**Note for Bureau**

This is an ongoing draft paper, not for circulation. It is an effort to work up some scenarios, at the same time as the consultation with members is happening - because of the need to circulate papers to the Ex Co and EUISG on this 2 weeks before the June meeting.

The alternative scenarios outlined attempt to respond to the discussions during the Ex Co meeting - trying to highlight how we can strengthen the General Assembly, looking at regional representation and avoiding domination by a small number of members.

**Alternative Scenarios for Consideration**

**Background**

Ex Co discussion, written input, member consultation in May, webinar, staff discussion. 2 extra scenarios, + attempts to clarify potential implications on staff, culture, representativeness etc

**Proposed principles to ensure representation and avoid domination (applicable to all scenarios)**

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| 1. Members can serve a maximum of 2 consecutive terms on elected bodies (i.e 2 x 2 / 3 years). That member organization will then be required to step down. |
| 2. Individuals can serve a maximum of 4 terms on elected bodies – respecting Principle 1. This means that an individual could serve 2 terms of behalf of a specific organisations. S/he would then step down, as the member can serve a maximum of 2 consecutive terms. When the member is eligible to rejoin the elected body, the individual will be able to serve 2 more consecutive terms, before being required to stand down. |
| 3. 50% of members of elected bodies will be required to stand down after each mandate, with 50% remaining. This aims to retain institutional memory, while ensuring the all members could serve on elected bodies. |
| 4. The proposed structures involve several different bodies where only a number of members would be represented (**Ex Co, Finance Committee, Policy Group, 5-6 thematic Working Groups, Anti-Poverty Movement Support Group, Comm’On.**) In order to ensure all member are represented in these spaces, no member will serve on more than 3 of these groups at the same time) This does not apply to the General Assembly or the PeP National Coordinators Group, where all national networks are already represented. In Scenario 3, it would also not apply to the Ex Co / Policy Group. |

**Scenario 1 – The Original Proposal (slightly amended)**

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| **Structure** | **Description** | **Estimated cost** |
| **General Assembly** | A momentwhere as many of the structures meet as possible, where they present their work to each other, where we all learn from each other. 3.5 days, with at least one day dedicated each year to strengthening the movement by mutual learning / bringing in the most exciting external expertise. Big political and policy issues. Truly decides the strategic direction of EAPN.· Day 1 – Group meetings· Day 2 - Group meeting and Statutory business· Day 3 – Movement strengthening and mutual learning· Day 4 (morning) - ForesightCombined with meeting of Ex Co, Policy and Advocacy Group, 2 Working Groups (at least) | **Check** |
| **Ex Co** | **Reduced in size, merged with Bureau.** 12 / 15 / 18 members, with a 2/3-year mandate. 10 / 13 / 16 members elected from EAPN membership, with 2 spaces set aside for specific expertise (for legal, financial expertise) – still to be found from within the members if possible. President and 2 Vice-Presidents. Meets 3 times a year, for 1.5 days. One meeting in advance of General Assembly. Regular webinars. 50% of members change over at the end of each mandate, to allow change and still retain institutional memory. Members can serve no more than 2 consecutive terms. Reports to General Assembly. | **17 640** |
| **Finance and Fundraising Committee** | Up to 6 members – 4 EAPN members, up to 2 co-opted spaces if necessary. Chaired by the Treasurer. Responsible for finance, resource management, administration, funding bids, project management. 2 meetings (1.5 days) per year plus webinars. Members can serve no more than 2 consecutive terms of 3 years. Reports to Ex Co. | **5880** |
| **Bureau** | **Merged with Ex Co**, as above. | **0** |
| **Policy and Advocacy Coordination Group** | Up to 10 members, responsible for coordinating policy and advocacy work, political and advocacy strategy, ensuring coherency between different thematic areas of EAPN and using the results of the Thematic Working Groups into the EU processes. Coordinates the work of the various Thematic Working Groups (see below). Meets three times a year, for 1.5 days. Regular webinars. 50% of members change over at the end of each mandate, to allow change and still retain institutional memory. Members can serve no more than 2 consecutive terms. Reports to the Ex Co. | **14 700** |
| **5-6 Thematic Working Groups** | Up to 10 members in each. Each group to focus on one of the 5-6 thematic areas prioritized by EAPN. At least one meeting per year (1.5 days), with two of the groups meeting during the General Assembly. Regular webinars. 5-year mandate. Priorities would be rediscussed by Ex Co before the end of the mandate. Reports to the Policy Coordination Group. | **69 400**(29 400 on meetings, 40 000 on contracts) |
| **Member Development Group** | **Becomes Anti-Poverty Movement Support Group.** Guides EAPN’s nurturing and support of this movement. Focus on strengthening members, training, partnerships, campaigning, mobilization. 6 members. 2 meetings per year, 1.5 days, plus webinars. Members can serve no more than 2 consecutive terms of 3 years. Reports to Ex Co. | **5880** |
| **PeP National Coordinators Group** | **No structural change.** To lead national level participation work, prepare for European level meeting, ensure that people experiencing poverty have a meaningful and impactful space within our network and the wider movement. | **Approximately 128 000 euros** (18 000 on meetings, 110 000 on contracts) |
| **Comm’On** | **No change.** | **4900** |
| **Estimated cost 300 820 euros**  |

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| **Potential Implications of this scenario on…** |
| **Staff** | · This would represent a major change, and the staff team would need to adapt in order to serve these structures effectively. The logistics around the Ex Co and the EUISG would be less heavy, so less administration would be required. Staff would be required to support the Thematic Working Groups – 1 staff member could feasibly support 2 such groups, if done so effectively. This structure would likely need the support of one full time events / admin officer, rather than splitting this support across the different structures.· The Ex Co would focus much less on content, much more on statutory and organisational business. This would allow Director to focus on the same things, and be more focused with his / her time.· The General Assembly would be strengthened, and would need more input from the whole staff team.· Focus on funding and financial diversification would mean staff support would be needed here.· Staff would need to spend more time communicating internally within the network· May mean we would need more expertise in supporting social movements and more expertise in online facilitation of groups· All of the above would be subject to the staffing review – these are initial reflections to help the Ex Co considerations. |
| **Culture** | · This would represent a step change in the culture of EAPN, which has largely relied on all members being represented in all spaces.· It would require high levels of trust between members, which would have to be built over time.· It would require more work to be done on webinars and electronically, using online platforms. This change has already started within EAPN. |
| **Representativeness** | · These changes would lead to a perceived reduction in the representativeness of EAPN structures in the short term – as not all members would be represented in all spaces.· Members on elected bodies and the staff team would have to make a concerted effort to ensure the representativeness by focusing on the basics of a network – improved communications, increased participation channels (questionnaires, votes, webinars etc)· All members represented at GA, most members represented at PeP National Coordinators Group.· Domination by a small number of strong networks would be avoided by the above principles |
| **Finance** | Estimated saving of 70 000 euros per year |
| **Strategic Thinking** | Structures seem to respond to most of the points in the reports from Phase 1 and Phase 2. |

**Scenario 2 – Regional Representativeness, ensuring all members are represented and no members dominate.**

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| **Structure** | **Description** | **Estimated cost** |
| **General Assembly** | A momentwhere as many of the structures meet as possible, where they present their work to each other, where we all learn from each other. 3.5 days, with at least one day dedicated each year to strengthening the movement by mutual learning / bringing in the most exciting external expertise. Big political and policy issues. Truly decides the strategic direction of EAPN.· Day 1 – Group meetings· Day 2 - Group meeting and Statutory business· Day 3 – Movement strengthening and mutual learning· Day 4 (morning) - ForesightCombined with meeting of Ex Co, Policy and Advocacy Group, 2 Working Groups (at least) | **Check** |
| **Ex Co** | **Reduced in size, merged with Bureau.** 12 / 15 / 18 members, with a 2 or 3-year mandate. 10 / 13 / 16 members elected from EAPN membership, with 2 spaces set aside for specific expertise (for legal, financial expertise) – still to be found from within the members if possible, though there would be the possibility to co-opt if necessary. 3 spaces reserved for European Organisations. President and 2 Vice-Presidents. Meets 3 times a year, for 1.5 days. One meeting in advance of General Assembly. Regular webinars. 50% of members change over at the end of each mandate, to allow change and still retain institutional memory. Members can serve no more than 2 consecutive terms. Reports to General Assembly. | **17 640** |
| **Regional representation** | Recognising the need for members to be ‘connected’ to the European level, this scenario would involve **each Ex Co member ‘representing’ 2-3 other members in Ex Co meetings.** Specifics to be finalized, depending on the final numbers. (If 12 members, each member would represent 3 others) The three EOs on the Ex Co would represent other EOs. Funding could be allocated to help these regional groupings coordinate their work. This could be done via face to face meetings, investment in technology to support online meetings etc. Regional groupings would have the freedom to decide what works best in their context. This could bring a new dynamic in regional cooperation within EAPN. Practical issues to work out in terms of how the groupings could consult and coordinate in advance of meetings – but these are details to be worked out. |  **Check.** A few thousand per regional grouping perhaps? |
| **Finance and Fundraising Committee** | Up to 6 members – 4 EAPN members, up to 2 co-opted spaces if necessary. Chaired by the Treasurer. Responsible for finance, resource management, administration, funding bids, project management. 2 meetings (1.5 days) per year plus webinars. Members can serve no more than 2 consecutive terms of 3 years. Reports to Ex Co. | **5880** |
| **Bureau** | **Merged with Ex Co**, as above. | **0** |
| **Policy and Advocacy Coordination Group** | Up to 10 members, responsible for coordinating policy and advocacy work, political and advocacy strategy, ensuring coherency between different thematic areas of EAPN and using the results of the Thematic Working Groups into the EU processes. Coordinates the work of the various Thematic Working Groups (see below). Meets three times a year, for 1.5 days. Regular webinars. 50% of members change over at the end of each mandate, to allow change and still retain institutional memory. Members can serve no more than 2 consecutive terms. Reports to the Ex Co. | **14 700** |
| **5-6 Thematic Working Groups** | Up to 10 members in each. Each group to focus on one of the 5-6 thematic areas prioritized by EAPN. At least one meeting per year (1.5 days), with two of the groups meeting during the General Assembly. Regular webinars. 5-year mandate. Priorities would be rediscussed by Ex Co before the end of the mandate. Reports to the Policy Coordination Group. | **69 400**(29 400 on meetings, 40 000 on contracts) |
| **Member Development Group** | **Becomes Anti-Poverty Movement Support Group.** Guides EAPN’s nurturing and support of this movement. Focus on strengthening members, training, partnerships, campaigning, mobilization. 6 members. 2 meetings per year, 1.5 days, plus webinars. Members can serve no more than 2 consecutive terms of 3 years. Reports to Ex Co. | **5880** |
| **PeP National Coordinators Group** | **No structural change.** To lead national level participation work, prepare for European level meeting, ensure that people experiencing poverty have a meaningful and impactful space within our network and the wider movement. | **Approximately 128 000 euros** (18 000 on meetings, 110 000 on contracts) |
| **Comm’On** | **No change.** | **4900** |
| **Estimated cost 300 820 euros** |

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| **Potential Implications of these changes on…** |
| **Staff** | · Changes are largely similar to the first scenario· Extra support would be needed from the Finance / Admin team to manage the potential financial support to regional representation – but this could be managed fairly simply through the contracts with the national networks |
| **Culture** | · The overall change to the culture of EAPN would be similar to that of the first scenario.· It would increase cooperation between EAPN members directly and hopefully promote small projects between members, without the support of EAPN Europe. |
| **Representativeness** | · The overall change to the representativeness of EAPN would be similar to that of the first scenario.· Responsibility for representativeness would be held by the Ex Co members, who would need to build in this representation responsibility into their work plans· All members represented at GA, most members represented at PeP National Coordinators Group.· Domination by a small number of strong networks would be avoided by the above principles |
| **Finances** | · Assuming that a few thousand euros might be made available to each regional grouping to facilitate their coordination, the savings would be in the region of 35 000 euros per year. |
| **Strategic Thinking** | Structures seem to respond well to the points outline in reports from Phase 1 and Phase 2 |

**Scenario 3 – Merging Ex Co and EUISG**

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| **Structure** | **Description** | **Estimated cost** |
| **General Assembly** | A momentwhere as many of the structures meet as possible, where they present their work to each other, where we all learn from each other. 3.5 days, with at least one day dedicated each year to strengthening the movement by mutual learning / bringing in the most exciting external expertise. Big political and policy issues. Truly decides the strategic direction of EAPN.· Day 1 – Group meetings· Day 2 - Group meeting and Statutory business· Day 3 – Movement strengthening and mutual learning· Day 4 (morning) - ForesightCombined with meeting of merged Ex Co / EUISG, 2 Working Groups (at least) | **TBC** |
| **Merged Ex Co / EUISG** | One strategic body, consisting of one representative of each national network and each European Organisation (currently 45 members). This group would meet once a year (for 3 days) to prepare and coordinate the work, according to the long-term strategy and the annual work programme. This body would organize its work around the thematic priorities and would delegate work to Task Forces / Working Groups who would focus on specific priorities. The Task Forces would report back to this body. This body would deal with statutory business, coordinate the work of the Task Forces / Working Groups, undertake mutual learning and capacity building sessions. This group would need a President, 2 Vice-Presidents, and a Treasurer. Individuals can serve no more than 2 consecutive terms. Reports to General Assembly. | **TBC** |
| **Finance and Fundraising Committee** | Up to 6 members – 4 EAPN members, up to 2 co-opted spaces if necessary. Chaired by the Treasurer. Responsible for finance, resource management, administration, funding bids, project management. 2 meetings (1.5 days) per year plus webinars. Members can serve no more than 2 consecutive terms of 2/3 years. Reports to Ex Co. | **5880** |
| **Bureau** | In this scenario, the Bureau would be retained. 7 members, 2 - 3 meetings per year. Possibility to co-opt expertise if needed, specifically financial and legal. Q – does the Bureau become the Board? | **13 000** |
| **5-6 Thematic Working Groups** | Up to 10 members in each. Each group to focus on one of the 5-6 thematic areas prioritized by EAPN. At least one meeting per year (1.5 days), with two of the groups meeting during the General Assembly. Regular webinars. Mandates of these groups would vary depending on the need. Members would be drawn, though not necessarily exclusively, from the merged Ex Co / EUISG – external expertise could be co-opted from partners. Reports to the merged Ex Co / EUISG. | **69 400**(29 400 on meetings, 40 000 on contracts) |
| **Member Development Group** | **Becomes Anti-Poverty Movement Support Group.** Guides EAPN’s nurturing and support of this movement. Focus on strengthening members, training, partnerships, campaigning, mobilization. 6 members. 2 meetings per year, 1.5 days, plus webinars. Members can serve no more than 2 consecutive terms of 3 years. Reports to Ex Co. | **5880** |
| **PeP National Coordinators Group** | **No structural change.** To lead national level participation work, prepare for European level meeting, ensure that people experiencing poverty have a meaningful and impactful space within our network and the wider movement. | **Approximately 128 000 euros** (18 000 on meetings, 110 000 on contracts) |
| **Comm’On** | **No change.** | **4900** |
| **Estimated cost 300 820 euros** |

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| **Potential Implications of these changes on…** |
| **Staff** | · This would reduce the number of meetings, so the administrative burden would decrease. However, more numbers on the major body would increase the admin support needed, **unless** the Bureau is made into the legal ‘Conseil d’Administration’ and the bigger group is a body of the CA[L1] .· Staff team would need to support more Thematic Working Groups· The General Assembly would be strengthened, and would need more input from the whole staff team.· Focus on funding and financial diversification would mean staff support would be needed here.· Staff would need to spend more time communicating internally within the network· May mean we would need more expertise in supporting social movements and more expertise in online facilitation of groups· All of the above would be subject to the staffing review – these are initial reflections to help the Ex Co considerations. |
| **Culture** | · This is potentially less of a major change to the culture of EAPN, as it would retain the full participation of national networks, and indeed increase the participation of EOs, in a major body of EAPN. The change of the culture would depend which group would be the official Board of EAPN – the merged Ex Co / EUISG or the Bureau. |
| **Representativeness** | · All members represented on 3 major structures of EAPN (GA, PeP National Coordinators Group, Ex Co / EUISG)· Domination by a small number of strong networks would be avoided by the above principles |
| **Finances** | · TBC |
| **Strategic Thinking** | Harder to see how this helps make EAPN governance more efficient and effective, unless the Bureau essentially becomes the Board. |

**Scenario 4 – Reduce Ex Co, reform EUISG**

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| **Structure** | **Description** | **Estimated cost** |
| **General Assembly** | A momentwhere as many of the structures meet as possible, where they present their work to each other, where we all learn from each other. 3.5 days, with at least one day dedicated each year to strengthening the movement by mutual learning / bringing in the most exciting external expertise. Big political and policy issues. Truly decides the strategic direction of EAPN.· Day 1 – Group meetings· Day 2 - Group meeting and Statutory business· Day 3 – Movement strengthening and mutual learning· Day 4 (morning) - ForesightCombined with meeting of merged Ex Co / EUISG, 2 Working Groups (at least) | **TBC** |
| **Reduced Ex Co** | **Reduced in size, merged with Bureau.** 12 / 15 / 18 members, with a 2/3-year mandate. 10 / 13 / 16 members elected from EAPN membership, with 2 spaces set aside for specific expertise (for legal, financial expertise) – still to be found from within the members if possible. President and 2 Vice-Presidents. Meets 3 times a year, for 1.5 days. One meeting in advance of General Assembly. Regular webinars. 50% of members change over at the end of each mandate, to allow change and still retain institutional memory. Members can serve no more than 2 consecutive terms. Reports to General Assembly. | **TBC** |
| **Regional representation** | Recognising the need for members to be ‘connected’ to the European level, this scenario would involve **each Ex Co member ‘representing’ 2-3 other members in Ex Co meetings.** Specifics to be finalized, depending on the final numbers. (If 12 members, each member would represent 3 others) The three EOs on the Ex Co would represent other EOs. Funding could be allocated to help these regional groupings coordinate their work. This could be done via face to face meetings, investment in technology to support online meetings etc. Regional groupings would have the freedom to decide what works best in their context. This could bring a new dynamic in regional cooperation within EAPN. Practical issues to work out in terms of how the groupings could consult and coordinate in advance of meetings – but these are details to be worked out. | **TBC** |
| **Finance and Fundraising Committee** | Up to 6 members – 4 EAPN members, up to 2 co-opted spaces if necessary. Chaired by the Treasurer. Responsible for finance, resource management, administration, funding bids, project management. 2 meetings (1.5 days) per year plus webinars. Members can serve no more than 2 consecutive terms of 2/3 years. Reports to Ex Co. | **5880** |
| **Bureau** | Merged with Ex Co |  |
| **Policy and Advocacy Coordination Group / EUISG** | Representation would remain as today. Responsible for coordinating policy and advocacy work, political and advocacy strategy, ensuring coherency between different thematic areas of EAPN and using the results of the Thematic Working Groups into the EU processes. Coordinates the work of the various Thematic Working Groups (see below). Reduced number of meetings (perhaps 2 a year) and increased focus on webinars, supporting Task Forces etc. 50% of members change over at the end of each mandate, to allow change and still retain institutional memory. Members can serve no more than 2 consecutive terms. Reports to the Ex Co. | **To check** |
| **5-6 Thematic Working Groups** | Up to 10 members in each. Each group to focus on one of the 5-6 thematic areas prioritized by EAPN. At least one meeting per year (1.5 days), with two of the groups meeting during the General Assembly. Regular webinars. Mandates of these groups would vary depending on the need. Members would be drawn, though not necessarily exclusively, from the EUISG – external expertise could be co-opted from partners. Reports to the EUISG. | **69 400**(29 400 on meetings, 40 000 on contracts) |
| **Member Development Group** | **Becomes Anti-Poverty Movement Support Group.** Guides EAPN’s nurturing and support of this movement. Focus on strengthening members, training, partnerships, campaigning, mobilization. 6 members. 2 meetings per year, 1.5 days, plus webinars. Members can serve no more than 2 consecutive terms of 3 years. Reports to Ex Co. | **5880** |
| **PeP National Coordinators Group** | **No structural change.** To lead national level participation work, prepare for European level meeting, ensure that people experiencing poverty have a meaningful and impactful space within our network and the wider movement. | **Approximately 128 000 euros** (18 000 on meetings, 110 000 on contracts) |
| **Comm’On** | **No change.** | **4900** |
| **Estimated cost 300 820 euros** |

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| **Potential Implications of these changes on…** |
| **Staff** | · Less staff time needed to support Ex Co· Staff team would need to support more Thematic Working Groups· The General Assembly would be strengthened, and would need more input from the whole staff team.· Focus on funding and financial diversification would mean staff support would be needed here.· Staff would need to spend more time communicating internally within the network· May mean we would need more expertise in supporting social movements and more expertise in online facilitation of groups· Expertise on facilitating and supporting groups online would need to be developedAll of the above would be subject to the staffing review – these are initial reflections to help the Ex Co considerations. |
| **Culture** | · Reduction of Ex Co would represent a major change in culture, as aboveRetaining the EUISG in a similar format, where all represented, would not have an impact on the cultureChanging the way of work of the EUISG would involve a cultural shift towards more online work and webinars. This shift is already underway. |
| **Representativeness** | · All members represented on 3 major structures of EAPN (GA, PeP National Coordinators Group, Policy Group)· Domination by a small number of strong networks would be avoided by the above principles |
| **Finances** | · TBC |
| **Strategic Thinking** | Enables our governance structures to be more effecient, provides more space for members to be where they can contribute (thematic groups), but it continues to focus majority of time and resources on policy, when the Strategic Thinking focuses us more on ensuring there is a strong anti-poverty movement to make the political and social change needed |