#

EAPN

Strategic Thinking Process Final Report

Phase III: Change and progress

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# 1. Introduction

EAPN has been on a journey of change and self-evaluation. This process has seen significant engagement by members, staff, elected officers of the organisation, and thought-provoking debate on how the organisation becomes more effective.

This (penultimate) document comes as this process draws to a close, and as the members prepare for the 2019 General Assembly.

Key decisions have been made along the way through the appropriate forums (Bureau, ExCo, Staff analysis and input). Using the original Phase 1 report as our framework, this document aims to synthesize the journey EAPN has been on and the key decisions members have made together and the implications of these decisions. This document also highlights the areas of change that were recommended in Phase 1 that have not been progressed, and the implications.

The document will be revised following the General Assembly (to reflect any decisions made by that forum). This final revision will become the Phase III and final document of the EAPN Strategic Thinking Process and the main briefing note / entry point for any member who wishes to understand the process.

*This document was prepared by the Consultant engaged by EAPN and based on an analysis of the decisions made and policy papers adopted in the process to date.*

# 2. EAPN Vision

Over the course of the strategic thinking sessions EAPN has agreed to a new vision for the network:

**“A sustainable Europe free of poverty and social exclusion, with high levels of equality, where political, economic, social and cultural rights are respected.''**

This vision was devised based on members feedback to a survey early in the Strategic Thinking process and is articulated in the Theory of Change. It will be formally adopted during the General Assembly when the Theory of Change is adopted.

Throughout this process, EAPN has recognised that it needs public opinion more firmly on its side if it is to create the political will to eradicate poverty. EAPN needs to bring more people and organisations into the ‘fight’ against poverty, or positively framed, the fight *for* access to political, social, economic and cultural rights. EAPN has acknowledged that it has been strong and successful within the policy sphere, but it has had less success in convincing ordinary people, and wider civil society, of the need to eradicate poverty in Europe. EAPN recognises the need to make progress here.

EAPN has acknowledged that while it does not to need to fundamentally change who they are, it does need to rebalance the focus of their activities, spending more time, energy and resources on public facing campaigning to complement their high-level policy and political advocacy. This rebalancing is not an insignificant challenge, particularly, as noted later, that there will be no structural changes in the Network in the short term.

#

# 3. Process

There were three stages to the strategic thinking process. (See Appendix I).

* Phase I: January - July 2018 ‘[Reaching A Shared Understanding](http://www.eapn.eu/wp-content/uploads/2018/11/EAPN-EAPN-Strategic-Thinking-Process-Phase-I-Report-final.pdf)’, which was informed by a membership survey and internal workshop on successes and challenges to date, and arrived at via a staff workshop, in depth interviews with a selection of key stakeholders and a workshop with Executive Committee members and the EUISG.
* Phase II : July - December 2018 ‘Drilling down’ saw the Director lead work on a Theory of Change and a [Political, Economic, Social, Technical, Legal and Environmental (PESTLE) analysis](http://www.eapn.eu/wp-content/uploads/2018/11/EAPN-Phase-2-PESTLE-analysis-for-presentation-in-Vienna.pdf), each of the major stakeholder groups within the members had an opportunity to respond to this material.
* Phase III: January - June 2019 was designated as the ‘Decision making’ phase, with each of the constituent elements of the organisation having an engagement moment against a series of recommendations.

# 4. Learning from Phase III

It became apparent during Phase III that -

1. While there was a strong coalescing of support around the new **Theory of Change**, there is still work to be done to ensure that there is full buy in, and a comprehensive understanding of the implications of this change for EAPN’s work. The Theory of Change has been reworked by the Director [see here](http://www.eapn.eu/wp-content/uploads/2019/08/EAPN-V5-Theory-of-Change-August-2019-for-adoption-3783.pdf), based on extensive feedback from EAPN members in June, and circulated. The General Assembly will be given the opportunity to formally adopt the Theory of Change. A working example of how the Theory of Change can be applied to a real life programme of work, based on the [thematic](http://www.eapn.eu/wp-content/uploads/2019/06/EAPN-E10.-Prioritising-themes-3653.docx) identified has also been prepared (and these will also be presented at the General Assembly weekend.)
2. The terminology of a **‘movement’** was proving problematic for many members - this language has been reworked and is reflected in this report and in the revised Theory of Change.
3. There is no appetite at the moment to substantially alter EAPN **structures.** This will have implications for the time and resources available to the organisation. Other processes, most notably the Theory of Change, will precipitate a change in how the Network, and its structures, work. Most significantly will be the work of the EUISG, which needs to be clearly tied to the agreed political priorities and public campaigning activities. Additionally, key working groups, which will be taking forward activities from the Theory of Change, will need to have robust Terms of Reference that reflect it, as well as clear reporting lines and appropriate budgets in order to be effective.

# 5. Progress against the initial recommendations

[Phase 1](https://www.eapn.eu/wp-content/uploads/2018/11/EAPN-EAPN-Strategic-Thinking-Process-Phase-I-Report-final.pdf) identified six challenges for EAPN:

1. Identity: The identity of EAPN is constrained by its relationships with, and financial dependence upon, the Commission.
2. Analysis: EAPN would benefit from a clearer shared political analysis
3. Participation: While participation is highly valued, it is not always clearly understood.
4. Membership: The intensive consultation processes for members are not necessarily delivering on meaningful engagement
5. Human Capacity: Attention needs to be paid to ensuring that EAPN is maximising on its most important asset, people.
6. Change: Structural reform needs to be implemented to increase effectiveness and participation and reduce duplication.

Against each of these challenges a priority action and a recommendation were made, which had broad buy in from the membership base.

A summary of these, including a progress report and brief notes on the implications is presented in Table 1.

## **Table 1**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Theme** | **Priority Action** | **Progress** | **Recommended Change** | **Progress** |
| **1. Identity**The identity of EAPN is constrained by its relationships with, and financial dependence upon, the Commission. | The income diversification strategy needs to be prioritized, with an analysis of potential income sources and opportunities completed in parallel with the strategic review process (i.e. within a year). | **An analysis of various funding opportunities has been undertaken, and the Staff and Bureau are striving to revive the Funding and Financial Diversification Committee which was established in late 2017.** | A one member one vote policy (or parity of voting) should be adopted at the General Assembly to underpin solidarity among members. | **A motion was adopted on this in 2018 but it has not been translated into a new membership fee structure. ExCo is due to make a proposal on this in September 2019, for approval by the General Assembly.** |
| *Implications identified by consultant* |  *The Terms of Reference of each working group needs to reflect the Theory of Change. Each group should also have an appropriate budget and clear reporting lines. Staff resources on fundraising will be required.* |  *The issue of membership fees reflecting the policy of parity of voting rights should be resolved without any further delay.* |
| **2.Shared Political Analysis**EAPN would benefit from a clearer shared political analysis  | Director to lead the development of a Theory of Change | **Final Iteration of Theory of Change to be presented as Bureau motion for adoption at the General Assembly** | EAPN to translate its Values statements into accessible analysis documents that inform the work programme.  | **Each year two values are being prioritized. In 2020, these are: ‘the possibility of achieving a better sharing of wealth, opportunities and resources’ (Ex Co leading) and 'gender equality' (EUISG leading)** |
| *Implications identified by Consultant* | *This provides a new way of working. To have meaning it needs to be reflected in the Terms of Reference for all Working Groups, resources available to Working Groups, staff work plans and staffing structures.*  | *This is a positive development and will help EAPN articulate its identity more clearly.* |
| **3. Participation**While participation is highly valued, it is not always clearly understood. | The Director to present a paper on the implementation of the Dutch resolution, and any arising financial or structural changes necessary for decision by ExCo by latest June 2019. | **A** [**paper**](https://www.eapn.eu/wp-content/uploads/2019/03/EAPN-B8.-Implementing-the-2017-Dutch-Resolution-00.pdf) **was discussed by the Bureau in early 2019. However, the Bureau felt that the paper went beyond its mandate. The Bureau agreed to revisit this paper.** | EAPN to become the expert on the human right to participate in decisions that impact on one’s life, to model best practice internally and to advocate for participation rights in the most relevant European forums | “Comm’On” group with equal representation of PEP established and a work plan agreed.Training on the *Human Right to Participation* is being developed and will be trialled in 2/3 countries in 2020 |
| *Implications*  | *EAPN has yet to prove its commitment to PEP through structural changes. The inclusion of PEP should be prioritized in the official review of EAPN statues planned for 2020 and recommendations brought to no later than the 2020 General Assembly****.*** | *The Terms of Reference of each working group needs to reflect the Theory of Change. Each group should also have an appropriate budget and clear reporting lines.* |
| **4. Membership**The intensive consultation processes for members are not necessarily delivering on meaningful engagement  | As part of the funding diversification strategy prioritization needs to be given to projects that build the capacity of weaker members. | The Funding / Financial Diversification Group is the obvious body to lead this, with input from the Membership Development Group, however there is limited engagement with this group presently. | EAPN to focus on five or six issue areas for the next five years and orientate its structures to have specific, time limited, thematic working groups where members can opt into processes that are of most use and value to them. | The ExCo has agreed the first two priority areas:Access to Social and Economic Rights and Access to Quality Services. |
| *Implications identified by Consultant* | *The Terms of Reference of each working group needs to reflect the Theory of Change. Each group should also have an appropriate budget and clear reporting lines.* | *While some prioritization has taken place, the themes are very broad and run the risk of EAPN continuing with a wide agenda that does not support the agreed ToC - i.e. a more public facing campaigns orientated Network.**The lack of structural reform means that there are no resources to run thematic working groups, making the need for greater focus all the more necessary.*  |
| **5. Human Capacity** Attention needs to be paid to ensuring that EAPN is maximising onits most important asset, people. | The Director to lead a review of staffing structures during Phase 3 of the strategic thinking process to ensure that resources reflect the priorities of the organisation, for presentation to the Bureau and sign off by the Ex Co by June 2019. | **The staffing review was postponed until Autumn 2019 after the ToC was finalized. Progress has been made on staff well-being and burnout issues.** | EAPN to adopt tenure limits for participation in all elected roles and a system to actively support the full participation of new members. | **The Bureau have decided to undertake a review of EAPN statues in 2020, tenure limits will be reviewed in this process.** |
| *Implications*  | *This needs to be prioritized in 2020. Staffing structures should reflect the reorientation towards more public facing campaigns and fundraising and income diversification* |  *Without tenure limits the Network risks stagnation.* |
| **6. Change** Structural reform needs to be implemented to increase effectiveness and participation and reduce duplication | A cost and risk assessment of the current decision-making structures to be undertaken by the Director and presented via the Bureau to the membership as part of the strategic thinking process. | Robust models were created, and participative process were used to establish members preferences.Members have decided not to progress any change. | EAPN to adopt a new streamlined structure which gives all members adequate representation and ensures the most efficient decision making and appropriate use of resources.  | **No change** |
| *Implications*  | *Time and finances will continue to be underutilized. Members must reflect on whether maintaining current outmoded structures is more important than compromising on representation in order to make the Network more effective.**The Network will continue to act below its potential due to the severe restrictions on time and finances necessitated by the current model.* |

# 6. Detailed Analysis and Recommendations

## 6.1 Identity

*The identity of EAPN is constrained by its relationships with the Commission.* ***Priority Action:*** *The income diversification strategy needs to be prioritized, with an analysis of potential income sources and opportunities completed in parallel with the strategic review process (i.e. within a year).* ***Recommended Change:*** *A one member one vote policy should be adopted at the General Assembly to underpin solidarity among members.*

**Analysis of progress:**

EAPN has started the process of income diversification. It iscommitted to diversifying its income sources by 20% (i.e. raising € 200,000 per year in addition to existing core funding) by the end of 2020. The staff team have mapped fundraising opportunities, and have progressed several fundraising applications, as part of projects, and have also begun some online fundraising campaigns.

This is a significant target and workload and is currently resting on existing staff and a voluntary group. (The Funding / Financial Diversification Group).

Additionally, as no structural reform has been agreed, EAPN will continue to have to finance very costly structures, in addition to resourcing new areas of work.

In relation to equal voting, while a motion was adopted on equal voting rights in 2018, the Bureau and ExCo have not agreed a fee structure to reflect this. The organisation needs to move forward on this and ensure that internal matters do not dominate the workload of the Network.

**Recommendations:**

**Financial Diversification**

* The Bureau to lead a review of the Terms of Reference for each working group, including the Funding / Financial Diversification group to ensure that the TOR are consistent with the Theory of Change, and that each group has an appropriate budget and clear reporting structure by end Q2 2020.
* Network Members should reflect on their engagement in this important working group and where appropriate nominate / make available individuals with the requisite skills and expertise.
* The Director should prioritize fundraising in the staff review and invest in a staff member dedicated to fundraising for a period of 2 / 3 years in order to meet and sustain EAPN’s diversification target.

**Equal Voting Rights**

* The ExCO should bring forward a new membership fee proposal for General Assembly approval, to reflect the 2018 decision on equal voting rights, without further delay.

## 6.2 Analysis

*EAPN would benefit from a clearer shared political analysis.* ***Priority Action:*** *The Director to lead the development of a Theory of Change for EAPN, with inputs from the Staff Team and engagement opportunities for the membership and for people experiencing poverty.* ***Recommended Change:*** *EAPN to translate its Values statements into accessible analysis documents that inform the work programme. The Implementation of the values to be monitored as part of an evaluation framework for all EAPN activities, reports on which will be communicated to the membership to build ownership and accountability.*

**Analysis of progress:**

Significant work has been undertaken on the Theory of Change, and there appears to be a strong coalescing of support from across the network for the future direction of EAPN set out in this paper. Time and effort have also been expended on securing comprehension. The Theory of Change should act as a significant touchstone for all EAPN’s future activities.

However, the EAPN cannot continue as it is, and also be the new Network it has said it wants to be. The Network is not ready to change its structures. If the Theory of Change is to be meaningful, each structure will have to change some of its practices in order to make this new way of working possible.

EAPN are proactively working on Values statements to underpin each of its existing values. The first two to be prioritized in 2020 are ‘gender equality’ and ‘a better sharing of wealth, resources and opportunities’ in 2020.

It is important to note that these are not policy papers, they are succinct touchstones that help people participate in the work and the debates on a shared understanding. Shared values make the Network stronger and more effective. Members will need to be proactively engaged in the finalization of these value statements if they are to have meaning.

**Recommendations:**

**Theory of Change**

* The General Assembly should formally adopt the Theory of Change in September, to give the staff and members a clear strategic pathway.
* The Bureau to lead a review of the Terms of Reference for each working group, to ensure that the TOR are consistent with the Theory of Change, and that each group has an appropriate budget and a clear reporting structure.
* Each Statutory Body within EAPN (namely the GA, ExCo and the Bureau) to agree an addition to their TOR at the earliest appropriate juncture in 2020 to reflect their responsibilities in progressing the Theory of Change.
* Members should ensure that the Theory of Change is shared and understood at a National level and adopt appropriate changes in their participation in EAPN as necessary.

**Values**

* The Ex Co should reflect on and adopt each Values statement. The Exco should ensure that momentum on Values is maintained, and the Values statements kept alive through regular communication with members, particularly the induction of new members.
* The Director to give specific responsibility for monitoring the mainstreaming of the Values statements across EAPNs work and reporting back to the membership to a designated staff member.
* Members to ensure that the Values statements are shared and understood at a National level and ensure that both the Theory of Change and Values statements are part of the induction of any member participating in EAPN structures and events.

**6.3 Participation**

**Analysis of progress:**

*While participation is highly valued, it is not always clearly understood* ***Priority Action:*** *The Director to present a paper during Phase 2 the strategic thinking process on the implementation of the Dutch resolution, and any arising financial or structural changes necessary for decision by ExCo by latest June 2019.* ***Recommended Change:*** *EAPN to become the expert on the human right to participate in decisions that impact on one’s life, to model best practice internally and to advocate for participation rights in the most relevant European forums.*

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 Progress in this area has been mixed. The discussion on the paper on the Dutch resolution was postponed by the Bureau, and while it has been agreed to review this again, there is currently no deadline for this.

The Comm’On group has been established, with equal participation by PEP, however its potential workload is significant. As with the Fundraising and Financial Diversification Group, the Comm’On needs to ensure that it reflects the Theory of Change in its work, and the Network needs to give it a strong mandate to move forward effectively.

Notwithstanding the decision to maintain current EAPN structures, the substance of the Dutch resolution needs to be actioned without further delay.

It is very positive to see the human rights theme coming through both as a training output and in the policy prioritization and values statement. This builds on EAPNs existing strengths and can be harnessed to change the debate on poverty and the perception of PEP if the work is well focused.

However, a significant proportion of the current training budget goes on the physical attendance of additional delegates at the General Assembly. While a mass training event on participation rights may prove to be very effective, focus should be given in the future to ensuring that there is an appropriate training budget and that efficiencies of scale are considered. Existing structures (such as three ExCo meetings three times per year) can also be utilized to make training more efficient.

**Recommendations:**

**Participation**

* The Bureau to ensure that the review of EAPN statues includes a review and definitive position on PEP and is ready to be proposed no later than the 2020 General Assembly.
* The Bureau to lead a review of the Terms of Reference for each working group, including the Comm’On group and Membership Development Group to ensure that the TOR are consistent with the Theory of Change, and that each group has an appropriate budget and a clear reporting structure.
* The Bureau in consultation with the membership of the existing PEP Coordinators Group, to lead on a TOR for this Group to clarify its role and status and reflect the Theory of Change. To be finalized and approved by the ExCo by end Q2 2020.

**Human Rights**

* The Director to ensure that the various strands of EAPNs work which address poverty from a rights-based perspective are complementary, accessible and effective.

## 6.4 Membership

**Membership:** The intensive consultation processes for members are not necessarily delivering on meaningful engagement **Priority Action:** As part of the diversification strategy prioritization needs to be given to projects that build the capacity of weaker members. **Recommended Change:** EAPN to focus on five or six issue areas for the next five years and orientate its structures to have specific, time limited, thematic working groups where members can opt into processes that are of most use and value to them.

**Analysis of progress:**

As noted above, the diversification strategy is ambitious and currently without any staff resources. It was clear from Phase 1 of the strategic thinking process that ‘weaker’ national members needed more support. This is another significant part of the mandate of the Fundraising and Financial Diversification working group.

In terms of creating meaningful opportunities for members to engage in policy work, while work has begun on identifying priority policy areas, there is a risk that these will be drawn too widely to enable any sustained focus and meaningful membership engagement. (See Appendix II).

As there will be no cost savings from structural reform, it is unlikely that EAPN can afford to run thematic working groups in the short term

There is also the risk that the lack of clarity and communication between EUISG, Ex Co and the Bureau will continue.

**Recommendations:**

* The Bureau to lead a review of the Terms of Reference of the EUISG to ensure that it is consistent with the Theory of Change, and that its budget is appropriate and reporting lines are clear.
* The ExCO to agree in 2020 a priority campaign for 2021.
* The Director to lead a process to clarify how each Statutory Body and Working Group will create, resource and report on an operational plan annually, providing templates to ensure consistency with the Theory of Change and the agreed priorities.

## 6.5 Human Capacity

Attention needs to be paid to ensuring that EAPN is maximising on its most important asset, people. **Priority Action:** The Director to lead a review of staffing structures during Phase 3 of the strategic thinking process to ensure that resources reflect the priorities of the organisation, for presentation to the Bureau and sign off by the Ex Co by June 2019. **Recommended Change:** EAPN to adopt tenure limits for participation in all elected roles and a system to actively support the full participation of new members.

**Analysis of progress:**

The staffing review will take place in the final quarter of 2019, and this is timely. Attention will need to be paid to the implications of the Theory of Change and how this is reflected in the staffing structures, particularly in relation to fundraising and campaigning.

No progress has been made on tenure limit. A review of statues and standing orders is being led by Eleni Karoali, Vice President of EAPN in 2020, which is likely to result in result in an Ex Co-sponsored motion to the 2020 General Assembly, which includes this issue.

**Recommendations:**

* The Director to lead a staffing review which reflects the Theory of Change and prioritizes resources for the appointment of a Campaigns Manager to enable more focused, public facing work and a Fundraising Manager to ensure that the Financial Diversification strategy is viable.
* Tenure limits to be addressed in the Bureau review of statues and standing orders.

## 6.6 Change

*Structural reform needs to be implemented to increase effectiveness and participation and reduce duplication* ***Priority Action:*** *A cost and risk assessment of the current decision-making structures to be undertaken by the Director and presented via the Bureau to the membership as part of the strategic thinking process.* ***Recommended Change:*** *EAPN to adopt a new streamlined structure which gives all members adequate representation and ensures the most efficient decision making and appropriate use of resources.*

**Analysis of progress:**

In Phase I of the process there was significant buy in for adopting more efficient structures that would release both time and financial resources. In Phase II, various options were presented to members. However, a motion was agreed at the June 2019 Ex Co meeting to say that there should be no changes to Statutory bodies. There will not be a motion coming to the General Assembly.

The rationale for reformed structure has not changed. Significant cost savings were presented in the various options put to the membership, money which could be used to resources campaigns and building the capacity of weaker members.

However, at a cultural level the membership is not willing to change the Statutory body structure.

Additionally, the ‘underlying activities’ that have been identified in the Theory of Change are premised on small, under resourced structures within the EAPN.

The unwillingness of the Network to make structural changes must not be an impediment to the Network’s capacity to campaign more effectively and to have more impact on the eradication of poverty

The adoption of the Theory of Change and the Thematic priorities, to be meaningful, must be reflected in the work practices of staff and of membership structures, in particular the policy team and the EUISG.

It needs to be made clear which body is leading on which programme of work, and that they have the clarity of mandate and resources to do so in order to be effective.

Members will need to be cognisant of the fact that the structures that they are maintaining are unlikely to be fit for purpose for the future.

##

**Recommendations:**

* The Bureau to lead a review of the Terms of Reference for each working group, to ensure that the TOR are consistent with the Theory of Change, and that each group has an identified budget and a clear reporting structure.
* The Ex Co to agree a priority campaign for 2021 in 2020 from which an Operational Plan can be devised by the Director, and adopted by the Bureau including specific activities, budgets, staff and member leads and outputs for the various Working Groups.
* The Bureau to commit to reviewing EAPN’s governance every three years with a view to make the organisation more efficient.

# Appendix I The Process

**Phase I – Reaching a Shared Understanding:**

|  |  |  |  |
| --- | --- | --- | --- |
| **Date** | **Activity** | **Lead** | **Participants** |
| January 2018 | Exchange on best practices for strategic reviews and areas on which to focus | EAPN Director | Bureau |
| March 2018 | Identify organisational learnings based on key successes in recent years | EAPN Director | Executive Committee |
| May / June 2018 | Membership and Stakeholder Interviews on vision, successes, challenges | Quality Matters | 12 interviewees |
| 11 June 2018 | Staff day to reflect on vision and strategy (informed by an anonymous staff survey) | Quality Matters | Staff team |
| June 2018 | Membership survey: Analysis of members views on vision, values and structures | EAPN Director | All member organisations |
| July 2018 | Presentation of the findings from each of these processes to the membership to reach agreement on priority areas for attention | Quality Matters | ExCo, EUISG and Staff  |

**Phase 2 – Drilling Down: Agreeing EAPN’s Theory of Change based on a shared PESTLE** analysis

|  |  |  |  |
| --- | --- | --- | --- |
| **Date** | **Activity** | **Lead** | **Participants** |
| July 2018 | Introduce the PESTLE tool and Theory of Change framework  | EAPN Director | Staff |
| July - August 2018 | Creation of initial PESTLE analysis  | EAPN Director | Staff |
| July – September 2018 | Testing key concepts with experts with experience of poverty at the national level | EAPN Director | National Coordinators, people experiencing poverty |
| Early September 2018 | PESTLE & Theory of Change workshop  | EAPN Director | Bureau and Staff |
| 28 September | PESTLE & Theory of Change workshop  | Quality Matters | All members via General AssemblyPEP |
| December | Work to agree and outline top level policy positions | Quality Matters | Staff |

**Phase 3 – Decision Making: Agreeing our Strategic Direction**

|  |  |  |  |
| --- | --- | --- | --- |
| **Date** | **Activity** | **Lead** | **Participants** |
| Jan / Feb 2019 | Presentation and discussion of final strategic recommendations to new Bureau (see comment) | Quality Matters | Bureau |
| March / April | Presentation and discussion final strategic recommendations  | EAPN Director | EEP National Coordinators |
| April / May  | Presentation, discussion and agreeing final strategic recommendations | EAPN Director | Ex Co  |
| June 2019 | Presenting strategic direction to wider group | EAPN Director | Ex Co and EUISG together |
| September 2019 | Penultimate Phase 3 Report - Change and ProgressMotion on Future Strategic Direction | Quality MattersBureau | BureauGeneral Assembly membership |

# Appendix II Current policy prioritization

**Overarching priority - a multidimensional approach to poverty, social exclusion and inequality**

**Priority Area 1: Access to social and economic rights**

**1a. Future of Europe and its social policies**

1. Participation
2. Social Pillar and SDGs
3. Funding

**1b. Income guarantee**

1. Minimum Income / Social Protection
2. Decent work / decent wages.

**Priority Area 2: Access to Quality Services**

**2a** Education, training and lifelong learning

**2b** Health, Housing and Social Services

**Cross-cutting priorities: Environmental, demographic and technological challenges, gender,**