well as share the results of the 4-year strategic plan with all stakeholders, including individuals, organisations & institutions at all levels.

The dissemination strategy should be clear, targeted & appropriate, to ensure that the results will reach the target groups &/or the general public, & that they will be optimally used. Particular attention should be paid to the accessibility of the results.

We will communicate & engage with decision makers, members, partners, the media & other stakeholders in order to achieve: stronger policies to tackle poverty and social exclusion, a better dissemination of information on key European policies & processes to our members (& members of members) & a better understanding of lived experience of PeP among decision makers and partners.

In order to achieve better policies, we shall:

- Develop more targeted use of our outputs in support of our advocacy strategies
- Organise key events at EU & national level, to bring attention to EAPN positions.

In order to better disseminate key European policies & processes to our members, we shall:

- Develop a members' newsletter
- Develop accessible attractive communication tools on the Social Pillar, the Semester, the MFF (e.g. videos, timelines, infographics), & support EAPN members' targeted dissemination of them via shared dissemination plans, including feedback mechanism.

In order to enhance the exposure to & understanding of the lived experience of PeP among decision makers, we shall:

- Increase the visibility of the voice of PeP in our work & the involvement of PeP in our communications
- Identify strategic media opportunities & focus our energies on such moments, e.g. 17/10 international day against poverty
- Improve relationships with key media organisations, to increase the visibility of the fight against poverty & social exclusion by ensuring the take up on press releases & op eds.

**Dissemination strategies for specific outputs will be developed** using a strategic approach with **3 clearly identified purposes: dissemination for awareness, for support, or for action.** Activities & outputs will be shaped by this thinking, & appropriate channels chosen. For example, a specific position paper may only require the **awareness** of our key partners – so a simple mail will suffice. However, it may require **action** from our members – thus a more targeted email & a webinar to explain exactly what is required may be more useful. The same position may need support from specific political actors – thus targeted phone calls or meetings will be required. It may need support from the public – so a twitter campaign would be an appropriate action. There is no one-size fits all dissemination strategy – we will strategize

for each main output & act accordingly, with messages being 'restyled' for different audiences.

Much of our material is destined for our members, & members of members. Accessibility is an issue – both in terms of translation, but also the accessibility and simplicity of the language. As such, efforts will be made to ensure translation of various documents, and outputs will be designed to be more understandable & accessible for members at national level & specifically for PeP.

Our primary dissemination channels can be summarised as follows:

| Dissemination channel        | Target audience  | Material   |
|------------------------------|--|--|
| Flash newsletter             | Members, partners, academics, NGOs, decision-makers          | EAPN News, EAPN positions, key EU institution updates, key publications/events, voices from the ground |
| Members' newsletter          | Members  | Internal news, calls for proposals, members' highlights  |
| Website                      | Members, partners, academics, NGOs, decisions makers, public | All activities/outputs, EAPN positions, key EU institution updates                                     |
| Twitter                      | Members, public, media, decision makers                      | All activities/outputs, campaigns, targeted advocacy messages  |
| Facebook                     | Members, public  | Internal discussions, events, photos   |
| Press releases / Op eds      | Media, decision makers, public                               | Key positions, political reactions, voices from the ground   |
| Press briefings              | Media, decision makers, public                               | Key positions, political reactions, voices from the ground   |
| EU and national level events | Decision makers, partners                                    | Policy inputs on EU / national policies  |
| Webinars                     | Members, partners  | Key positions / outputs  |
| Annual PeP meetings          | Decision makers, partners, PeP                               | Voices from the ground   |

### 1.10. Sustainability of the network (max. 4000 characters with spaces)

Explain how the EU funding will help you develop the capacities of the network & how you plan to ensure the sustainability of your network in the future.

#### Capacity building

This funding will help us develop the capacity of the network in the following ways:

- Support our members meaningfully engage in public debates & policy making processes, on poverty, social exclusion & inequality, at European & national level – notably the European Semester, the European Pillar of Social Rights, the SDGs & the post Europe 2020 process. *EU funding will finance network meetings where EU & national policy making processes on poverty, social exclusion & inequality will be explained, discussed & debated, with the aim of building capacity to engage. EU funding will also finance supporting material for this, including toolkits, explainers, infographics etc.*
- Building the capacity of our national members to work in a participative way with the relevant stakeholders for these processes – ongoing training on participatory methodology will strengthen our networks at the national level, bring more people & organisations into the network & create stronger national networks. *EU funding will*

*finance capacity building meetings on this topic, hiring of trainers & the creation of online materials.*

- Build the capacity of our members on specific thematic & organisational issues, which will be decided on an annual basis through a Membership Survey & the Membership Development Group. *EU funding will finance three physical trainings per year & a number of online trainings for our members.*
- Improve & modernise the communication capacity of the network by investing in an online conference call system. *EU funding will finance the 'webex' system, which will enable strong communication between network members inbetween meetings.*

### **Sustainability**

EAPN will be working to ensure the sustainability of our network in four ways over the next 4 years, notably:

- **Strengthening our base** – helping our national networks develop & sustain their networks at the national level, actively including people experiencing poverty & meaningfully engaging their members. As a network, EAPN relies on the strength & sustainability of our members, & thus this will form an important part of our sustainability strategy.
- **Diversifying our funding** – while it is crucial for EAPN to retain core funding from the European Commission (notably because EAPN is a network which was born out of the Commission – “in 1990, coinciding with the Poverty 3 Programme, the European Commission decided to sponsor the setting up of a generic anti-poverty network which subsequently emerged as the European Anti-Poverty Network. Considerable effort was devoted to ensuring that national delegations to this European network were chosen from a democratic, consultative & representative a base as possible.”<sup>1</sup>) a healthy network needs to be able to call on a wider range of financial support in order to manage risk. As such, a Fundraising & Financial Diversification Committee is being established under the auspices of the Ex Co in order to develop & implement fundraising & financial diversification strategies. This will likely focus on a variety of funding sources, including membership fees, individual donations, ‘legacy donations’, foundations, public funding sources, & charging for certain activities. It will also build on our ‘project wing’.
- **Working at the political level to ensure that EU & public funds are dedicated to the fight against poverty & social exclusion**, & can be accessed by networks & grassroots organisations.
- **Long term strategic thinking.** The process around our 2018 strategic congress will help EAPN think strategically about the changes we want to see in Europe in the next 25 years, & what role EAPN wants to play in bringing about this change. This blue-sky thinking will help us define the collective direction for our network, allowing us to be clear with what we want & how we want to get there. This clarity should help us map out the funding possibilities available to us.

### **1.11. Long-term impact of the results (max. 4000 characters with spaces)**

Are the results likely to have a long-term impact? How?

In this part you should not list activities or outputs, but you should focus on the expected long-term impact of your activities. The long-term impact refers to long-term socio-economic consequences that can be observed after a certain period following the completion of the activities & may affect either the target groups of the activities or other groups falling outside the boundary of the activities.

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<sup>1</sup> Networking in Europe: a guide to European voluntary organisations. Brian Harvey, NCVO, 1995.

### **On EAPN**

- EAPN will be a stronger, more vibrant, more participatory network which has a clear and renewed sense of the Europe it wants to contribute to creating during the next 25 years.
- EAPN has a clear vision of its own role in building this Europe, and has structures and processes in place which are 'fit for purpose'
- EAPN has increased legitimacy as a key interlocuter for EU Institutions stemming from an increased commitment to, & increased engagement of PeP through the CSOs in which they participate

### **On EAPN members**

- EAPN members are viewed as key interlocuters in the fight against poverty by their governments & civil society
- EAPN members have a clear sense of their role in EAPN – how & where they can meaningfully engage – & how it contributes to EAPN's success
- EAPN members are more financially sustainable & work in a participatory manner with their members and PeP

### **On People experiencing Poverty (PeP)**

- PeP will have increased level of social integration / inclusion, higher levels of dignity & self-worth following increased opportunities to have their voices heard & to engage with anti-poverty organisations, other civil society actors, policy makers and political representatives
- Increased levels of participation in EAPN, other anti-poverty NGOs and political processes will help PeP work their way out of poverty & social exclusion.
- PeP & their CSOs will have higher engagement in the European project have opportunities to have their voices heard by decision makers at the national & European levels, contributing to building trust in the European project

### **On European and national decision makers**

- Decision makers will have greater opportunities to understand the reality for PeP in the EU, how poverty is experienced by them throughout Europe, of the human impact of the policies & programmes promoted by the EU on their lives
- EAPN & its members contribute timely inputs & reflections on key EU process that impact on the lives of people and communities experiencing poverty and social exclusion & make inputs based on their analysis of what is needed to make Europe a more equal society. This knowledge and input will lead to increased understanding & more effective anti-poverty policies & programmes
- Participation of PeP & their CSOs will become more accepted and mainstreamed throughout Europe, being placed at the same level as the participation of the social partners. This is in line with the United Nations 'Major Groups' system

### **On European & national politics / policies**

- There will be an important voice for a more social Europe with a stronger focus on fighting poverty, inequality & social exclusion and a commitment to and implementation of participatory democracy contributing to shaping the Europe of the future
- Participation of civil society at the national & European levels is reinforced to be on a par with the participation of social partners, in line with the United Nations 'Major Groups' system
- The call for lower levels of poverty, inequality and social exclusion, with a fairer redistribution of financial (& other) resources helps to keep this as an EU priority
- Negative social impacts of austerity measures, macro & economic policies that are designed without looking at social impacts are more visible at the national & European level, & the call for governments to be given the fiscal space for social investment is part of the policy dialogue in Europe
- Democracy is enhanced by investing in having the voice of PeP & their CSOs heard through increased funding made available at the national & European level to anti-poverty CSOs, making for a more vibrant civil society
- European & national decision makers place economic, social and environmental concerns at the same level,

recognising the three pillars of sustainable development

- EU agrees a clear, comprehensive and ambitious anti-poverty strategy, backed up by ambitious national level strategies, aligned with the SDGs
- Renewed efforts to meet the EU2020 target on poverty reduction, taking into consideration the ambitious targets established in the SDGs, lead to millions of European citizens no longer being at risk of poverty or social exclusion.

### 1.12. Budget forecast 2018-2021

Provide an overview of the estimated total costs for the period 2018-2020 (in euros). The explanation of what should be included under the different budget headings is included in the financial guidelines for applicants.

Operating grants may be provided & may cover maximum 80% of these annual costs. You should indicate in the table below an estimate of the co-financing rate you will require from the Union (i.e. the percentage of the costs to be covered by the operating grant).

| Estimated costs (€)                            |                  |                  |                  |                  |
|--|------------------|------------------|------------------|------------------|
| <i>Budget heading</i>                          | 2018             | 2019             | 2020             | 2021             |
| Staff costs                                    | 511 365          | 511 365          | 511 365          | 511 365          |
| Travel, accommodation & subsistence allowances | 239 745          | 239 745          | 239 745          | 239 745          |
| Costs of services                              | 376 007          | 376 007          | 376 007          | 376 007          |
| Administrative costs                           | 121 880          | 121 880          | 121 880          | 121 880          |
| <b>TOTAL Eligible Direct Costs</b>             | <b>1 248 997</b> | <b>1 248 997</b> | <b>1 248 997</b> | <b>1 248 997</b> |
| Estimated co-financing rate in % (max 80%)     | 249 800          | 2249 80050 000   | 249 800          | 249 800          |

## **PART B. DESCRIPTION OF THE STRATEGIC OBJECTIVES AND KEY ACTIVITIES FOR THE PERIOD 2018-2021**

Describe the strategic objectives and the main activities that you will undertake during this period.

**Strategic objectives** should be understood as desired or needed results to be achieved by a specific timeframe. An objective consists of the benefits that an organisation expects to achieve as a result of spending time and exerting effort to complete a number of key activities. Please make sure not to confuse strategic objectives with outcomes/deliverables. Strategic objectives should be **quantifiable, consistent, realistic and achievable** and they shall be fixed for the end of the agreement at the latest.

The **activities** should be organised under the four specific categories provided below. In this document you are expected to present the strategic planning of your activities, which will set the framework of the specific activities of each year. You are not expected to present a detailed planning of the annual activities. Please provide an indication of timeframe (ie year(s) when the activities are expected to be implemented). Indicate for each activity which Call's priority(ies) it intends to answer. **You may insert/delete individual activities as needed.**

The specific activities to be implemented in 2018 must be further detailed in the Annex : "Annual Work Programme 2018".

Please **respect the sign limits** indicated in each section. It is in your interest to keep your text as **concise** as possible, and to avoid unnecessarily long proposals.

**Note:** This part should include the full description of the work plan 2018-2021. The Point "Workplan" in the section "Information on the action for which the grant is requested" of the SWIM grant application form is complementary only and not compulsory. You may choose to indicate "Refer to the Annex: 4-year strategic plan" if you do not wish to provide complementary information.

### **1. Actions and recommendations to feed policy-making**

**The EU networks are expected to support the development, implementation and monitoring of the major EU initiatives relevant to the objectives of the EaSI Programme, in particular, (please pay attention to the area selected):**

- **the promotion of social inclusion and poverty reduction in the EU (see Area 1). The EU networks are also expected to mainstream different aspects of these matters in EU and national policies.**
- **the promotion of access to finance in the EU by mean of supporting microfinance and social enterprise (see Area 2). The EU networks are also expected to mainstream different aspects of these matters in EU and national policies.**

**This category is intended for analytical activities of the networks aiming to collect data and statistics, conduct research and studies, analyse problems and propose recommendations, draft position papers, organise seminars or experts' meetings, etc...**



**Strategic objective(s) (max 2000 characters with space)**

- To help shape EU and national policies to make progress on more effective solutions to fight poverty and social exclusion, and to tackle its causes throughout Europe.
- To ensure that a rights-based, social and sustainable development model that tackles poverty, social exclusion and inequalities is at the heart of decision making in Europe.

**Strategic Approach**

The ‘**pincer movement**’ is the basis of our approach – analysing local realities, developing common messages and communicating them to decision makers at European and national level through dialogue and advocacy. We prioritise supporting progress on poverty eradication: implementation of the Europe 2020 poverty target, the Pillar of Social Rights, developing a more social European Semester and a more social & sustainable post 2020 strategy, with an antipoverty strategy aligned with the SDGs. We will work to ensure that EU funding post 2020 supports poverty reduction and is accessible to NGOs. Core themes will include: Integrated Active Inclusion (adequate minimum income and social protection, inclusive labour markets and quality services including energy), in-work poverty, child poverty, migration, housing and homelessness, gender and inequality.

Our policy approach will be:

- 1) **Analysing and signposting realities from the ground** – starting from the lived experience of people experiencing poverty and antipoverty organizations and carrying out a ‘**poverty watchdog**’ function on what does and doesn’t work.
- 2) **Engaging with EU frameworks to achieve poverty reduction (Europe 2020, European Pillar of Social Rights through the European Semester)** – feeding in policy proposals, monitoring and supporting implementation, engaging in dialogue processes and advocacy actions.
- 3) **Working in alliances to shape a rights-based, social and sustainable 2020 strategy based on a clear EU antipoverty strategy:** developing concrete proposals and linking with Agenda 2030 and the SDGs.
- 4) **Ensuring that EU funding benefits people in poverty**

| Activities planned |   |   |  |           |      |      |      |
|--------------------|---|---|--|-----------|------|------|------|
| N°                 | Call's priority(ies) reached  | Name of the activity  | Short description of the activity  | Timeframe |      |      |      |
|                    |   |   |  | 2018      | 2019 | 2020 | 2021 |
| 1.1                | Providing the Commission with input for policy design in the area of social inclusion and poverty reduction | <b>Poverty watchdog: Analysing and signposting realities of poverty</b> | <p>The objective of this activity is to act as a European watchdog on poverty and inequality.</p> <p>This activity will consist of:</p> <ul style="list-style-type: none"> <li>- Analysing national level trends and developments in relation to poverty and inequality</li> </ul> | x         |      | x    |      |

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|  | Enabling the networks to integrate cross-cutting issues                                     |  | <ul style="list-style-type: none"> <li>- Collecting key positive and negative policies and practices, with a specific (shared) thematic focus</li> <li>- Basing policy recommendations, advocacy and communication work on the human face of poverty</li> <li>- Hosting a mutual learning exchange on what works in the fight against poverty and inequality</li> </ul> <p>The expected results of this activity are:</p> <ul style="list-style-type: none"> <li>- At least <b>20 bi-annual National Poverty and Inequality Watch reports</b>, highlighting key positive and negative trends and developments, with key recommendations to feed into national and EU policy work</li> <li>- A bi-annual <b>European synthesis</b> of key findings from the National Poverty and Inequality Watch reports</li> <li>- <b>1-2 good practice compendiums</b>, both at policy and practice level on a specific theme</li> <li>- <b>1-2 compilations of human impact stories and examples of effects of austerity</b> and ‘modernisation’ of welfare states</li> <li>- <b>Development of specific policy messages/recommendations</b> in different formats</li> <li>- <b>1 bi-annual EU level and 5 bi-annual national events</b> to highlight key findings</li> </ul> <p>The anticipated impacts of this activity are:</p> <ul style="list-style-type: none"> <li>- Increased awareness of the realities of poverty, what works/doesn’t work as a source of key policy recommendations</li> <li>- Increased take up of policy messages to EU and national decision-makers</li> <li>- More evidence-based policy-making at national and EU level.</li> </ul> <p>This activity links with Activity 2.2, 3.6 and 4.1</p> |   |   |   |   |
|  | Reinforcing the capacity of EU networks to support EU objectives and Europe 2020 priorities | Engaging more effectively with current EU frameworks to achieve reductions in poverty: Europe 2020 | The objectives of this activity are to engage more effectively in the European Semester and other processes in order to build political momentum to make significant progress on the <b>Europe 2020</b> poverty target, and to contribute to the strong implementation and monitoring of the <b>European Pillar of</b>   | x | x | x | x |

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|  | <p>Providing the Commission with input for policy design.</p> <p>Reinforcing cooperation with other EU level networks, national and regional and local authorities and with and between national stakeholders.</p> | <p>and the European Semester, and the implementation of the European Pillar of Social Rights.</p> | <p><b>Social Rights.</b></p> <p>This activity will consist of:</p> <ul style="list-style-type: none"> <li>- Capacity building to help members engage in national processes of the European Semester (toolkits, training sessions)</li> <li>- Joint work with members in monitoring, implementing and providing policy recommendations on the European Semester at national and EU level</li> <li>- Regular learning exchange sessions, focusing on engaging and making common policy messages to different stages of the European Semester at EU and national level</li> <li>- Joint advocacy actions with other actors, notably the Semester Alliance and Social Platform</li> <li>- Regular meetings with EU institutions, including the Commission Desk Offices and relevant officials, strengthening relations with the SPC/EMCO, Permanent Representations and European Parliament.</li> <li>- Implementing our action plan on the European Pillar of Social Rights with members, mainstream our monitoring and review of the Pillar through our Semester work at the national and EU level</li> <li>- Making the case for strong implementation of the Pillar at the national level, building support for stronger action on social standards including hard instruments</li> <li>- Engage members in consultation processes on access to social protection legislative proposal</li> <li>- Advocacy campaign to get support for the legislative proposal and implementation of the Pillar. This will include national events / awareness raising activities on the Pillar</li> <li>- Developing proposals on the Social Pillar (specifically on stronger measures on social standards, particularly on minimum income and minimum wage) as input for the EU institutions</li> <li>- Preparing proposals on the Social Scoreboard revision</li> <li>- Engagement and input to the Annual Convention with</li> </ul> |  |  |  |  |
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|            |   |  | <p>members</p> <p>The expected results of this activity are:</p> <ul style="list-style-type: none"> <li>- Annual policy inputs from 20 members to the NRPs, Country Reports and CSRs</li> <li>- Evidence based alternative proposals of Country-Specific Recommendations</li> <li>- Yearly monitoring reports of the European Semester, including the CSRs, NRPs and assessment of the Social Pillar implementation.</li> <li>- Proposals for, and review of, the Annual Growth Survey and Joint Employment Report</li> <li>- At least 1 annual event involving EU decision-makers and stakeholders to highlight key findings/proposals on the Semester, linked to the Social Pillar</li> <li>- 1 meeting per year with Permanent Representations, to highlight specific recommendations</li> <li>- 1 proposal on Social Scoreboard</li> <li>- 1 input to consultation on access to social protection.</li> <li>- 5 national meetings/event to support the implementation of the Social Pillar</li> <li>- Engagement and input to the Annual Convention with members</li> </ul> <p>The anticipated impacts of this activity are:</p> <ul style="list-style-type: none"> <li>- Timely and effective inputs at the national and EU level in the European Semester, leading to a more social Semester and an effective antipoverty policy.</li> <li>- A strengthened European Pillar of Social Rights with better implementation and more buy-in by Member States and progress on hard instruments to ensure social standards.</li> </ul> <p>This activity is linked to 2.1 and 3.6</p> |   |   |   |  |
| <b>1.3</b> | Providing the Commission with input for policy design | Work in alliances to shape a rights-based, social and sustainable post-2020 strategy and | The objectives of this activity are to make concrete policy proposals and to carry out joint advocacy with other key actors on an integrated EU strategy to fight poverty post 2020, in the context of the Agenda 2030 and the SDGs.   | x | x | x |  |

|            |  |  |   |   |   |   |   |
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|            | Reinforcing the cooperation with EU level networks, with national, regional and local authorities and between the national social stakeholders | EU strategy to fight poverty and inequality                                    | <p>This activity will consist of:</p> <ul style="list-style-type: none"> <li>- Online and offline discussions on policy proposals</li> <li>- Supporting members to use the SDGs as an advocacy tool to ensure progress in the fight against poverty at the national and mainstreamed at EU level</li> <li>- Developing concrete proposals on the content of a potential holistic, comprehensive and integrated EU antipoverty strategy, and proposals for a post 2020 strategy, linked to Agenda 2030</li> <li>- Participating in SDG Watch and other alliances to promote proposals</li> <li>- Organization of meetings with EU decision-makers and stakeholders.</li> <li>- Organization of events to highlight proposals</li> </ul> <p>The expected results of this activity are:</p> <ul style="list-style-type: none"> <li>- 1 position paper setting out proposals for an EU antipoverty strategy and post 2020 EU strategy disseminated widely at national and EU level</li> <li>- Materials to support members in using the SDGs at the national level (explainers, toolkits).</li> <li>- Proposals on mainstreaming the SDGs in EU processes.</li> <li>- Common advocacy positions with other stakeholders for post 2020 strategy</li> </ul> <p>The anticipated impacts of this activity are:</p> <ul style="list-style-type: none"> <li>- Increased awareness and support for an integrated EU strategy to fight poverty at the centre of a post 2020 EU strategy, linked to the SDGs and Agenda 2030</li> <li>- Increased membership understanding of the relevance of the SDGs and their use in the fight against poverty at the national and EU level</li> </ul> <p>This activity is linked to 2.1 and 3.6</p> |   |   |   |   |
| <b>1.4</b> | Providing the Commission with input for policy design  | Ensuring that EU funding benefits people in poverty, including post 2020 (MFF) | <p>The objectives of this activity are</p> <ul style="list-style-type: none"> <li>- To ensure more active use of existing funds for local antipoverty projects, including a more targeted use of FEAD to support the most deprived and excluded, and</li> </ul>   | x | x | x | x |

|  |   |  |  |  |  |  |  |
|--|---|--|--|--|--|--|--|
|  | <p>Reinforcing the cooperation with EU level networks, with national, regional and local authorities and between the national social stakeholders</p> |  | <p>of the 20% ESF earmarked funds for poverty and social inclusion.</p> <ul style="list-style-type: none"> <li>- To ensure a greater engagement of antipoverty NGOs in monitoring committees and implementation.</li> <li>- To ensure more effective funding for poverty post 2020 (MFF)</li> </ul> <p>This activity will consist of:</p> <ul style="list-style-type: none"> <li>- Monitoring of poverty and social inclusion spending under ESF</li> <li>- Building EAPN members' understanding of European funding mechanisms</li> <li>- Working with members and key partners to develop joint position papers and advocacy actions on funding instruments</li> <li>- Coordinated campaign with other stakeholders at national and EU level to support proposals.</li> <li>- Stakeholder meeting with EU institutions and other stakeholders (regional and national authorities) on progress and recommendations</li> <li>- Participation in EU stakeholder dialogue, feeding in findings</li> <li>- Proposals for the next MFF targeted to EU institutions</li> </ul> <p>The expected results of this activity are:</p> <ul style="list-style-type: none"> <li>- 1 assessment of implementation of 20% ESF earmarking</li> <li>- 1 proposal for MFF, in alliance with other actors</li> <li>- FEAD explainer</li> <li>- Future funding explainer or tool kit</li> <li>- Policy positions on future funding instruments fed into EU decision-makers</li> <li>- Stakeholder meetings with EU institutions on findings and proposals</li> </ul> <p>The anticipated impacts of this activity are:</p> <ul style="list-style-type: none"> <li>- Increased members' awareness of role of NGOs in delivery and monitoring EU funds</li> <li>- Increased NGO involvement in Monitoring Committees</li> </ul> |  |  |  |  |
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|------------|---|---|--|---|---|---|---|
|            |   |   | <p>at national level</p> <ul style="list-style-type: none"> <li>- Increased engagement of EAPN members in the EU funding processes</li> <li>- Greater priority and allocation of funds given to EU funding for poverty in MFF</li> </ul> <p>This activity is linked to 2.1</p>   |   |   |   |   |
| <b>1.5</b> | <p>Providing the Commission with input for policy design</p> <p>Reinforcing the cooperation with EU level networks, with national, regional and local authorities and between the national social stakeholders</p> <p>Enabling the networks to integrate cross-cutting issues</p> | <p>Developing thematic work, in cooperation with our European Organisations</p> | <p>The objectives of this activity are to provide specific thematic outputs, for the use of the network, based on the relevant expertise of our European Organisations</p> <p>This activity will consist of:</p> <ul style="list-style-type: none"> <li>- Selecting one priority theme per year (likely themes are migration, homelessness, child poverty, in-work poverty, labour markets)</li> <li>- Working with expert European Organisations to develop specific outputs on this thematic, aimed at the national and the EU level.</li> </ul> <p>The expected results of this activity are:</p> <ul style="list-style-type: none"> <li>- 1 thematic output per year</li> <li>- Joint advocacy activities with EU institutions based on these outputs</li> </ul> <p>The anticipated impacts of this activity are:</p> <ul style="list-style-type: none"> <li>- Increased awareness within the EU institutions on the relevant thematic area</li> <li>- Increased engagement of European Organisations in the work of EAPN</li> </ul> | x | x | x | x |

## 2. Bridge-building actions between EU level and national actors

The EU networks are expected to support their national and regional member organisations – and all other relevant stakeholders - in their involvement in the implementation, at national level, of major political EU driven processes. Moreover, they are expected to help their members – and all other relevant stakeholders – build skills and competences to engage efficiently with the EU, and ultimately to better promote the concerned objectives and policies (please pay attention to the area selected).

This category is intended for activities such as trainings, workshops, train-the-trainers events, toolkits, training modules, guides...

### Strategic objective(s) (max 2000 characters with space)

- To develop the capacity of our members to meaningfully engage in public debates and policy making processes, on poverty, social exclusion and inequality, at European and national level
- To develop the capacity of our national members to work in a participative way with the relevant stakeholders for these processes.

### Strategic approach

In order for EAPN to meaningfully engage in the implementation of the major political EU processes, we need a strong, informed and committed membership. As such, we will take the following approach to our capacity building work:

- Increase our members' understanding of the major political EU processes (specifically on the European Semester, the European Pillar of Social Rights, the SDGs and the post Europe 2020 process)
  - Increase our members' skills and capacities to engage with these processes
- Increase the ability of our members to use participatory methods, in order to facilitate the engagement of their members and other stakeholders (including people experiencing poverty) in these processes

### Activities planned

| N° | Call's priority(ies) reached | Name of the activity | Short description of the activity | Timeframe |
|----|------------------------------|----------------------|-----------------------------------|-----------|
|----|------------------------------|----------------------|-----------------------------------|-----------|



|     |  |  |  | 2018 | 2019 | 2020 | 2021 |
|-----|--|--|--|------|------|------|------|
| 2.1 | <p>Supporting the Commission in its outreaching activities and its mission at EU, national and local level in order to ensure awareness and an easier implementation of EU policies</p> <p>Reinforcing the capacity of the selected EU networks to support EU objectives and Europe 2020 priorities</p> <p>Providing the Commission with input for policy design</p> <p>Reinforcing the cooperation with other EU level networks, with national, regional and local authorities and between the national social stakeholders</p> | <p>Capacity building programme for members and stakeholders on the relevant European policy frameworks, processes and funding mechanisms (including the European Semester, EPSR, SDGs and the post-2020 strategy, the MFF and related processes)</p> | <p>The objectives of this activity are to develop the capacity of our members and other stakeholders to more meaningfully engage in the relevant national and European policy debates &amp; processes, and thus to increase levels of meaningful engagement at these levels.</p> <p>This activity will consist of:</p> <ul style="list-style-type: none"> <li>- offline activities (policy briefings, toolkits, explainer sessions and mutual learning discussions)</li> <li>- online activities (explainers and infographics on our website, webinars to compliment the offline sessions).</li> </ul> <p>The expected results of this activity are:</p> <ul style="list-style-type: none"> <li>- a minimum of <b>20 national networks and 3 European networks</b> trained in the relevant European policy frameworks, processes and funding mechanisms. These trainings will indirectly reach <b>over 800 organisations throughout Europe</b></li> </ul> <p>The anticipated impacts of this activity are:</p> <ol style="list-style-type: none"> <li>1. Increased member (and members of our members) understanding of the relevant European policy frameworks, processes and funding mechanisms</li> <li>2. Increased engagement in these processes from our members, and members of our members</li> <li>3. Increased communication about these processes at the regional and national level</li> <li>4. An EAPN membership which is better able to reach out the its members and to the public on EU and national policy processes, and on poverty, social exclusion and inequality.</li> </ol> <p>This activity links to activity 1.2 and 1.4</p> | x    | x    | x    | x    |

|     |   |  |   |   |   |   |   |
|-----|---|--|---|---|---|---|---|
| 2.2 | <p>Supporting the Commission in its outreaching activities and its mission at EU, national and local level in order to ensure awareness and an easier implementation of EU policies</p> <p>Reinforcing the capacity of the selected EU networks to support EU objectives and Europe 2020 priorities</p> | <p>‘Membership upskilling’ programme, aiming to develop skills and competencies of our members, in order to better engage with EU and national policy processes, and to tackle poverty, social exclusion and inequality.</p> | <p>The objectives of this activity are to develop the organisational skills and capacities of our members, in order to better engage with EU and national policy processes, and to tackle poverty, social exclusion and inequality.</p> <p>This activity will consist of:</p> <ul style="list-style-type: none"> <li>- Analysis of an annual needs assessment, as part of the Membership Survey</li> <li>- Developing an annual programme based on this analysis. The programme will be different each year, but may focus on topics like working with the media, developing and sustaining an active membership, fundraising</li> <li>- A mixture of offline (meetings facilitated by internal or external experts, exchange visits between different networks) and online (dedicated resources on our website and webinar trainings)</li> </ul> <p>The expected results of this activity are:</p> <ul style="list-style-type: none"> <li>- At least 20 national networks and 5 European networks trained (offline) in at least one priority topic per year</li> <li>- 2 exchange visits per year between different networks, which will use the expertise of one network to develop the specific capacity of another network. These exchange visits may be in the framework of our Membership Assessment and Support System.</li> <li>- A training section is developed on our website to support the online training</li> <li>- By the end of the grant period, at least 50% of our members will access our online training resources on an annual basis.</li> </ul> <p>The anticipated impacts of this activity are:</p> <ul style="list-style-type: none"> <li>- A stronger, more resilient and better financed EAPN membership, with better skills and competencies in key organisational areas, better able to engage with EU and national policy processes</li> </ul> | x | x | x | x |
|-----|---|--|---|---|---|---|---|

|            |   |   |  |   |   |  |  |
|------------|---|---|--|---|---|--|--|
|            |   |   | <ul style="list-style-type: none"> <li>- A more modern EAPN membership which better takes advantage of existing and new technologies to improve understanding and organisation capacity</li> </ul> <p>This activity links with Activity 3.2 and 4.6</p>  |   |   |  |  |
| <b>2.3</b> | <p>Supporting the Commission in its outreaching activities and its mission at EU, national and local level in order to ensure awareness and an easier implementation of EU policies</p> <p>Reinforcing the capacity of the selected EU networks to support EU objectives and Europe 2020 priorities</p> | Capacity building for a EAPN campaign on European Parliamentary elections in 2019 | <p>The objectives of this activity are to build a shared understanding of the campaign amongst our members, in order to facilitate their participation in the campaign: the timing, the process, the communication tools and the tactics.</p> <p>This activity will consist of:</p> <ul style="list-style-type: none"> <li>- A series of meetings and webinars for EAPN campaigners to discuss the campaign materials (election guide, timelines, infographics, social media campaign, template letters and editorials etc) and tactics (building public pressure, working in alliances)</li> <li>- A brief explainer of the links between our key issues (tackling poverty, social exclusion and inequality) and key EU processes, notably the Pillar of Social Rights.</li> <li>- An online tool to support our members to participate in this campaign at the national or European level</li> </ul> <p>The expected results of this activity are:</p> <ul style="list-style-type: none"> <li>- An EAPN membership which is united around this campaign, motivated and able to influence the European Parliamentary elections in 2019.</li> </ul> <p>The anticipated impacts of this activity are:</p> <ul style="list-style-type: none"> <li>- At least 70% of our members actively take part in the campaign</li> <li>- At least 10% of elected MEPs have given evidence of their commitment to tackling poverty, social exclusion and inequality</li> <li>- At least 20% MEPs will be aware of the importance that civil society places on the European Pillar of Social Rights</li> </ul> <p>This activity links with Activity 1.2 and 3.7</p> | x | x |  |  |

|     |   |  |  |  |   |   |   |
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| 2.4 | <p>Supporting the Commission in its outreaching activities and its mission at EU, national and local level in order to ensure awareness and an easier implementation of EU policies</p> <p>Reinforcing the capacity of the selected EU networks to support EU objectives and Europe 2020 priorities</p> | <p>Develop training on participatory processes and methodologies</p> | <p>The objectives of this activity are to build the capacity of our members (and other stakeholders) to work in a more participatory manner with their members, and with people experiencing poverty.</p> <p>This activity will consist of both offline and online components, and would aim at providing members and other stakeholders with the most up to date tools and expertise to use participatory processes and methodologies in their own work. A specific EAPN participation tool will be developed. As a number of our members are experts on such methodologies, exchange visits and member led trainings will be a strong part of this activity – though partnerships with other expert organisations may also be developed. This activity may be part of the implementation of our Membership Assessment and Support System. The activity will focus on our members initially, but may be expanded to other stakeholders in due course.</p> <p>The expected results of this activity include:</p> <ul style="list-style-type: none"> <li>- An EAPN participation tool</li> <li>- At least 75% of our membership has been trained in participatory processes and methodologies</li> <li>- At least 50% of our membership more actively use participatory processes and methodologies in the own work</li> <li>- At least 50% of our members report a more active membership</li> <li>- At least 50% of our members report an increased capacity to engage in relevant EU and national level processes as a result of these participatory processes and methodologies</li> <li>- At least 5 other stakeholders will have undertaken this training.</li> </ul> <p>The anticipated impacts are as follows:</p> <ul style="list-style-type: none"> <li>- EAPN Europe and our members work in a more participative manner, and thus have a more active</li> </ul> |  | x | x | x |
|-----|---|--|--|--|---|---|---|

|  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|
|  |  |  | <p>membership engaging regularly with key EU processes</p> <ul style="list-style-type: none"> <li>- More people experiencing poverty actively participate in the work and structures of EAPN members</li> <li>- EAPN is working in a more participative manner with external stakeholders</li> <li>- Increased awareness of EAPN and the fight against poverty</li> </ul> <p>This activity links to activity 4.1</p> |  |  |  |  |
|--|--|--|--|--|--|--|--|

### 3. Awareness-raising and dissemination

The EU networks are well placed to disseminate information and transfer knowledge on EU policies and policies to both specialised and general audiences through a variety of communications means. They are also expected to ensure that the results of their activities are efficiently disseminated.

This category is intended for activities related to awareness-raising and information campaigns, dissemination, development of communication tools or of databases/repository of information, etc.

#### Strategic objective(s) (max 2000 characters with spaces)

EAPN is a dynamic, membership driven organization that is recognized as a key awareness-raising actor on the fight against poverty, social exclusion and inequalities, at the national and European level.

The voices of People Experiencing Poverty and Social Exclusion are more visible through EAPN, and they can thus recognize EAPN as their Network.

#### Strategic approach

In order for EAPN to strengthen the reach and impact of our messages, we will take the following approach to awareness-raising and dissemination:

- Increase the capacity and engagement of our members in communications work at both EU and national level
- Increase media coverage of poverty, social exclusion and inequality with relation to specific EU processes on which we work
- Strengthen the participation of people experiencing poverty in our communications work
- Improve the impact of our communication by making it more targeted
- Strengthen the EAPN EU-wide campaign wing

| Activities planned |   |   |  |           |      |      |      |
|--------------------|---|---|--|-----------|------|------|------|
| N°                 | Call's priority(ies) reached  | Name of the activity  | Short description of the activity  | Timeframe |      |      |      |
|                    |   |   |  | 2018      | 2019 | 2020 | 2021 |
| 3.1                | Supporting the Commission in its outreach activities and its mission at EU, national and local level in order to ensure awareness and an easier implementation of EU policies<br><br>Support stakeholders involvement in the dissemination implementation of the main political EU-driven processes | Develop communication tools on selected EU processes                  | <p>The objective of this activity is to give visibility to important EU processes with an impact on the fight against poverty, in a way that is accessible, understandable and attractive for our members, to people experiencing poverty, and to other stakeholders.</p> <p>The activity will consist of the following:</p> <ul style="list-style-type: none"> <li>- Developing tools on the most relevant EU processes. Such tools could include timelines, explainers, infographics etc.</li> </ul> <p>The expected results of the activity are as follows:</p> <ul style="list-style-type: none"> <li>- Accessible attractive communication tools are developed widely shared with EAPN members and other stakeholders</li> </ul> <p>The expected impacts of this activity are as follows:</p> <ul style="list-style-type: none"> <li>- Increased member awareness and understanding of EU processes with an impact on the fight against poverty</li> <li>- Increased member engagement at the national and European level in EU processes with an impact on the fight against poverty</li> </ul> <p>This activity links to Activity 1.2</p> | x         | x    | x    | x    |
| 3.2                | Support stakeholders involvement in the dissemination implementation of the main political EU-driven processes  | Dissemination and awareness-raising activities for key EAPN positions | <p>The objective of this activity is to inform &amp; influence specific stakeholders (including EU Institutions, Member States, members, partners, media, academia) on EAPN's key positions</p> <p>The activity will consist of the following:</p> <ul style="list-style-type: none"> <li>- Organising key meetings at EU and national level,</li> </ul>   | x         | x    | x    | x    |

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|                   | <p>Providing the Commission with input for policy design</p> <p>Reinforcing the cooperation with... national, regional and local authorities</p>   |  | <p>to bring attention to specific position papers</p> <ul style="list-style-type: none"> <li>- Targeted use of dissemination channels to different stakeholders (EU Institutions, Member States, members, partners, media, academia)</li> <li>- Supporting members to disseminate at national level</li> <li>- Strategically selecting key influencers and developing relationships with them</li> </ul> <p>The expected results of the activity are as follows:</p> <ul style="list-style-type: none"> <li>- Identified stakeholders (EU Institutions, Member States, members, partners, media, academia) are well-informed of EAPN's positions &amp; policy recommendations</li> <li>- Increased members' use of specific position papers</li> <li>- Increased take up of EAPN's positions and messages in policies at the national and EU level, as well as in the positions of our partners and our alliances.</li> </ul> <p>The expected impacts of this activity are as follows:</p> <ul style="list-style-type: none"> <li>- Key stakeholders (EU Institutions, Member States, members, partners, media, academia) receive and engage with key position papers</li> <li>- Key stakeholders (EU Institutions, Member States, members, partners, media, academia) use EAPN's evidence as part of the policy making process</li> <li>- Members are better able to use our material in their national dissemination &amp; awareness-raising activities</li> </ul> <p>This activity links to 1.1, 1.2 and 1.3</p> |          |          |  |  |
| <p><b>3.3</b></p> | <p>Supporting the Commission in its outreaching activities and its mission at EU, national and local level in order to ensure awareness and an</p> | <p>Revising and strengthening EAPN's communications strategy</p> | <p>The objective of this activity is to develop, agree and implement a network wide communication strategy, to support the long term strategic thinking of EAPN</p> <p>The activity will consist of the following:</p> <ul style="list-style-type: none"> <li>- online and offline meetings with EAPN members</li> </ul>  | <p>x</p> | <p>x</p> |  |  |

|     |  |  |  |   |   |   |   |
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|     | <p>easier implementation of EU policies</p> <p>Support stakeholders involvement in the dissemination implementation of the main political EU-driven processes</p> <p>Strengthen the capacity of NGO networks and their national members</p>                              |  | <p>to refine and strengthen our communication strategy, as part of the long term strategic planning process.</p> <ul style="list-style-type: none"> <li>- A membership communications survey, building on the 2017 Membership Survey</li> </ul> <p>The expected results of the activity are as follows:</p> <ul style="list-style-type: none"> <li>- An ambitious communication strategy, which is coherent with and supporting of our overall strategy direction</li> <li>- The implementation of this strategy</li> </ul> <p>The expected impacts of this activity are as follows:</p> <ul style="list-style-type: none"> <li>- Stronger collective communications work throughout the network</li> <li>- Increased media coverage and thus awareness of poverty, social exclusion and inequality</li> <li>- Increased awareness of the importance of the fight against poverty throughout Europe</li> <li>- Better integration of our communications and policy work, with our communications work forming a strong part of our policy work at the national and European level.</li> </ul> <p>This activity will be part of our long term strategic planning process, linking with Activity 4.1</p> |   |   |   |   |
| 3.4 | <p>Enabling the networks to integrate cross-cutting issues in their day to day work</p> <p>Provide data and strong evidence base on policy developments and trends, as well as collection of relevant information about citizen's concerns and good practices in the</p> | <p>Increase the visibility the voice of people experiencing poverty in our communications work</p> | <p>The objective of this activity is to strengthen the voice of people experiencing poverty in our communications work</p> <p>The activity will consist of the following:</p> <ul style="list-style-type: none"> <li>- bringing together 4-5 people experiencing poverty and 4-5 members on a long-term, structured basis, to develop and implement a strategy to make visible the voice of people experiencing poverty in EAPN's communications work, both at the European and the national level.</li> </ul> <p>The expected results of the activity are as follows:</p> <ul style="list-style-type: none"> <li>- Mainstreaming of the voice of people experiencing</li> </ul>   | x | x | x | x |



|            |  |  |  |   |   |   |   |
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|            | social policy field, including information on the impact of different policies on citizens and their social situation.   |  | <p>poverty in our communications work</p> <ul style="list-style-type: none"> <li>- People experiencing poverty feel more ownership of EAPN, feel that EAPN is ‘their’ network.</li> <li>- 75% of our communications include direct involvement of PeP</li> </ul> <p>The expected impacts of this activity are as follows:</p> <ul style="list-style-type: none"> <li>- Awareness raising of the lived experience of PeP</li> <li>- Increased involvement of PeP in the communications activities of our members</li> <li>- Policy makers are regularly exposed to evidence of the lived experience of PeP throughout Europe.</li> </ul> <p>This activity is linked to 1.1, 2.2, 2.4 and 4.1</p>  |   |   |   |   |
| <b>3.5</b> | <p>Supporting the Commission in its outreach activities and its mission at EU, national and local level in order to ensure awareness and an easier implementation of EU policies</p> <p>Support stakeholders involvement in the dissemination implementation of the main political EU-driven processes</p> | Develop a targeted media approach to promote the importance of tackling poverty, social exclusion and inequality | <p>The objective of this activity is to increase the political visibility of poverty, social exclusion and inequality</p> <p>The activity will consist of the following:</p> <ul style="list-style-type: none"> <li>- Developing relationships with key journalists throughout Europe</li> <li>- Organising events with key media outlets (briefings, webinars, twitter chats)</li> <li>- Maintaining and updating a detailed journalist and media database</li> </ul> <p>The expected results of the activity are as follows:</p> <ul style="list-style-type: none"> <li>- Increased media coverage of EAPN and its key issues at the national and European level</li> </ul> <p>The expected impacts of this activity are as follows:</p> <ul style="list-style-type: none"> <li>- A stronger presence of EAPN and the fight against poverty in key online and offline media</li> </ul> | x | x | x | x |
| <b>3.6</b> | Support stakeholders involvement in the dissemination implementation of the main political EU-driven   | Develop EAPN media training tools  | <p>The objective of this activity is to strengthen the capacity and skills of our members to get our messages across succinctly and with impact</p> <p>The activity will consist of the following:</p>   |   | x | x |   |

|     |   |                                       |   |   |   |   |   |
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|     | <p>processes</p> <p>Strengthen the capacity of NGO networks and their national members</p>  |                                       | <ul style="list-style-type: none"> <li>- Developing media training tools, and supporting our members in using</li> <li>- Providing physical and virtual media training for our members</li> </ul> <p>The expected results of the activity are as follows:</p> <ul style="list-style-type: none"> <li>- Easy to use media training tools</li> <li>- Members have a strengthened capacity and skills to effectively engage with media</li> </ul> <p>The expected impacts of this activity are as follows:</p> <ul style="list-style-type: none"> <li>- A stronger and more effective presence of our members and the fight against poverty in online and offline media</li> <li>- Higher political priority is given to the fight against poverty at the national and European level</li> </ul> <p>This activity links to 2.2</p>   |   |   |   |   |
| 3.7 | <p>Supporting the Commission in its outreach activities and its mission at EU, national and local level in order to ensure awareness and an easier implementation of EU policies</p> <p>Provide data and strong evidence base on policy developments and trends, as well as collection of relevant information about citizen's concerns and good practices in the social policy field, including information on the impact of different</p> | <p>Reinforce EAPN's campaign wing</p> | <p>The objectives of this activity are to:</p> <ul style="list-style-type: none"> <li>- Put October 17, International Day of the Fight Against Poverty under the spotlight</li> <li>- Raise awareness of key EAPN priorities at the national and EU level</li> <li>- Give visibility to the work of EAPN and our members</li> <li>- Contribute to increasing public support for the fight against poverty</li> </ul> <p>The activity will consist of the following:</p> <ul style="list-style-type: none"> <li>- an annual campaign around 17 October</li> <li>- a bi-annual campaign on a selected topic (to be decided by the General Assembly)</li> </ul> <p>The expected results of the activity are as follows:</p> <ul style="list-style-type: none"> <li>- Coordinated campaign activity in at least 60% of our national networks for a campaign on a selected topic</li> <li>- Coordinated campaign activity in at least 70% of our national networks for October 17 campaigns</li> </ul> | x | x | x | x |

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|  | <p>policies on citizens and their social situation.</p> <p>Reinforce the cooperation with other EU level networks... and with and between the national social stakeholders</p> |  | <p>The expected impacts of this activity are as follows:</p> <ul style="list-style-type: none"> <li>- Increased visibility of the importance of the fight against poverty at the national and EU level</li> <li>- Increased public awareness of and public support for the fight against poverty at the national and EU level</li> <li>- A stronger EAPN movement, with more opportunities for participation an engagement of members and other stakeholders.</li> </ul> <p>This activity links to 2.3</p> |  |  |  |  |
|--|--|--|--|--|--|--|--|

#### 4. Network organisation and management

**EU funding aims to support the functioning of EU networks. It should allow them to develop their structure and capacities, it should support them in performing more efficiently and effectively and it should contribute to the development of the EU networks into sustainable entities.**

**This category is intended for all activities related to the general management and coordination of the network, including the network's internal structure and management, its relations with its members and future/potential members, its staff policy and human resources policy, its financial independence and fundraising activities, its risk management policy etc.**

#### Strategic objective(s) (max 2000 characters with space)

**To develop EAPN into a more dynamic, more effective member-driven organisation, that has increased its recognition as a key civil society network fighting poverty, social exclusion and inequalities.**

**To ensure that People Experiencing Poverty and Social Exclusion can recognise EAPN as their Network.**

#### Strategic approach

In order for EAPN to operate as an effective and coordinated European network, we need strong, flexible, management and governance structures. As such, we will take the following approach to our network organisation and management:

- **Strengthen the participation of people experiencing poverty within the internal workings of EAPN**, at both the national and the European level.
- Undertake **long-term strategic thinking**, looking at where we want to be in 25 years, and how we will develop a more coherent, efficient and effective system which is 'fit for purpose'
- Recognising the financial uncertainty of the current political climate (change of European Commission in 2019, revised Multiannual

Financial Framework etc) we will **diversify our funding base**, while continuing to stress the importance of public funding for civil society organisations in general, and anti-poverty organisations in particular.

| Activities planned |  |   |  |           |      |      |      |
|--------------------|--|---|--|-----------|------|------|------|
| N°                 | Call's priority(ies) reached   | Name of the activity  | Short description of the activity  | Timeframe |      |      |      |
|                    |  |   |  | 2018      | 2019 | 2020 | 2021 |
| 4.1                | Strengthen the capacity of EU-level NGO networks... improving the sustainability of their work, their organisational functioning and their cooperation mechanisms. | Strengthen the engagement of people experiencing poverty in key areas of our work | <p>The objective of this activity is to increase the number and diversity of people experiencing poverty in key areas of EAPN activity.</p> <p>This activity will consist of the following:</p> <ul style="list-style-type: none"> <li>- Creating an overarching strategy for the involvement of people experiencing poverty in our different structures</li> <li>- Strong preparation and engagement at the national level for the annual PeP meeting</li> <li>- Meaningfully including people experiencing poverty in our communication work</li> <li>- Involving people experiencing poverty in policy meetings at the national and European level</li> </ul> <p>The expected results of the activity are as follows:</p> <ul style="list-style-type: none"> <li>- A participation strategy, including a 'step-by-step guide'</li> <li>- Increased participation and diversity of people experiencing poverty in EAPN structures and work</li> </ul> <p>The expected impacts of this activity are as follows:</p> <ul style="list-style-type: none"> <li>- EAPN structures are better reflective of our core constituency</li> <li>- EAPN members have a clearer understanding of how to meaningfully engage people experiencing poverty in their structures</li> <li>- Decision makers and influencers are more exposed</li> </ul> | x         | x    | x    | x    |

|            |  |   |   |   |   |   |   |
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|            |  |   | <p>to the views of people experiencing poverty, and are able to make more informed decisions.</p> <ul style="list-style-type: none"> <li>- More people experiencing poverty recognise EAPN as <i>their</i> network (at the national or European level)</li> </ul> <p>This activity is linked to 1.1, 2.4 and 3.2</p>  |   |   |   |   |
| <b>4.2</b> | Strengthen the capacity of EU-level NGO networks... improving the sustainability of their work, their organisational functioning and their cooperation mechanisms. | Develop and implement a long-term strategy  | <p>The objective of this activity is to develop a clear picture of where EAPN wants to be in 25 years' time, and the strategic direction we will take to get there.</p> <p>This activity will consist of a Strategic Congress, and a related strategic thinking process.</p> <p>The expected results of the activity are as follows:</p> <ul style="list-style-type: none"> <li>- a 'strategic direction' document which will guide future actions of EAPN at the national and regional levels.</li> </ul> <p>The anticipated impacts are as follows:</p> <ul style="list-style-type: none"> <li>- Members have a clear sense of where EAPN wants to be, the changes we want to see, and how we might go about getting there.</li> <li>- Members are more enthused about, more committed to, and feel more ownership of the network.</li> </ul> <p>This activity links to 3.1</p> | x | x |   |   |
| <b>4.3</b> | Strengthen the capacity of EU-level NGO networks... improving the sustainability of their work, their organisational functioning and their cooperation mechanisms. | Develop and implement a long-term funding strategy, with a focus on financial diversification | <p>The objective of this activity is to increase the financial sustainability of EAPN.</p> <p>The activity will consist of:</p> <ul style="list-style-type: none"> <li>- The creation of a Finance and Fundraising Committee, which will set clear targets for financial diversification</li> <li>- Fundraising activities, likely to include proposals and online fundraising activities</li> </ul>  | x | x | x | x |

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|     |  |   | <p>The expected results of the activity are as follows:</p> <ul style="list-style-type: none"> <li>- A clear financial diversification strategy</li> <li>- Tools to enable EAPN to undertake online fundraising</li> </ul> <p>The anticipated impacts of this activity are as follows:</p> <ul style="list-style-type: none"> <li>- EAPN increases its share of income from sources external to the EaSI budget</li> <li>- EAPN becomes a more financially sustainable network, with more unrestricted funds</li> </ul>  |   |   |   |   |
| 4.4 | Strengthen the capacity of EU-level NGO networks... improving the sustainability of their work, their organisational functioning and their cooperation mechanisms. | Strengthen EAPN's risk-management system                        | <p>The objective of this activity is to develop and modernise EAPN's risk management systems, ensuring that the network considers and responds to the appropriate risks in appropriate time.</p> <p>This activity will consist of the following:</p> <ul style="list-style-type: none"> <li>- Updating the risk-management system</li> <li>- The staff team regularly considering the risk-management table</li> <li>- The governance bodies regularly considering the results of the staff teams analysis</li> <li>- The governance bodies and the staff team agreeing on the appropriate course of action to mitigate the risks</li> </ul> <p>The expected results of the activity are as follows:</p> <ul style="list-style-type: none"> <li>- A strong risk-management strategy</li> <li>- Regular monitoring and analysis of the risks</li> <li>- Regular actions taken to mitigate the risks</li> </ul> <p>The anticipated impacts of this activity are as follows:</p> <ul style="list-style-type: none"> <li>- A more resilient and sustainable network which is better able to identify and deal with future risks</li> </ul> | X | x | x | x |
| 4.5 | Strengthen the capacity of EU-level NGO networks... improving the sustainability of their work, their organisational   | Explore innovative and creative horizontal management practises | <p>The objective of this activity is to understand and introduce the most promising innovative management practises (holocracy and sociocracy are two potential practises to explore) for EAPN</p>   | x | x |   |   |

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|     | functioning and their cooperation mechanisms.  |                                       | <p>This activity will consist of the following:</p> <ul style="list-style-type: none"> <li>- Training key members of the staff team and governance bodies in such management practises</li> <li>- Exploring such practises within the Executive Committee</li> <li>- Exploring and implementing such practises within the staff team</li> <li>- Implementing such practises within the governance bodies</li> </ul> <p>The expected results of this activity are as follows:</p> <ul style="list-style-type: none"> <li>- At least 2 members of the staff team and 2 members of the governance bodies are trained in such management practises</li> <li>- EAPN meetings are organised using these management practises</li> <li>- EAPN staff team operated under these new management practises</li> <li>- A more dynamic, agile and empowered staff team</li> <li>- More dynamic, agile and empowered structures</li> <li>- Increased clarity and understanding of different roles and decision-making processes within EAPN</li> </ul> <p>The anticipated impacts of this activity are:</p> <ul style="list-style-type: none"> <li>- EAPN becomes an organisation which functions on self-organization and self-management principles, characterized by the ability to change and adapt quickly in order to serve EAPN’s overarching purpose.</li> </ul> |   |   |   |   |
| 4.6 | Strengthen the capacity of EU-level NGO networks... improving the sustainability of their work, their organisational functioning and their | Undertake an annual membership survey | <p>The objective of this activity is to build a deep understanding of our members, their priorities, their capacity building needs and their future priorities.</p> <p>This activity will consist of the following:</p>  | x | x | x | x |

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|     | cooperation mechanisms.  |                    | <ul style="list-style-type: none"> <li>- Development of an online membership survey on an annual basis</li> </ul> <p>The expected results of this activity are as follows:</p> <ul style="list-style-type: none"> <li>- At least 60% response rate of our members</li> <li>- A detailed analysis of the membership survey</li> <li>- A presentation of the membership survey</li> <li>- Detailed discussions based on the analysis of the membership survey</li> </ul> <p>The anticipated impacts of this activity are as follows:</p> <ul style="list-style-type: none"> <li>- An EAPN which is more in tune and more responsive to the needs of its members</li> <li>- Increased feelings of members' ownership of the annual work programme of EAPN</li> <li>- Increased members participation in the work of EAPN</li> </ul> <p>This activity links with Activity 2.2</p> |   |   |   |   |
| 4.7 | Strengthen the capacity of EU-level NGO networks... improving the sustainability of their work, their organisational functioning and their cooperation mechanisms. | Statutory meetings | <p>The objectives of this activity are to fulfil the statutory requirements of EAPN, to provide the political framework for EAPN and to oversee the running of the network.</p> <p>This activity will consist of:</p> <ul style="list-style-type: none"> <li>- An EAPN General Assembly</li> <li>- Meetings of the EAPN Executive Committee</li> <li>- Meetings of the EAPN Bureau</li> </ul> <p>The expected results of this activity are:</p> <ul style="list-style-type: none"> <li>- Fulfilment of all statutory requirements</li> <li>- Clear political guidance for EAPN</li> </ul> <p>The anticipated impacts of this activity are:</p> <ul style="list-style-type: none"> <li>- An engaged and committed membership which is providing political leadership for the network.</li> </ul>   | x | x | x | x |



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| 4.8 | Strengthen the capacity of EU-level NGO networks... improving the sustainability of their work, their organisational functioning and their cooperation mechanisms. | Reinforce the role of European Organisations in EAPN | <p>The objectives of this activity are to clarify and strengthen the role of our European organisations, recognising the strategic expertise they bring to the network.</p> <p>This activity will consist of:</p> <ul style="list-style-type: none"> <li>- Facilitated discussions to explore and clearly define the role</li> <li>- Discussions within the framework of the General Assembly to consider the recommendations coming from the facilitated discussions</li> </ul> <p>The expected results of this activity are:</p> <ul style="list-style-type: none"> <li>- A clear document outlining the roles and responsibilities of our European organisations</li> </ul> <p>The anticipated impacts of this activity are:</p> <ul style="list-style-type: none"> <li>- Members have a clearer understanding of their roles and responsibilities</li> <li>- Increased engagement and participation of European organisations in EAPN's work</li> </ul> | x | x |  |  |
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