



Notes of EAPN Executive Committee
27-29 September 2018
Vienna, Austria

Ex Co meeting 27.09.2018

Participants: (members): Eugen (Austria), Caroline (Belgium), Maria (Bulgaria), Karel (Czech Republic), Eleni (Cyprus), Kärt (Estonia), Yrjö (Finland), Richard (France), Jens (Germany), Olga (Greece), Asta (Iceland), Joan (Ireland), Vito (Italy), Elina (Latvia), Aiste (Lithuania), Nadia (Luxembourg), Biljana (Macedonia), Saviour (Malta), Quinta (Netherlands), Honoratte (Norway), Kamila (Poland), Sergio (Portugal), Raluca (Romania), Jasmina (Serbia), Carlos (Spain), Magnus (Sweden), Neil (UK), Luigi (SMES), Ian (IFSW)

Participants (staff): Leo, Philippe, Sigrid

Apologies: Nino (Croatia), Per (Denmark), Krisztina (Hungary), Elina (Latvia), Anna (Slovakia), Freek (FEANTSA), Per (Denmark), Mike (Salvation Army),

Analysis of progress against objectives of the meeting

Objective	Analysis of progress
To reflect on the collective performance of the Ex Co	(:) OK. Strong reflections on two questions (To manage EAPN's human, technical, material and financial resources, To ensure the financial sustainability of EAPN) The third question (giving strategic guidance to the structures) ended up focusing more on potential structural changes to EAPN rather than the guidance / strategic direction the Ex Co gives to other structures. There was no time to collectively discuss the final question (oversight of EAPN members). Unfortunately, only 16 worksheets were given to the staff team, so we don't have a full picture, but results can still be used to inform the 2018 – 2021 Ex Co.
To prepare for the General Assembly and Strategic Thinking session	(;) Very useful discussions on Strategic Thinking, in small groups and plenary, providing useful feedback and challenges to the Theory of Change. Useful discussions on the Political Declaration, which gave (almost) enough time for members to discuss potential amendments.
To discuss the 2019 Work Programme, and reflect on potential changes for the 2020 Work Programme	(;) We built an understanding of the work programme and came up with concrete ideas for where and how the Ex Co could play a leadership role. This will need to be taken forward electronically. We didn't reflect on how the work programme could be improved for 2020, so this will need to be addressed in due course.
To elect a new Bureau	(;) Differing interpretations of the procedures has led to confusion over the election results, which have been questioned and challenged. This must never happen again, and the procedures must be re-examined and clarified so that there is no ambiguity in the future.

Session 1 - Setting the Scene

Minutes of last Ex Co meeting approved.

Agenda approved

Session 2- Strategic Thinking Process

Key discussion points

3 parts

1. Presentation by Leo ([See presentation on Members Room](#))

- The Strategic Thinking Process has 3 stages, 1st phase finished in July 2018, now is phase 2, 3rd phase is January to September + decisions September 2019 GA.
- Phase 1 ([report here](#)) made recommendations on: **Financial diversification, political analysis, Theory of change, voting rights, focus of EAPN, human capacity, structures, etc.** These recommendations are currently being worked through.
- Phase 2 focuses on **PESTLE (political, economic, social, technological, legal, environmental) analysis** and **Theory of change**.
- **PESTLE analysis:** a number of ‘implications’ have been drawn by the Bureau, for consideration throughout the rest of the process.
- **Theory of Change:** define the change you want, decide how to make that change, put in place the strategy to make that change happen.

2. Clarifications, initial feedback

- We need to organize ourselves, to change ourselves to be able to move in the right direction
- We need to also have actions for people in the street
- Survey was needed to be sure we agree on our strategic thinking. Moving forward we will need to be more concrete, more practical to be able to be more coherent with our message. We need the documents as a start, but this needs to be followed up with clear proposals on structures, campaigns etc. This will then enable us to have real impact.

3. Group discussions + feed-back

The Ex Co split into three groups, each focusing on three questions:

a. What is the big issue in the Theory of Change which might be contentious for EAPN, and how should we manage this?

- What we mean by 'movement'. Are we a movement or a network?
- Communication (internal and external) to build this shared vision etc.
- Structural changes
- Levels of PeP engagement in new vision, and the new ways of working
- How will we enable flexibility with the national networks, recognizing we are all very different?
- Will speed of decisions be too quick for some members? Will they have time to discuss internally, with grass roots?
- Do we risk becoming too much like a political party and less of a partner to PeP?

b. What should be changed / added to the Theory of Change?

- We should be a point of reference / catalyst / facilitator for the movement, rather than the movement itself
- A nuance – sometimes we need high level political action, someone we need actions on the ground
- More allies needed

c. What are you most excited about in the potential implications of the Strategic Thinking process?

- That it reflects concerns and ideas of the network
- Growing and having more impact and influence
- Changing public minds and attitudes – frames and narratives
- Using this at the national level – could be a driving force to invigorate networks
- Treating poverty eradication as a human right, and using this approach
- Involving PeP more
- THE HOPE AND OPPORTUNITY WE HAVE WITH THIS
- Session 3: Preparing the General Assembly

Session 3: Preparing the General Assembly

EAPN Austria / Luxembourg, and FEANTSA resolutions

Decision

D1. If FEANTSA agrees, we will vote first on the proposal of EAPN Austria – if this proposal does not pass, we will not vote on FEANTSA's proposal.

Action	Responsible	Deadline
A1. Discuss with FEANTSA	Sergio	Before GA
A2. Depending the decision regarding voting rights, we will need to discuss the possible change to the membership fees (linked to the voting rights).	EAPN Austria / Luxembourg to prepare this with the Director, for discussion at next Ex Co	2 weeks before next Ex Co, date TBC

Final Declaration and amendments

Ex Co members split into different groups to discuss the final declaration and start reflecting on their potential amendments, which need the support of 4 members, deadline 17h Friday 28th September to receive written amendments. We will use the declaration in 2018 and 2019 as the basis of collective campaigning for the European Parliamentary Elections – a campaign which will rely on all of us!

Candidates for the Bureau and procedure

Candidates for Bureau: Austria (Vera), Cyprus (Eleni), Italy (Vito), Spain (Carlos), Fyrom (Biljana), Norway (Honoratte), Romania (Iris), IFSW (Ian), The Netherlands (Jo), France (Richard), Malta (Saviour)

Candidates for Presidency: Austria (Vera), Spain (Carlos)

Anyone can present themselves for election until the beginning of the election process. Procedures were re-explained.

Session 4 – 2019 Work Programme

Presentation by Leo. ([See presentation on Members Room](#))

The Ex Co split into 4 groups to discuss:

In which areas of the Work Programme could the Ex Co lead and how?

Area	How
Learning and capacity building	Open Space or World Café sessions during Ex Co meetings where different subjects could be covered
Political narratives on poverty	A small group within the Ex Co (with external expertise if necessary) could be tasked with developing this narrative. Should link with the ‘frames and narratives’ piece of work’
Frames and narratives	No clarity on how this leadership could happen – needs further discussions. It should feed into our political narrative on poverty.
Future of Europe	No clarity on how this leadership could happen - needs further discussions. Could be by ensuring that national networks participate in the online consultations, and in the various physical consultations and dialogues which are organized on this at the national level.
Ensuring EO engagement	EOs on the Ex Co (and Bureau?) to work with staff team to make this happen, ensuring they can contribute to different strands of work
Strategic Thinking	Delegating the detail to the Bureau and Staff, but regularly guiding the content. The Ex Co will also be important in building ownership of the strategic thinking process within their networks, and, as the proposals become more concrete and the process nears completion, in ‘landing’ any changes in their organizations.

There may be other areas where the Ex Co ends up taking a lead – though these were the areas which came out of this session.

Is this Work Programme 2019 going too far, does this match our expectations with regards to the Strategic Thinking?

- Overall, it matches the ambitions of the Strategic Thinking process quite well so far.
- It was noted that we will need to be clear on milestones and objectives within the work programme – the Ex Co should monitor the progress.
- Important to ensure that the European level reflects the national level, and that national networks can reflect any changes which occur through the Strategic Thinking process.

Action	Responsible	Deadline
A3. Define how these different pieces of work will be led – ideally with one or two Ex Co members agreeing to take a lead.	Leo	2 weeks before next Ex Co meeting

Session 5 – Reflections from last Ex Co, to offer guidance to the next Ex Co

Ex Co members were invited to self-reflect on the performance of this Ex Co on four specific areas, with a view to helping the next Ex Co improve. Members reflected individually, scoring the Ex Co against these areas, then in small groups, and then collectively.

Managing of human, technical, material and financial resources (Average score 3.75/5)

Assessment	How to improve
Mainly done by Bureau and Director – Ex Co doesn't really manage this.	Better focus – clarifying what Ex Co can and should do here
The Ex Co hasn't given enough consideration to the impact of our plans – this has led to burnout within the staff team and members of our network. This is a clear area to improve.	Spend more time considering our human resources, workload management. Send documents 2 weeks in advance.
Risk assessments and consideration of budgets is an integral part of this responsibility, and this has been done. Budgets are considered at most meetings.	Be clear what we want to do as an Ex Co and monitor our progress towards these goals.
The Ex Co handled the recruitment of the new Director well.	Consider reducing the Ex Co – hard to manage resources when it is so big and dispersed

Financial sustainability (Average score 3.2/5)

Assessment	How to improve
The cuts were dealt with – we are still here!	Be clear on our ethical stance in advance
Discussions around ethical funds did not lead to a clear and concrete decision – and simply made it harder for EAPN to access funds. Because of this reticence a lot of hard work came to nothing	Go back to basics, manage this more seriously – regularly review expenditure
The Bureau and staff team did a good job here – less clear if the Ex Co did.	Reduce numbers on Ex Co
Increasing the Bureau simply increased costs	Relook at resources we could have accessed in the past and explore if they are still open possibilities
Projects have not really brought extra capacity for our core work – they bring extra money, but also extra work.	Ensure progress on financial diversification – find more resources. Set targets and monitor performance.
Decisions taken on financial diversification targets (20% in 3 years) and securing possible bank loans of 100K euros were important.	Consider circular economic systems for EAPN – with EAPN NL.

	Simply take this issue more seriously as an Ex Co
	Focus, reduce workload
	Build reserves
	Better consider financial implications before taking decisions
	Clarify roles of Ex Co, Bureau, Treasurer, Director re. financial management

Providing strategic guidance to EAPN structures (Average score 2.5/5)

The group feedback focused more on the ongoing discussions about the size of different EAPN structures, and how the current structures work, rather than whether the Ex Co, as a strategic body, was providing strategic guidance to our structures (Bureau, EUISG, Membership Development Group, PeP National Coordinators etc). We should be clear that this is part of the role of the Ex Co – translating the decisions of the General Assembly into actions, strategies etc.

<u>Assessment</u>	<u>How to improve</u>
Ex Co is trying to change the structures, but this is a big challenge and a slow process.	Improve communication between structures
Discussions around ethical funds did not lead to a clear and concrete decision – and simply made it harder for EAPN to access funds. Because of this reticence a lot of hard work came to nothing	Be courageous when deciding what structures need to be in place to implement the new strategic vision. Specific, concrete and costed proposals will be needed, with efficient and effective structures.
The Bureau and staff team did a good job here – less clear if the Ex Co did.	All members of the Ex Co need to have the same background info in order to have meaningful discussions and take meaningful decisions.
Increasing the Bureau simply increased costs	Ensure Bureau work and decisions are more visible to members
Projects have not really brought extra capacity for our core work – they bring extra money, but also extra work.	Look at all bodies
Decisions taken on financial diversification targets (20% in 3 years) and securing possible bank loans of 100K euros were important.	Consider the implications of action required – cost / benefit, human resources.

Oversight of structure and functioning of EAPN members + inconsistencies between these and those of EAPN (Average score 2.3/5)

This was not discussed in plenary, but key points from the worksheets include:

<u>Assessment</u>	<u>How to improve</u>

Improved communications within the Ex Co	Should we insist further on reports, updates from members? Is this too onerous?
We have better clarity of structures and different groups	Enforcement mechanisms needed for members who don't comply with EAPN goals and practises
We have never looked at inconsistencies between members and EAPN	Member visits should be enhanced, the Ex Co needs this oversight, and to examine inconsistencies
We discuss what is needed, but we never move to action	More open spaces to discuss and learn from each other, more exchanges between members
	Clearer responsibility to the Bureau for this (or the MDG?)
	Take a more systematic approach to ensure compliance with EAPN statutes, ToRs etc

Action	Responsible	Deadline
A4. Prepare this advice for new Ex Co	Leo	2 weeks before next Ex Co meeting
A5. Read and discuss this advice	Ex Co members	For Ex Co

Session 6 – Any other Business

Campaign on 17 October 2018

- We'll use a projection bomb – EAPN Europe will provide the image / video / slogan. It will link to the EMIN2 campaign, and specifically the petition we have been running, aiming to increase the number of signatures before the final conference.

Action requested from Networks

- Those who can, organise a projection bomb in your country!
- Those who can't, participate in the social media campaign around the projection bomb. Details to follow shortly.
- Translate messages, use the campaign materials.
- If you have ideas around the campaign, please contact Elke Vandermeerschen elke.vandermeerschen@eapn.eu

Action	Responsible	Deadline
A6. Share Oct 17 campaign materials	Elke	October 10
A7. Distribution of campaign messages	Members + EAPN staff	October 17
A8. Let Elke know what action taken	Members	End October

Ex Co meeting 29.09.2018

Participants: (members): Vera (Austria), Maria (Bulgaria), Karel (Czech Republic), Aleksandra (Croatia), Eleni (Cyprus), Jiri (Finland), Richard (France), Jens (Germany), Olga (Greece), Asta (Iceland), Joan (Ireland), Vito (Italy), Aiste (Lithuania), Nadia (Luxembourg), Biljana (Macedonia), Saviour (Malta), Jo (Netherlands), Honoratte (Norway), Kamila (Poland), Sergio (Portugal), Iris (Romania), Jasmina (Serbia), Carlos (Spain), Magnus (Sweden), Ian (IFSW), Freek (FEANTSA)

Participants (staff): Leo, Philippe, Sigrid, Chiara, Elke, Marta, Sian, Amana, Magda

Apologies: Caroline (Belgium), Per (Denmark), Kärt (Estonia), Krisztina (Hungary), Elina (Latvia), Anna (Slovakia), , Laila (Latvia), Neil (UK), Luigi (SMES)

Session 6 – Any other Business (continued)

The Journalism Prize in Austria

EAPN Austria has been running the Journalism Prize since 2010, and since 2013 it has been spread to other countries throughout Europe – for example, Norway, Serbia, Fyrom, Romania. Members are invited to participate in the seminar in November 2018 in Vienna around this. If you're interested, please contact the Austrian Network.

Session 7 – Bureau and Presidency elections, by secret ballot

Candidates for Bureau: Austria (Vera), Cyprus (Eleni), Italy (Vito), Spain (Carlos), North-Macedonia (Biljana), Norway (Honoratte), Romania (Iris), IFSW (Ian), The Netherlands (Jo), France (Richard), Malta (Saviour).

Candidates for Presidency: Austria (Vera), Spain (Carlos).

Election committee: Sergio (Portugal), Kamila (Poland) and Nadia (Luxembourg)

Proxies:

- Laila (Latvia) to Sergio (Portugal)
- Neil (UK) to Joan (Ireland)
- Caroline (Belgium) to Jo (The Netherlands)
- Luigi (SMES) to Freek (FEANTSA)
- Kärt (Estonia) to Carlos (Spain)
- Nino (Croatia) to Aleksandra (Croatia)

Voting for President:

Carlos	Vera
16	15

Carlos is elected as President by one vote.

Voting for Bureau (female):

Iris	Vera	Eleni	Biljana	Honoratte
6	15	15	13	13

Voting for Bureau (male):

Vito	Richard	Saviour	Ian	Jo
7	11	15	18	10

Bureau members presented as vice-presidents: Saviour, Ian, Vera, Eleni, Biljana, Honoratte.

Note – these election results were challenged by EAPN France, based on an interpretation that the procedures were not followed properly.