

**TEMPLATE FOR THE ANNUAL WORK PROGRAMME**

**APPLICABLE TO AREA 1:  
PROMOTION OF SOCIAL INCLUSION AND POVERTY REDUCTION IN THE EUROPEAN UNION**

Use this template to describe in detail the activities of the 2019 work programme and their planned outputs, and to provide additional information on the implementation of the work programme.

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

**Do not forget to date, sign and stamp the annual work programme before submission.**

Name of the Partner Organisation: European Anti-Poverty Network  
Framework Partnership Agreement Reference number: VS/2017/0481

**ANNUAL WORK PROGRAMME 2019**

Date: 20 September 2018

Signature and stamp:

## DETAILED WORK PROGRAMME 2019

Please describe in detail the main activities that you will undertake in the 2019 financial year, developing on the key objectives and activities as set out in Annex 1 of your 4-year Framework Partnership Agreement (Action Plan for 2018 – 2021).

**How to fill in the work programme:** You should organise your activities according to the four specific categories provided in the tables below. You should describe the main relevant activities and their expected outputs under each category.

**You may add individual activities as needed** – to do so, copy/paste an activity box, number it correctly and fill it in.

**Sign limits:** please stick to 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.

**Output-oriented approach:** you should clearly identify the **main outputs/deliverables/results** of your work programme, and their contribution to EU policy.

**Note:** This document should include the **full description** of the work programme 2019. The Points "Short summary of the action" and "Workplan" in the section "Information on the action for which the grant is requested" of the SWIM grant application form are **complementary only** and not compulsory. You may indicate "Refer to the Annex: Description of the action and work programme for 2019" if you do not wish to provide complementary information in the SWIM form.

### **Strategic objective(s) for 2019 (max 4000 characters with space)**

- 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.

Our Strategic Objectives have not changed from 2018 – they are our long-term strategic objectives. We will have specific objectives for 2019, notably:

1. **Finalising our strategic thinking process**, setting the strategic direction of the network for the next 25 years. This recognises that both the Parliament and Commission will be experiencing major changes in 2019, so it is a good moment to finalise our internal thinking and planning, setting ourselves up for the future, while still engaging with the relevant policy processes and frameworks.
2. **Strengthen the anti-poverty movement**  
Our strategic thinking process has already identified the need to strengthen the anti-poverty movement if we are to achieve our vision of a Europe free of poverty and social exclusion. We will focus efforts here in 2019, with specific efforts on making EU funds more understandable to members, renewed fundraising training, peer exchanges on specific topics (with external experts) and developing our understanding of participation as a right. We'll formally bring Slovenia into the network in 2019, and support our members to strengthen their base.

**3. Develop our frames and narratives**

Our strategic thinking process is focusing on how best to change public opinion around poverty and social exclusion, and it recognises a need to reframe the debate and to change the prevailing narrative. This is an important objective for 2019.

**4. Facilitate engagement and campaigning around the European Parliamentary Elections**

**5. Ensure strong EAPN engagement in the Future of Europe debates at national and European level**

**6. Develop strong EAPN positions on a post-2020 strategy**

**1. Actions and recommendations to feed EU 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, the promotion of social inclusion and poverty reduction in the EU. 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...

Activity 1.1			
Name of the activity	Date		Location of the activity
Poverty and inequality Watchdog	Start	End	Brussels and throughout Europe
	Jan 2019	Dec 2019	
Link to the Call's priorities <i>(max 300 characters with space)</i>			
<ul style="list-style-type: none"> <li>• Providing the Commission with input for policy design: quantitative &amp; qualitative analysis of developments and impact of poverty, including good practices, negative impacts, human stories, &amp; policy recommendations</li> <li>• Enabling members to integrate cross-cutting issues through thematic annual focuses</li> </ul>			
Description and objectives of the activity <i>(max 500 characters with space)</i>			
<p><b>Objectives:</b> To act as a European watchdog on poverty and inequality, making visible 2018 outputs.</p> <p><b>Description:</b> Using the results of the 2018 watchdog we will:</p> <ul style="list-style-type: none"> <li>- Produce a synthesis, highlighting key EU learnings, messages &amp; recommendations</li> <li>- Organise internal mutual learning and exchange</li> <li>- Publicise the findings, through traditional and social media</li> <li>- Mainstream in our policy and advocacy inputs - including through the European Semester</li> <li>- Organise roundtable discussions at the EU and national level</li> </ul>			
Expected outputs and impact of the results <i>(max 500 characters with space)</i>			
<p><b>Expected outputs</b></p> <ul style="list-style-type: none"> <li>- Online Poverty Watch tool</li> <li>- Synthesis document with key recommendations</li> <li>- 1 EU event, 5 national events</li> </ul>			

- 1 Mutual learning exchange
- European level advocacy meetings
- Media coverage

**Expected Impact**

- Increased public awareness of the realities of poverty & inequality
- Increased awareness of EU and national decision-makers of the realities of poverty & inequality

Activity 1.2			
Name of the activity	Date		Location of the activity
Promoting the implementation of EU frameworks to achieve poverty reduction: Implementation of European Pillar of Social Rights, Europe 2020 (through Semester) and SDGs	Start	End	In Brussels, but also actions by National Networks and at meetings hosted in national members' countries.
	January 2018	December 2018, into 2019	
Link to the Call's priorities <i>(max 300 characters with space)</i>			
<ul style="list-style-type: none"> <li>- Building member capacity to support EU objectives and Europe 2020 priorities</li> <li>- Providing the Commission with input for policy design.</li> <li>- Reinforcing cooperation with other EU level networks etc.</li> </ul>			
Description and objectives of the activity <i>(max 500 characters with space)</i>			

**Objectives**

- Strong implementation of SDGs, EPSR and EU2020 through Semester
- Develop position on post-2020 strategy & promote debate

**Description**

- Learning exchanges on member engagement & progress on poverty & social rights
- Support Members' input, assessment & monitoring of Semester
- AGS input & response
- Assessment of Semester delivery (Recommendations for change)
- Implement EAPN's EPSR Action Plan
- Proposal on post 2020 strategy
- Engagement in EU stakeholder dialogues & Annual Convention

Expected outputs and impact of the results

*(max 500 characters with space)*

**Outputs**

- 15 member inputs – CRs CSRs NRPs. EAPN response – CRs CSRs
- 3 learning exchanges
- Semester report, event
- AGS & JER proposals, review
- EPSR events - 5 national 1 EU
- Follow up - social protection consultation
- Policy paper - EPSR principle 1
- Proposal - post 2020 strategy
- Engagement - Semester dialogue, ACIG

**Impact**

- More balanced, more social Semester (CRs & CSRs), more CSO participation
- EPSR implementation progress
- Recognition that SDGs and EPSR should underpin post-2020

**Activity 1.3**

Activity 1.3		
Name of the activity	Date	Location of the activity

Engage in the Future of Europe debates throughout Europe	January 2019 continued from 2018	May 2019	Mainly Brussels, but also in 27 Member States.
Link to the Call's priorities <i>(max 300 characters with space)</i>			
Providing the Commission and Member States with input for policy design Reinforcing the cooperation with EU level networks with national, regional and local authorities and between the national social stakeholders.			
Description and objectives of the activity <i>(max 500 characters with space)</i>			
<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>- To highlight EAPN's 'Future of Europe' (FoE) paper (and other associated positions) in key discussions and consultations around the Future of Europe, specifically the ongoing EC consultations, and the dialogues organised by President Macron.</li> </ul> <p><b>Description</b></p> <ul style="list-style-type: none"> <li>- EAPN Europe and members to contribute to the consultation processes and ongoing dialogues on the Future of Europe</li> </ul>			
Expected outputs and impact of the results <i>(max 500 characters with space)</i>			
<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>● Contributions to the FoE consultations</li> <li>● Contributions to Citizens Dialogues</li> <li>● Participation in roundtables and events on the FoE (national &amp; European)</li> </ul> <p><b>Impact</b></p> <ul style="list-style-type: none"> <li>● FoE consultations and dialogues to have a stronger anti-poverty focus due to EAPN's presence</li> <li>● Increased public and political awareness about the need for political prioritisation of poverty eradication to safeguard Europe's future</li> <li>● EAPN becomes recognised as one of the key voices, both politically and through the media, on the FoE.</li> </ul>			

Activity 1.5			
Name of the activity	Date		Location of the activity
Develop EAPN's political narrative on key issues	January 2018	Sep 2019	Brussels
<p>Link to the Call's priorities <i>(max 300 characters with space)</i></p>			
<ul style="list-style-type: none"> <li>• Providing the Commission with input for policy design</li> <li>• Reinforcing the cooperation with EU level networks with national, regional and local authorities and between the national social stakeholders.</li> <li>• Enabling the networks to integrate cross-cutting issues</li> </ul>			
<p>Description and objectives of the activity <i>(max 500 characters with space)</i></p>			
<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>• To redefine our political narrative</li> <li>• To finalise concise policy statements</li> </ul> <p><b>Description</b></p> <ul style="list-style-type: none"> <li>• We will define concise policy statements on key values, i.e <ul style="list-style-type: none"> <li>a) <i>Multidimensional definition of poverty, with objectives for ending poverty in Europe</i></li> <li>b) <i>Social protection and minimum income</i></li> <li>c) <i>Participation of PeP</i></li> <li>d) <i>Poverty &amp; education</i></li> <li>e) <i>Gender equality</i></li> </ul> </li> </ul> <p>Further statements will be defined in 2019 (I.e redistribution, public services, quality employment, inequality, in-work poverty.)</p>			
<p>Expected outputs and impact of the results <i>(max 500 characters with space)</i></p>			

### Expected outputs

- 1-2 page positions on these 5 issues, explaining EAPN's key messages.
- Key messages will be fed into the Semester process, providing input as relevant.

### Expected impact

- EAPN's positions on key issues are clear and accessible to all members of the networks, and to external partners. These positions will be used in our advocacy work at the European and national level.
- EAPN will have clear options for establishing campaigns based on clear positions

## 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.

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

Activity 2.1			
Name of the activity	Date		Location of the activity
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)	Start	End	Brussels and elsewhere
	Jan 2019	Dec 2019	
Link to the Call's priorities (max 300 characters with space)			
<ul style="list-style-type: none"><li>● Supporting the EC in its outreach and its mission at EU, national and local level in order to ensure awareness and an easier implementation of EU policies</li><li>● Reinforcing EAPNs capacity to support EU objectives and Europe 2020 priorities</li><li>● Providing the Commission with input for policy design</li></ul>			
Description and objectives of the activity (max 500 characters with space)			
<b>Objectives:</b> To develop member capacity (& other stakeholders) to more meaningfully engage in relevant national and European debates & processes, & thus to increase levels of meaningful engagement.			
<b>Description</b> Capacity building will be built into different meetings of EAPN (EUISG, Ex Co), focusing on priorities defined at the start of the year. I.e Implementing the EPSR and the SDGs at the national level, including through the Semester, accessing EU funds, influencing the FoE.			



<p>Expected outputs and impact of the results <i>(max 500 characters with space)</i></p>
<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>- Learning exchanges (notes)</li> <li>- 1 toolkit - improving engagement in Semester &amp; EPSR - &amp; webinar</li> <li>- Explainers - key EU funds, FoE</li> </ul> <p><b>Impact</b></p> <ul style="list-style-type: none"> <li>- 20 national networks &amp; 3 EOs trained in the relevant European policy frameworks, processes &amp; funding mechanisms.</li> <li>- Increased member understanding of &amp; engagement in national and European policy frameworks, processes &amp; funding mechanisms</li> </ul>

<b>Activity 2.2</b>			
Name of the activity	Date		Location of the activity
Membership Upskilling Yearly Programme	Start	End	Brussels and other locations throughout Europe
	Jan 2019	Dec 2019	
<p>Link to the Call's priorities <i>(max 300 characters with space)</i></p>			
<ul style="list-style-type: none"> <li>● Reinforcing the capacity of the selected EU networks to support EU objectives and Europe 2020 priorities</li> <li>● Supporting the Commission in its outreaching activities and its mission at EU, national and local level in order to ensure awareness and easier implementation of EU policies</li> </ul>			
<p>Description and objectives of the activity <i>(max 500 characters with space)</i></p>			
<p><b>Objectives:</b> To develop members skills and capacities to engage with EU &amp; national policy processes, &amp; to tackle poverty</p> <p><b>Description:</b> Training will be organised around three areas:</p> <ul style="list-style-type: none"> <li>● <b>Peer learning on innovative responses to current &amp; future challenges to the fight against poverty.</b> Topics could include impacts of digitalisation, climate change + poverty, impacts of technology.</li> <li>● <b>Organisational strengthening, likely focusing on fundraising from private sources.</b></li> <li>● <b>Support visits to members</b></li> </ul>			
<p>Expected outputs and impact of the results <i>(max 500 characters with space)</i></p>			
<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>- 3 peer learning sessions (members, partners, decision makers)</li> <li>- 2 support visits</li> <li>- A collective fundraising training</li> </ul> <p><b>Impact</b></p> <ul style="list-style-type: none"> <li>- Stronger, more resilient members</li> <li>- 2 networks are supported and strengthened by visits</li> <li>- Strengthened understanding of major challenges for the eradication of poverty, among EAPN staff, members, partners, and European decision makers.</li> <li>- Increased recognition of EAPN as a key thinker and actor in the fight against poverty</li> <li>- Increased member exchange</li> </ul>			

Activity 2.3			
Name of the activity	Date		Location of the activity
Develop EAPN training on participatory processes and methodology	Start	End	Brussels and other locations in Europe
	Jan 2019	Dec 2019 but continue into 2020 and 2021	
Link to the Call's priorities <i>(max 300 characters with space)</i>			
<ul style="list-style-type: none"> <li>Reinforcing the capacity of EAPN and our members</li> </ul>			
Description and objectives of the activity <i>(max 500 characters with space)</i>			
<b>Objectives</b> <ul style="list-style-type: none"> <li>To build member capacity to work in a more participatory manner</li> <li>To develop expertise on the right to participate</li> <li>To support members to advocate for participation rights in relevant national and European forums</li> </ul>			
<b>Description</b> <ul style="list-style-type: none"> <li>From 2019-2021, EAPN will develop, trial &amp; refine a training on <i>“The human right to participation, participatory processes and methodology”</i>. In 2019, 2 ‘writeshops’ will be organized to develop material. The training will be ready in 2019 and trialled in 2020.</li> </ul>			
Expected outputs and impact of the results <i>(max 500 characters with space)</i>			
<b>Outputs</b> <ul style="list-style-type: none"> <li>An EAPN Participation curriculum <i>“The human right to participation, participatory processes and methodology”</i></li> <li>Training rollout plan for 2020, focusing on 2-3 countries and structures.</li> </ul>			
<b>Impact</b> <ul style="list-style-type: none"> <li>Strengthened EAPN focus &amp; expertise on the right to participation, &amp; on participatory methodology</li> <li>EAPN and our members are using more participatory methodologies in our work and our meetings</li> <li>More PeP engage with EAPN</li> <li>Other Europe social actors focus more on the right to participation</li> </ul>			

### 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, conferences, etc.

Activity 3.1			
Name of the activity	Date		Location of the activity
Develop communication tools on selected EU processes	Start	End	Brussels
	Jan 2019	December 2019	
Link to the Call's priorities <i>(max 300 characters with space)</i>			
<ul style="list-style-type: none"> <li>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</li> <li>Support stakeholders involvement in the dissemination implementation of the main political EU-driven processes</li> </ul>			
Description and objectives of the activity <i>(max 500 characters with space)</i>			
<b>Objectives:</b> <ol style="list-style-type: none"> <li>To give visibility to Parliamentary Elections</li> <li>To help members use EU Funds to fight poverty</li> <li>To give visibility to EPSR, SDGs, EU2020, Semester</li> <li>To highlight processes to develop a Europe post-2020 strategy</li> </ol>			
<b>Description:</b> <ul style="list-style-type: none"> <li>Short tools to highlight the capacity of processes to contribute to poverty eradication, and to encourage national level implementation</li> <li>Comms tools around certain EU funds, with the aim of helping members understand and apply for funds</li> </ul>			
Expected outputs and impact of the results <i>(max 500 characters with space)</i>			
<b>Outputs</b> <ul style="list-style-type: none"> <li>Short comms tool around the EU post-2020 strategy, with a specific focus on the EPSR, SDGs, Semester, EU2020 and their potential impact on poverty eradication</li> <li>Short comms tools about key EU funds</li> </ul>			
<b>Impact</b> <ul style="list-style-type: none"> <li>Voices of PeP are amplified in EPSR and SDGs discussions</li> <li>More pressure on MS to implement the EPSR and the SDGs at the national level</li> <li>More anti-poverty networks understand and apply for EU funds</li> <li>Members understand and engage in the process to develop a post-2020 strategy</li> </ul>			

<b>Activity 3.2</b>			
Name of the activity	Date		Location of the activity
Dissemination and awareness-raising for key EAPN positions	Start	End	Brussels, and working with members in 27 Member States and candidate countries
	January 2019	December 2019	
Link to the Call's priorities <i>(max 300 characters with space)</i>			
<ul style="list-style-type: none"> <li>● Support stakeholders involvement in the dissemination and implementation of the main political EU-driven processes</li> <li>● Providing the Commission with input for policy design</li> <li>● Reinforcing the cooperation with... national, regional and local authorities</li> </ul>			
Description and objectives of the activity <i>(max 500 characters with space)</i>			
<b>Objectives</b> <ul style="list-style-type: none"> <li>● The objective of this activity is to inform &amp; influence specific stakeholders (EU Institutions, Member States members, partners, media, academia) on EAPN's key positions</li> </ul>			
<b>Description</b> <ul style="list-style-type: none"> <li>● Targeted dissemination to different stakeholders and decision makers, in support of our policy work</li> <li>● Key meetings at EU and national level, to bring attention to EAPN positions</li> <li>● Supporting EAPN members to disseminate EAPN positions</li> <li>● Strategically selecting &amp; developing relationships with key influencers</li> </ul>			
Expected outputs and impact of the results <i>(max 500 characters with space)</i>			
<b>Expected outputs</b> <ul style="list-style-type: none"> <li>● Meetings with key decision makers &amp; influencers on EAPN positions &amp; policy recommendations</li> <li>● Increased members' use of specific positions</li> <li>● Increased take up of EAPN positions in policies, and work of partners</li> </ul>			
<b>Expected impact</b> <ul style="list-style-type: none"> <li>● Decision makers &amp; key stakeholders receive and engage with EAPN's positions</li> <li>● Decision makers &amp; key stakeholders use EAPN's evidence as part of the policy making process</li> <li>● Increased impact of EAPN positions at the national level</li> </ul>			

Activity 3.3			
Name of the activity	Date		Location of the activity
Strengthening EAPN's communications strategy, parallel with our long term Strategic Thinking Process	Start	End	Brussels, online
	April 2019	Dec 2019	
Link to the Call's priorities <i>(max 300 characters with space)</i>			
<ul style="list-style-type: none"> <li>• Supporting the Commission in its outreaching activities and its mission in order to ensure awareness and an easier implementation of EU policies</li> <li>• Support stakeholders involvement in the dissemination implementation of the main political EU-driven processes</li> <li>• Strengthen the capacity of NGO's</li> </ul>			
Description and objectives of the activity <i>(max 500 characters with space)</i>			
<p><b>Objectives</b>            To develop, agree and implement a network wide communication strategy, to increase the impact and support the long term strategic thinking of EAPN</p> <p><b>Description</b>            Once we have a clear idea of EAPN's long term strategic direction, we will develop our communications strategy accordingly through online and offline discussions.</p> <p><i>This is linked with Activity 3.4</i></p>			
Expected outputs and impact of the results <i>(max 500 characters with space)</i>			
<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>- Comms strategy, coherent with &amp; supporting of our strategic direction, building on value of ensuring participation of PeP through our work.</li> </ul> <p><b>Impact</b></p> <ul style="list-style-type: none"> <li>- A clear sense of how media (traditional and social) will help EAPN combat poverty, &amp; increased member engagement in public and political facing media work</li> <li>- A comms strategy which supports &amp; strengthens all areas of EAPN work</li> <li>- Stronger collective communications work</li> <li>- Targeted media coverage (EU &amp; national)</li> <li>- Strengthened social media presence</li> </ul>			

Activity 3.4			
Name of the activity	Date		Location of the activity
Increase the visibility of the voice of people experiencing poverty in our communications work	Start	End	Brussels and elsewhere
	Jan 2019	Ongoing	
Link to the Call's priorities <i>(max 300 characters with space)</i>			
<ul style="list-style-type: none"> <li>Enabling the networks to integrate cross-cutting issues in their day to day work</li> <li>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</li> </ul>			
Description and objectives of the activity <i>(max 500 characters with space)</i>			
<b>Objectives</b> To strengthen the voice of people experiencing poverty in our communications work			
<b>Description</b> <ul style="list-style-type: none"> <li>The Comms PeP Working Group was launched in 2018, 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> <li>1 face to face meeting per year</li> <li>Ongoing online discussions</li> </ul>			
Expected outputs and impact of the results <i>(max 500 characters with space)</i>			
<b>Outputs</b> <ul style="list-style-type: none"> <li>Clear recommendations on strengthening participation of PeP in our communications</li> </ul>			
<b>Impact</b> <ul style="list-style-type: none"> <li>Recommendations reflected in Strategic thinking &amp; comms strategy</li> <li>Increased understanding within EAPN of realities of poverty and social exclusion</li> <li>Stereotypes about PeP are challenged</li> <li>PeP feel more ownership of EAPN</li> <li>75% of our communications include direct involvement of PeP</li> </ul>			

Activity 3.5			
Name of the activity	Date		Location of the activity
To challenge the public, media and political discourse on poverty and social exclusion	Start	End	Brussels and throughout Europe, online
	Jan 2019	Continuing into 2020 and 2021	
Link to the Call's priorities (max 300 characters with space)			
<ul style="list-style-type: none"> <li>Support stakeholders' involvement in the dissemination &amp; implementation of the main political EU-driven processes</li> <li>Provide data &amp; strong evidence-base on policy developments &amp; trends, &amp; collection of relevant information about citizens' concerns &amp; good practices in the social policy field in MS</li> </ul>			
Description and objectives of the activity (max 500 characters with space)			
<p><b>Objectives</b> To test a 'frames and narrative' approach in European media, framing the eradication of poverty as a 'public good'</p> <p><b>Description</b> We will develop &amp; test alternative 'frames &amp; narratives' around poverty. This will necessitate research to develop our frames, partnerships, &amp; concerted outreach with media outlets. This approach will be based on citizens' concerns, &amp; will contribute to the development of better policies. It will link to our efforts to make the 'Journalism Prize' more European.</p>			
Expected outputs and impact of the results (max 500 characters with space)			
<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>A new 'frame &amp; narrative' on poverty &amp; social exclusion</li> <li>Press releases &amp; think pieces in European and national media, testing frames &amp; narratives</li> </ul> <p><b>Impact</b></p> <ul style="list-style-type: none"> <li>Contribution to a 'step change' in Europe's cultural understanding of poverty</li> <li>Increased public understanding of the benefits of poverty eradication</li> <li>EU processes &amp; policies better reflect the premise that poverty eradication is a public good</li> <li>More journalists &amp; bloggers treat poverty respectfully &amp; in a positive manner</li> </ul>			

Activity 3.6			
Name of the activity	Date		Location of the activity
Develop EAPN's campaign wing	Start	End	Brussels and elsewhere
	Jan 2019	October 2019	
Link to the Call's priorities (max 300 characters with space)			
<ul style="list-style-type: none"> <li>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</li> <li>Reinforce the cooperation with other EU level networks... and with and between the national social stakeholders</li> </ul>			
Description and objectives of the activity			

*(max 500 characters with space)*

**Objectives**

- Give visibility to EAPN (& member) work
- Increase public support for fight against poverty
- Objectives for campaign on the Parliamentary Elections are:
  - a) Awareness raising about importance of the fight against poverty
  - b) Longer-term engagement from MEPs on the fight against poverty
  - c) Awareness raising about importance of social Europe

**Description**

- Oct 17 Campaign
- Campaign on Parliamentary elections in 2019
- Campaigns will reflect our Strategic Thinking

Expected outputs and impact of the results  
*(max 500 characters with space)*

**Outputs**

- Campaign on the 2019 parliamentary elections, including flexible communication tools for our members to translate and use
- Roundtable with new MEPs and EAPN members
- October 17 campaign

**Impact**

- Public awareness of commitments of MEPs, to enable them to be held accountable
- Increased member engagement in parliamentary elections, and engagement with new MEPs
- Contribution to public awareness of importance of the eradication of poverty, via the campaign on October 17.

**Activity 3.7**

Name of the activity	Date		Location of the activity
Maintain and develop EAPN's member focused communication	Start	End	Brussels
	Jan 2019	December 2019	

Link to the Call's priorities  
*(max 300 characters with space)*

- 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
- Reinforce the cooperation with other EU level networks... and with and between the national social stakeholders

Description and objectives of the activity  
*(max 500 characters with space)*

**Objectives**

- To maintain strong channels of communication between the Staff Team and EAPN members, and between EAPN members
- To ensure a strong and accessible website which responds to the needs of our members
- Specific strategic communication within the network about our Strategic Plan

**Description**



<ul style="list-style-type: none"> <li>- Regular newsletters for subscribers</li> <li>- Develop specific sections of the website</li> <li>- Develop a Members Only newsletter</li> </ul>
<p>Expected outputs and impact of the results (max 500 characters with space)</p>
<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>- At least 8 newsletters for subscribers (flash)</li> <li>- At least 3 'members only' newsletters</li> <li>- An online tool to support members to access funds to fight poverty</li> <li>- An online tool to support our Membership Upskilling programme</li> <li>- Regular communication about our Strategic Plan</li> </ul> <p><b>Impact</b></p> <ul style="list-style-type: none"> <li>- A strong, unified network</li> <li>- Increased applications from members for funding opportunities</li> <li>- Member have an increased sense of value add from EAPN.</li> <li>- Strong member ownership of our Strategic Plan</li> </ul>

**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.**

<b>Activity 4.1</b>			
Name of the activity	Date		Location of the activity
Strengthen the engagement of people experiencing poverty in key areas of our work	Start	End	Brussels and other locations throughout Europe
	Jan 2019	Dec 2019	
<p>Link to the Call's priorities (max 300 characters with space)</p> <ul style="list-style-type: none"> <li>● Stronger engagement of PeP will help improve EAPN's sustainability and organisational functioning</li> <li>● It will help us collect information about citizens' concern and good practices in the social field, including information on the impact of policies on citizens and their social situation.</li> </ul>			
<p>Description and objectives of the activity (max 500 characters with space)</p>			
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>● To increase the number &amp; diversity of PeP in key areas of EAPN</li> <li>● To develop capacity of national coordinators to work with PeP</li> </ul>			

<p><b>Description:</b> We will strengthen &amp; implement our PeP involvement strategy. We will ensure a strong national engagement of PeP, preparing for the PeP meeting. This builds on 2018 work, notably the ‘Dutch Resolution’ on participation, &amp; the Strategic Thinking process. In 2019 we will explore potential structural &amp; financial changes to support this resolution.</p>
<p>Expected outputs and impact of the results <i>(max 500 characters with space)</i></p>
<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>- 1 National PeP Coordinators workshop</li> <li>- Sub-groups of National PeP Coordinators, preparing various aspects of the PeP meeting</li> <li>- Proposals for 2019 European PeP meeting</li> <li>- Strengthened strategy for participation and engagement of PeP</li> </ul> <p><b>Impact</b></p> <ul style="list-style-type: none"> <li>- Increased knowledge of at least 25 national coordinators (and thus members) on PeP participation</li> <li>- Increased PeP participation in EAPN members</li> <li>- Change process at national and European level for EAPN structures reflects decisions made</li> </ul>

<b>Activity 4.2</b>			
Name of the activity	Date		Location of the activity
Finalise and start to implement a long-term strategy	Start	End	Brussels, other locations throughout Europe, online
	Jan 2019	Sep 2019	
<p>Link to the Call's priorities <i>(max 300 characters with space)</i></p>			
<ul style="list-style-type: none"> <li>● Developing our long-term strategy will help improve EAPN’s sustainability and organisational functioning</li> <li>● It will reinforce our cooperation with strategic partners, to be identified as part of the process</li> </ul>			
<p>Description and objectives of the activity <i>(max 500 characters with space)</i></p>			
<p><b>Objectives:</b> To develop EAPN’s strategic direction for the next 25 years.</p> <p><b>Description:</b> We will complete our Strategic Thinking process in 2019. The process has 3 phases: 1) Reaching a Shared Understanding (Early 2018), 2) Drilling down (Late 2018), 3) Decision making (2019). In phase 3, different EAPN structures will consider strategic recommendations coming out of the first 2 phases. Final recommendations will take the form of a resolution to 2019 GA.</p>			
<p>Expected outputs and impact of the results <i>(max 500 characters with space)</i></p>			
<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>- Strategic thinking document + graphic illustration</li> <li>- Political analysis</li> <li>- Theory of Change</li> <li>- Decisions on ‘Dutch Resolution’</li> <li>- Review of staffing structures</li> <li>- Decisions on structural changes</li> </ul> <p><b>Impact</b></p> <ul style="list-style-type: none"> <li>- Resolutions voted at GA mean members have a clear sense of where EAPN wants to be, the changes we want to see in the world, and how we work to bring about these changes</li> </ul>			

- Members are more enthused about, more committed to and feel more ownership of EAPN
- EAPN will be a more focused network

Activity 4.3			
Name of the activity	Date		Location of the activity
Progress with fundraising and financial diversification	Start	End	Brussels, other locations throughout Europe (during existing meetings) and online
	Jan 2019	Dec 2019	
Link to the Call's priorities <i>(max 300 characters with space)</i>			
<ul style="list-style-type: none"> <li>• This will improve the sustainability of EAPN and our organisational functioning</li> </ul>			
Description and objectives of the activity <i>(max 500 characters with space)</i>			
<b>Objective:</b> To contribute to EAPN's target of diversifying our funding by 20% by 2021			
<b>Description:</b> EAPN committed to diversifying funding sources by 20% by 2021, as part of our drive to longer term financial sustainability. Efforts have been taken in 2018, notably with online fundraising campaigns, project proposals and agreements with the Austrian Presidency of the Council of the EU, which we aim to build on in 2019, guided by our long term strategy and our associated fundraising strategy.			
Expected outputs and impact of the results <i>(max 500 characters with space)</i>			
<b>Outputs</b> <ul style="list-style-type: none"> <li>- Revised system of membership contributions</li> <li>- Database - funding sources</li> <li>- Fundraising proposals</li> <li>- Collective fundraising campaign</li> <li>- Scoping note - developing a 'training wing' to generate income</li> </ul>			
<b>Impacts</b> <ul style="list-style-type: none"> <li>- Increased income (membership fees)</li> <li>- Increased income (individual donations)</li> <li>- Secured income (1 foundation)</li> <li>- Secured income (EU Presidency)</li> <li>- Informed decision as to whether we should develop a training wing</li> <li>- A more financially diverse &amp; sustainable EAPN</li> </ul>			

Activity 4.4			
Name of the activity	Date		Location of the activity
Safeguard EAPN's future by managing the risks	Start	End	Brussels, other locations throughout Europe, online
	Jan 2019	Dec 2019	
Link to the Call's priorities <i>(max 300 characters with space)</i>			
<ul style="list-style-type: none"> <li>This will improve the sustainability of EAPN and our organisational functioning</li> </ul>			
Description and objectives of the activity <i>(max 500 characters with space)</i>			
<b>Objective:</b> To ensure that EAPN regularly considers & responds to risks in the appropriate manner, using the tool developed in 2018.			
<b>Description:</b> The staff team will analyse the risks every 2 months. The Bureau considers these reports regularly. The Ex Co will consider major risks once a year.			
5			
<b>Expected outputs:</b> <ul style="list-style-type: none"> <li>Regular updates of our risk-management system</li> <li>Consideration of the identified risks by our governance bodies</li> <li>Relevant courses of action to mitigate the risks decided by the governance bodies and implemented by the staff team</li> </ul>			
<b>Expected impacts:</b> <ul style="list-style-type: none"> <li>A more resilient and sustainable network which can identify &amp; deal with future risks</li> </ul>			

Activity 4.5			
Name of the activity	Date		Location of the activity
Build on innovative and creative horizontal management practises	Start	End	Brussels and other locations throughout Europe
	Jan 2018	Dec 2018	
Link to the Call's priorities <i>(max 300 characters with space)</i>			
<ul style="list-style-type: none"> <li>This will improve the sustainability of EAPN and our organisational functioning</li> </ul>			
Description and objectives of the activity <i>(max 500 characters with space)</i>			
<p><b>Objectives:</b> To take further steps in developing horizontal, self management practices in EAPN.</p> <p><b>Description:</b> Following training, peer learning and experimentation in sociocracy and other self-management techniques and practices, we will work to mainstream certain practices within the staff team. Such practices include but will not be limited to: Participatory appraisal processes, participatory budgeting, alternative practices for managing meetings and teams</p>			
Expected outputs and impact of the results <i>(max 500 characters with space)</i>			
<p><b>Expected outputs</b></p> <ul style="list-style-type: none"> <li>- 2 staff members participate in training or peer learning in self-management practises</li> <li>- A number of practises will be 'trialled' within the staff team</li> </ul> <p><b>Expected impact</b></p> <ul style="list-style-type: none"> <li>- Shared staff understanding of the benefits of these practises</li> <li>- The way we work will better reflect our values</li> <li>- EAPN becomes more dynamic and agile, being more able to act quickly in order to serve EAPN's overarching purpose</li> </ul>			

Activity 4.6			
Name of the activity	Date		Location of the activity
Reflect on and implement findings from annual membership surveys	Start	End	Throughout Europe
	Jan 2019	December 2019	
Link to the Call's priorities (max 300 characters with space)			
<ul style="list-style-type: none"> <li>This will improve the sustainability of EAPN and our organisational functioning</li> </ul>			
Description and objectives of the activity (max 500 characters with space)			
<p><b>Objectives</b> To ensure that our priorities are built on evidence from membership surveys.</p> <p><b>Description</b> 2017 &amp; 2018 surveys had strong response rates. Results are rich and informative. We will take the time to reflect on the evidence gathered, discuss the results, &amp; incorporate them into our thinking, our strategizing &amp; our work.</p> <p>In 2019 we will <b>not</b> run a membership survey. We will focus on considering the results of the recent surveys &amp; ensuring these surveys are meaningfully used.</p>			
Expected outputs and impact of the results (max 500 characters with space)			
<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>- Analysis on the Membership Surveys which inform phase 3 of the Strategic Thinking process.</li> <li>- Detailed discussion of the analysis</li> <li>- A presentation of the membership surveys</li> </ul> <p><b>Impact</b></p> <ul style="list-style-type: none"> <li>- Strategic direction &amp; 2020 work programme which reflects the views of the members, as expressed through the survey</li> <li>- An EAPN which is more in tune &amp; more responsive to the needs of its members</li> <li>- Increased feelings of members' ownership of the work programme of EAPN</li> <li>- Increased member participation EAPN work</li> </ul>			

Activity 4.7			
Name of the activity	Date		Location of the activity
Statutory meetings	Start	End	Brussels and other locations throughout Europe
	Feb 2019	Dec 2019	
Link to the Call's priorities (max 300 characters with space)			
<ul style="list-style-type: none"> <li>To improve the sustainability of EAPN and our organisational functioning</li> </ul>			
Description and objectives of the activity			

<i>(max 500 characters with space)</i>		
<b>Objectives:</b> To fulfil the statutory requirements of EAPN, to provide the political framework for EAPN and to oversee the running of the network.		
<b>Description:</b> <ul style="list-style-type: none"> <li>- 2-3 meetings of the Ex Co will be organised throughout the year</li> <li>- 2-3 meetings of the Bureau will be organised, with regular webex calls to complement the work</li> <li>- 1 General Assembly</li> <li>- Sub-groups of the Ex Co will work on issues like Fundraising and Financial Diversification, Staff well-being, Membership Development</li> </ul>		
Expected outputs and impact of the results <i>(max 500 characters with space)</i>		
<b>Expected outputs</b> <ul style="list-style-type: none"> <li>- Notes of meetings</li> <li>- Risk analysis</li> <li>- Political declaration from the GA</li> <li>- Well-being policies (and others) and practises developed</li> </ul>		
<b>Expected impact</b> <ul style="list-style-type: none"> <li>- An engaged and committed membership which is providing political and strategic leadership for EAPN</li> </ul>		

<b>Activity 4.8</b>			
Name of the activity	Date		Location of the activity
Ensure Slovenia becomes a full member of EAPN	Start	End	Brussels, Slovenia and location of our GA
	Jan 2019	Dec 2019	
Link to the Call's priorities <i>(max 300 characters with space)</i>			
<ul style="list-style-type: none"> <li>● To improve the sustainability of EAPN and our organisational functioning</li> </ul>			
Description and objectives of the activity <i>(max 500 characters with space)</i>			
<b>Objectives:</b> To ensure all EU member states have a full functioning anti-poverty network as part of EAPN.			
<b>Description:</b> Discussions with colleagues in Slovenia about forming a national EAPN network have been ongoing for a couple of years. In 2019 we expect the new network to officially join EAPN, via an application to the General Assembly.			
Expected outputs and impact of the results <i>(max 500 characters with space)</i>			
<b>Expected outputs</b> <ul style="list-style-type: none"> <li>- Support visit to EAPN Slovenia (2 staff + 2 members)</li> <li>- Support in establishing a strong network at the national level</li> <li>- Application pack from Slovenia submitted to the General Assembly</li> </ul>			
<b>Expected impact</b>			

- EAPN will have national networks in all EU Member States. This will give the fullest possible picture of poverty throughout the EU when we are making policy inputs and sharing stories from the ground

### **ADDITIONAL INFORMATION**

#### **1. Sub-contracting**

If subcontracting part of the action is foreseen, please explain which tasks will be subcontracted and why this is necessary with regard to the nature of the action and its implementation. Indicate as well the corresponding estimated cost (also to be indicated in the budget).

<N/A:>