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# Introduction

## COMM’ON WORKING GROUP: LINKING COMMUNICATION AND PARTICIPATION

The objectives of our Communications work include **increasing the visibility of the voices, faces and experiences of people with direct experience of poverty** and **breaking stereotypes about (people experiencing) poverty.** We are convinced that meaningful participation of people experiencing poverty should be at the core of EAPN. We don’t want to talk ‘about’ people experiencing poverty (PEP), we want them to have a voice in- and outside of EAPN, we want to amplify their voice.

In 2018, a new working group within EAPN saw the light for the first time: the EAPN Communications Working group, named ‘COMM’ON’ by the members of this group. This task of this group is to give

**guidance to the EAPN Communications work, with a specific focus on how people experiencing poverty can participate in this work, how their voices, experiences and perspective can be made more visible.**

This group is working on a long-term structural basis, providing guidance for both EAPN staff and the members. Respecting our own principles, this means that this working group also includes people with direct experience of poverty. In 2018 and 2019, 5 national networks (EAPN Austria, EAPN Netherlands, EAPN Norway, EAPN Poland, EAPN Portugal) were actively involved in this group, each network leading on a specific topic/focus. EAPN Ireland also supported the work of this group. Each national network participates in this group as a duo (including one person with direct experience of poverty).

The objectives of this group are in line with the EAPN Mission, the Dutch Resolution adopted by the GA in 2017 and the priority area 1, identified in the framework of our Theory of Change:

***Strengthen links with people experiencing poverty*** *and ensure that they are meaningfully involved in, and leading, grassroots anti-poverty movements and campaigns around poverty, inequality, precarious work, digitalisation, social protection (with a focus on minimum income), living wages, at national and European levels. Amplify their voices wherever and whenever possible.*

*And in line with the priorities B and C in the Strategic Review document:*

**B. Strengthen the involvement of people experiencing poverty** and ensure that they are meaningfully involved in, and leading, grassroots anti-poverty advocacy work and campaigns around poverty, inequality, precarious work, digitalisation, social protection (with a focus on minimum income), living wages, at national and European levels. We will aim to base our policy work on participatory research with people experiencing poverty. We will amplify the voice of individuals and groups living in poverty so that their authentic experience is heard, understood and used by the media, policy makers and the public. Work coming out of the 2017 Dutch Resolution and the Communication group (COMM’ON) will be the basis for this priority.

**C. Building public support and pressure for the eradication of poverty and an end to neoliberalism austerity politics** by developing challenging frames and narratives, and alternative social and economic political options. We will develop a compelling narrative about the reality of poverty in Europe, increasing our capacity to translate facts, figures and policies into meaningful and accessible stories that inspire action and aid understanding, to support our policy messages.

The COMM’ON group identified the following objectives:

1. **Making the comms work of EAPN more participatory**
2. **Amplifying the voice of people experiencing poverty**
3. **Strengthening our communication towards/for PEP**
4. **Learning from each other thanks to this working group**
5. **Developing guidelines to link the comms work to a participatory way of work**
6. **Strengthening the visibility of EAPN, develop more effective communication work**

This document is the result of the work done by this group, trying to meet the identified objectives. It contains guidelines for the national and EU level.

Please not that:

* The **formal discussion and approval** of this document is the responsibility of the **ExCo**, but, as **the implementation would affect the work of many people involved in the work of EAPN** (policy officers, people responsible for the comms work, people experiencing poverty active in your organisation…), it’s important to **involve other people and/or groups in the discussions**.
* The guidelines are designed in a way that considers the different realities of the various members. They should be **adapted to your specific context, keeping in mind the focus and philosophy behind the guidelines**. We urge all the members to adapt and implement them accordingly.
* Most of the guidelines are specifically comms focused, but **communication work is not ‘something extra’, but very essential to reach our common objectives, nor is it a separate island**, therefore some guidelines are also linked to other areas of work and/or the structure of our organisation(s).
* Once the guidelines are finalised, our work has just begun. We advise national networks to develop a **roadmap for the implementation**. The COMM’ON group will support and monitor the implementation of these guidelines in 2020, offering concrete tips, tools and advice.
* The implementation of some of the guidelines might **require funding** (for example suggested trainings), we are aware of this and are looking into opportunities (projects, extra funds,…), but please do so as well on the national level.

We are convinced that the implementation of these guidelines will create more visibility for our organisation, make our work more innovative, efficient and effective, make our network bigger and stronger, and, most important, strengthen our impact.

We hope you enjoy the reading, we are looking forward to discussing the guidelines with you, and once approved, to start working together on the implementation!

CHAPTER 1: Participation of People Experiencing Poverty

**Aim**

Participation of different types of stakeholders in the social policy sphere has always been a major concern for EAPN, but in this area, its strongest focus and mission has been to enable the direct participation of people experiencing poverty (PEP).

Despite its long and rich experience with participatory work, EAPN is still struggling to ensure that participation of PEP is not simple rhetoric but transformative practice. Participation of PEP cannot be strengthened without:

* looking at the **distribution of power** both inside and outside the organization,
* understanding the internal (pertaining to the individual) and external (created by the social, **political and economic environment** and sometimes by organisations) **barriers that block participation.**

*“Serious advocacy of increased participation implies a redistribution of power in favour of those hitherto powerless”[[2]](#footnote-2).*

If EAPN wishes to enable meaningful participation of PEP, not mere consultation of PEP in spaces where they are invited, it has to **invest resources into empowering PEP to take control of certain decision making processes**. Meaningful participation of PEP in our communications work is only possible if meaningful participation of PEP is achieved in all our areas of work – from governance and management of the network to policy making processes and campaigning and advocacy work. This can become a reality if the organization is ready to analyze and change its power imbalances on the one hand and on the other hand to substantially invest in empowering PEP.

**Guidelines**

**1. Make sure you understand where your organisations stands in terms of participation.**

Look inside your organization/network:

* what is your members, representatives of management and representatives of staff view on participation, what do they understand by participation of PEP?
* What place and role do they see for PEP in the organization or network? What purpose do they attach to participation of PEP?

Have an honest conversation about participation with representatives of different sectors of your organization before beginning any participatory process. As mentioned above, we cannot talk about meaningful participation without looking at power distribution within the organization or network and shifting it towards PEP.

Empowering PEP to claim a meaningful space in the organization, thus giving them more power, might lead to other people in the organization losing power. This usually creates obstacles and blockages for participation of PEP. Before starting any participatory work with PEP do a collective analysis of the distribution of power in your organization, of the barriers to participation inside your organization and make sure you reach a common view on what **meaningful participation of PEP** is.

**2. Empower PEP to participate – through training and practice.**

Please be aware that participatory processes are time and resource consuming. Do not take them for granted and be aware that they do not happen in a vacuum. The organization needs to invest human, financial and time resources into it. It is very important to be aware of internal barriers to participation:

* lack of confidence to speak up;
* participation fatigue/ no visible outcomes of participation;
* lack of formal education that means low literacy skills and sometimes leads to low self-esteem;
* the impact that exclusion has on people; they have to invest all their energy to survive; they are never asked to participate.

Empowering PEP to participate means dealing with these barriers and supporting them to overcome them. Participation is a right but remember people also have the right not to participate!

**3. Define clearly with the group of PEP what they are asked to participate in and what contribution they are expected to make**!

Once you have started participatory work with a group, work with them to find out what they understand by participation, what their goals are and how they want to achieve them.

**4. Ensure that participatory work is supported throughout the whole process by one or several staff members of the organization.**

Support and promote the development of decision-making structures that are open, accessible and inclusive of PEP and ensure that work to build effective participation is at the core of your work.

**5. Develop rules together with the group, and make sure everyone understands them and adheres to them.**

One of the objectives of participatory processes is to achieve individual empowerment but also collective empowerment of a group or community. An important part of this process is to spend enough time with the group so they can go from individual needs and interests to collective needs and interests.

**6. Remember about** **participation and representation rules**.

Once a group is formed, discuss with them the idea of representation. Good representations is built on good participation. We work together with the whole group of PEP to identify problems, solutions to them and tactics but we cannot go with the whole group to meetings and discussions. We need to support the group to elect legitimate representatives and we have to collectively establish the rules that will be observed by representatives when speaking on behalf of the group and on giving feedback to the group after important meetings. Develop the negotiation skills of representatives, how it works what conflict management is and, above all, clarify with them that they are not there for themselves, but they represent a vulnerable group.

**7. Evaluate the work done with the whole group and try to learn from both successes and failures.**

**8. Learn from other experiences**.

See what others, elsewhere, have already achieved and ask how they have done it. Learning from each other ensures that a broader process is gradually emerging.

*INSPIRATION BOX*

* *Start your reflection work on participation by revisiting Arnstein’ s ladder of participation, which you can also find* [*here*](http://www.citizenshandbook.org/arnsteinsladder.html)
* *Meaningful participation means that PEP do not only participate in narrow spaces designed for them but create their own spaces. For a power analysis of your organization and a good reflection on existing spaces for participation, you might find useful* [*John Gaventa’s article “*Finding the Spaces for Change: A Power Analysis”](https://www.powercube.net/wp-content/uploads/2009/12/finding_spaces_for_change.pdf)

Checklist for networks/organisations when doing participatory work

* *Operating* ***inclusively*** *– organise and manage meetings in a way that encourages supports participation.* ***Power*** *imbalances should be acknowledged and addressed*
* ***Diversity*** *is recognised and valued. Marginalised groups must be specifically named and targeted (otherwise they will be forgotten)*
* *Develop guidelines/codes of practice to ensure that environment is inclusive – equality, anti-discriminatory, anti-sexist policies*
* *Specific* ***barriers*** *to participation must be addressed- Times of meetings/Travel/childcare*
* *Ensure work is based on the needs of the group. Groups must be involved in the problem naming as well as the problem solving*
* *Demonstrate and celebrate* ***outcomes*** *from their participation – set targets, evaluate outcomes*
* ***Openness*** *and transparency - Pre-meetings, circulation of agenda and all other relevant information in plenty of time*

CHAPTER 2: Capacity Building and Training

**Aim**

In this chapter we are exploring how we can enable meaningful participation of people experiencing poverty (PEP) in the communications work carried out by EAPN. This cannot happen without them feeling empowered to engage with this type of work, to be able to participate in making decisions about this work and in the implementation of decisions.

The ultimate goal of the empowerment process is that people with experience of poverty (PEP) get a very **high status and recognition of their knowledge and skills within the work of the EAPN** and they become involved in all decision-making processes. People with experience of poverty have an important and relevant role in public communication on poverty because they have experienced poverty in their body and mind. This authenticity distinguishes them from people with professional and empathic access to poverty.

**Guidelines**

1. **Establish common approach to PEP participation in all relevant decision making levels**

Ensure that the decision-making bodies of EAPN at national and European level, reach a common decision on the role and participation of PEP in all relevant decision-making levels. This decision should become a binding target in the national and European work programme of EAPN with time limits and defined corresponding resources. The EAPN Europe office should support this as well.

1. **Plan education activities about public and media relations in a regular and accessible manner**

The education of people with experience of poverty and education of decision-makers is key to this. These educational activities must be offered through regular organization of repetitive workshops. The way of working must be adapted to the level of education of participants.

Keep in mind, that the decision to bring people experiences poverty in the heart of EAPN, in the middle of our work, is a long-time decision. We have to organize several trainings over the year, we need longer meetings, the preparatory work, and the minutes have to be written in plain language. Not every step we take, needs money, but it surely needs time and confidence.

1. **Organize training and capacity building activities:**

* Organize capacity building trainings at two levels: national and European. The two levels should be interconnected and this is possible through the organization of “Train of trainers” type of events.
* Communication workshops, reactions to stigmatizing and shameful situations of PEP
* Practice a solution-oriented communication
* Media workshop for dealing with current media and using it, together with experts / journalists.
* Interview training to communicate the messages of those affected by poverty to the wide public
* Pointing out the rights of those affected by poverty and include them in the lines of argumentation about situations within the context of human rights
* Plain language (useful for preparatory work, minutes, summaries), *please see chapter 4.*

Concrete steps we can take to develop useful trainings for members:

* Set up an EAPN Project Budget/Fund for members that could help to fund activities focused on PEP participation in communications and media work.
* Develop written samples of successful trainings that could be adapted by national networks in different countries. Put together a manual or instructions or a good summary of media training.
* Create regional cross-border trainings that could help different national anti-poverty networks take the first steps. A regional or cross-border approach could make the national trainings more attractive.
* Organising “Train the trainers” kind of activities or peer to peer education type of activities could be a better way of involving PEP.
* The feedback within the national group of people experiencing poverty is crucial for the trained people to express the needs of poor people. Sociocratic[[3]](#footnote-3) methods of organization, working together and communication are useful. .

*INSPIRATION BOX*

* *Link to national examples: capacity building and training EAPN Austria, EAPN UK work on Press and media with pep (link with Framework institute), EAPN Portugal examples…*

# CHAPTER 3: Amplifying the voice of people experiencing poverty

# in our Communications work

The main aim of this chapter is to briefly outline basic guidelines on how to amplify the voice of PEP in the communication of EAPN. People with direct experience of poverty should be recognized for their knowledge and skills within the work of EAPN. EAPN wants to involve them more actively in our communications work, give them a platform and opportunities to speak up. The aim is not only to make sure PEP recognise EAPN as ‘their’ organisation, to practice what we preach and believe in, but also to **make our communications work more impactful**. PEP and participatory work must be recognised as central in the fight against poverty, within and outside EAPN.

**General guiding principles:**

1. Amplifying the voice of people experiencing poverty is not the same thing as merely adding quotes or illustrate our messages with lived experiences. We should aim to **create platforms and space in all our communications work, where their voice is included directly**.
2. This means that the **necessary structures should be put in place** (see chapter 1) to collect the input, views, knowledge and expertise of PEP. If PEP are involved from the start (at local, regional, national level) in the policy and advocacy work of the organisation, their voice will automatically be a central part of our communications work

**Guidelines for different tools and media**

1. **Choose your spaces for communication and act strategically.**

Identify/create comms tools according to the needs of the organisation and reflect together (with people experiencing poverty) how you can turn those tools into platforms where PEP can speak up.

1. **Use Social media in a strategic way to amplify the voice of PEP**

Social media can be a great tool to amplify the voice of people experiencing poverty. We should use this opportunity more and in a better way:

* + Involve people experiencing poverty in **all steps** (from the first brainstorm, till the implementation of the agreed social media strategy and action plan), and identify them as target group, make sure this is translated into a targeted social media approach. This includes putting in place the necessary instruments, (social media) training, empowerment and support systems.
  + Real life stories, quotes, testimonies, experiences… work great on social media, show the realities of (people experiencing) poverty!

1. **Involve PEP (actively) in (traditional) Press and media work**

Having a person with direct experience of poverty as a spokesperson for the organisation has a lot of opportunities (this involves training and support!). Amplifying the voice and creating platforms also means that **PEP are in the driving (writing) seat**: co-write press releases (at least always include quotes) and op-eds. See chapter 5.

1. **EAPN Websites should try to present the whole picture, including poverty experiences and views of PEP**

Have a specific page of your site dedicated to participation (activities, publications, news, but also real-life stories!)

1. **Remember that EAPN Publications are natural spaces for PEP input**

We should all involve PEP in the development of our publications, make it possible for PEP to give their input and make sure this is reflected in the publications. Involve them from the earliest stages, also in the selection of the topic of the publication. Make sure there is enough space in the publications for experiences and voices of pep, real life stories, but also views and positions of PEP.

1. **EAPN Campaigns are for and with PEP**

PEP (and their voices, faces, experiences) should always be central in our campaigns, involve them from the earliest stages (planning and proposals), development, implementation and evaluation of the campaign.

1. **Newsletters:** co-write newsletters with PEP, if you prefer, this could be a separate item in each newsletter, or make sure people with direct experience of poverty are involved in the editorial group working on the Newsletter
2. **Videos:** videos are great tools to use in the comms work, and perfect for creating platforms for people to speak up, make sure you use them a lot, people can share their experiences, real life stories, messages, views…

*INSPIRATION BOX*

* *‘We made a video for the last 3 PEP conferences, 3 years ago this video was a couple of minutes, and it was taken up by the EC to use for their own activities to show what they were doing. It gives an example how we can influence them.’ (EAPN Netherlands)*
* ‘*some of our councils have their own newsletters, we should think about the target audience, general society’ (EAPN Portugal)*
* *‘Within LinkedIn we established 4 groups in native language and English, a platform about poverty and social exclusion, people we know and don’t know, people can put something on it directly’ (EAPN Netherlands)*
* Three types of knowledge, outlined by Joseph Wresinski, Founder of ATD Fourth World, at UNESCO (1980) need to be combined:
  + Knowledge gained from life experience of people trapped in extreme poverty
  + Knowledge gained by professionals
  + Academic knowledge

If you integrate those, you have the full picture. We as EAPN have all those aspects on board, but do we use all of them? Comms on experience and knowledge based on practise does not get enough attention.

# CHAPTER 4: Accessibility of our communications work

In EAPN, we have the tradition to communicate (primarily) with and towards the EU institutions, and national and EU level decision makers, administrations, and other stakeholders active in the policy world. We have less experience with communicating towards a wider public, and towards/with/for people experiencing poverty. Nevertheless, this was identified by the Strategic Thinking Review as a priority. To fulfill these objectives, we need to analyse and change our comms work in terms of language, content and style

It’s important to identify clearly (for each publication) which target audiences we’re aiming at.. This said, we should make sure that all our comms tools and publications should be made accessible for the people we represent, we should use this as a guiding principle. When we are talking about accessibility, we’re primarily talking about ‘understandable’, but also about making sure PEP (and wider audience) find access to our documents and messages, that they are relevant and interesting for them, that they reach them.

**Guidelines related to language**

1. In the context of the national members, using the national language makes our publications and other comms tools more accessible.
2. We should aim for using **plain language** in all our publications and other comms tools:

*‘Plain language makes the publications accessible for everybody, it is elegant language, it doesn’t mean you cannot use technical terms, you explain them. It’s democratisation of language. Writing and reading in plain language saves us time’* (EAPN Poland)

Note: This might be a longer-term objective, which should be part of our implementation plans. Realising this means we need to invest time and financial resources. (For example, training & capacity building, see Chapter 2). Intermediary steps could be writing specific publications in plain language, where the primary audiences are people experiencing poverty and wider public, or hiring experts to translate our documents into plain language

**Guidelines related to content**

1. Highlight **human stories, realities and experiences from the ground** to make an article or post more accessible than only data and technical details. Narratives, storytelling are essential for our content strategy to succeed. They also serve our general objective of **breaking stereotypes** about (people experiencing) poverty and raise awareness.

*Use human stories where possible: they are clickable, easier to sell to the press and if well done, they are true, honest and real. They can help to build support for our demands but also bring attention to our detailed technical analyses and demands. They can show people that they are not alone with their problems and help us to connect with lots of individuals*.

1. If PEP are more involved in the development of our comms work and publications, if their ideas are taken on board then automatically this will have a positive impact on the content and the accessibility of our ‘products’

**Guidelines related to style**

1. Making our comms work more accessible means we should not only focus on the language, on written communication: it’s equally important **to show things, visually**. We should make more use of alternative tools (pictures with short statements, video’s, 2 pagers, infographs,…) besides written documents. Not all people experiencing poverty are used to (or interested in) reading long documents and statements. The same goes for other potential allies. To reach and inform people, often less is more. We should make all our documents visually attractive, and have short versions (including pictures, drawings, graphics, infographs,…) of all our comms materials.

*INSPIRATION BOX*

* *plain language resources*
  + Website: <http://www.plainenglish.co.uk/how-to-write-in-plain-english.html>
  + Slides: <https://www.slideshare.net/comdishsd/7-rules-for-writing-in-plain-english-44037458>
  + Pdf: <https://www.plainenglish.co.uk/files/howto.pdf>
  + <https://www.invo.org.uk/makeitclear/support-and-resources/>
  + <https://nala.ie/plain-english-tips/>
* *‘All networks could make videos with people experiencing poverty, showing what it means to live in poverty: In the COMM’ON meeting in December we talked about making a video, EAPN Netherlands did it together with EAPN Norway, The video made by Maurice and Marianne was very well received, Ian presented it to the IFSW.*

*EAPN Portugal also made videos for the EP elections Campaigns, very similar, PEP share their concerns about poverty. It was one of the best parts of our campaign.*

* *EAPN Netherlands made ‘placemats’ and distributed it very widely, we see this as an example how we can make a poster concerning participation.*

# CHAPTER 5: PR and VISIBILITY

This chapter tries to give guidance and inspiration how to give EAPN more profile and visibility. As a European Organisation, we are not very well known to the general public. In part, this is due to the fact that we are not a single issue organization, we are -as a network- not direct service providers, we are relatively limited in capacity, and we have been focusing on advocacy work (often behind the scenes) more and less on campaigning.

Although some of these reasons are part of our DNA, we do see several opportunities **to increase our visibility and build stronger, broader public support**. We need this to enhance our impact and achieve our goals.

*‘EAPN has organizations in all our countries, but most of the people don’t know EAPN. I thought that we are in this group to make sure that in all our countries, everybody should know us.’* (EAPN Netherlands)

**Guidelines related to the role of communication work in EAPN**

1. **Establish communication as organizational priority.**

In order to reach our goals and increase our impact, we cannot consider communication as a secondary, supportive aspect of our work. Now more than ever politics and policy process are becoming narrative battles. That is why we need to stress **the importance of communication in EAPN by establishing it as organizational priority at both European and national level**. Communication is a critical tool for effective policy and advocacy work, and in building public support, it’s a key driver in working towards change. Discuss this within your network.

1. **Organise the comms work in a way that reflects this organizational priority**

Ideally EAPN and all the members should have a **communications officer and spokesperson(s).** As one of our objectives is to amplify the voice of people experiencing poverty, and breaking stereotypes about poverty, it would be a great opportunity to have people experiencing poverty as spokesperson(s) in our organization. This should be enabled by the general participatory work we do. It would be coherent with our organizational DNA and also credibility, it would give a stronger recognizable profile, and strengthen our impact.

1. EAPN Europe and all national networks need to prepare and implement **a coherent communication strategy**. We should work towards a joint approach on this.

As EAPN we need to speak same language and share the same messages. Our goals are the same but political, economic and social contexts differ in every country and in Brussels. So far decisions about what we should communicate and how, were often made ad hoc and separately. In our opinion from now on we (EAPN Europe and members) should take more control over our communication together. In order to do that we need a joint communication strategy and action plan.

1. **Content and narrative**

We (EAPN Europe and members) should develop and control our content and narrative, define what we want other people to think about us and how we want people to think about poverty. The involvement of people experiencing poverty here is key: it’s an enormous advantage and opportunity that we are a network connecting people experiencing poverty from all over Europe, that we can count on the wealth of their experiences, their voices and stories can become our ‘unique selling proposition’

**Guidelines related to social media**

1. Social media offer great opportunities to strengthen our visibility and raise our profile. We should use them more and in a more coordinated way. Connecting to all other EAPN members is a first step.
2. Translating the EAPN Social media strategy into a national strategy and a joint action plan is the next (necessary) step. Obviously this needs to be done with enough flexibility to take into account the diverse realities of the members.

**Guidelines related to ‘traditional’ press and media**

Traditional press and media: although social media are becoming more and more important, we should not ignore the (potential impact of) traditional press and media.

1. As already mentioned in the above chapters, it’s extremely important to involve people experiencing poverty in this process: their real-life stories are like gold dust to the media. We should not talk about their experiences but create a platform for them, and strengthen and support them to take up this role (before, during and after the work with traditional media). Several EAPN members have a lot of experience with this, learn from each other (see inspiration box)
2. Do not ignore the local level, closest to ‘home’. It is often easier to get press and media attention at a local (or regional) level than on national level, and even harder at the European level. We should continue trying to obtain our space at all these levels, but it is worth putting in the effort to the local level: this can help us to reach a wider public and public support.
3. Ideally, we all have our comms officer and (PEP) spokesperson. For a lot of national networks, this is not the case, we should try to find solutions and/or develop a strategy to be able to hire/engage a media officer and (PEP) spokesperson.
4. Build up a good contact list and relationship with specific newspapers, media channels and journalists. Sending out Press Releases does not often lead to publications, without the backing up phone call with a journalist or editor you know. Once they find their way to your expertise, they often contact you again.

**Guidelines related to visual identity, style and branding**

1. In order to become more well known by the general public, it’s important to use our branding in a consistent way. We are all EAPN, EAPN Europe and EAPN at national (and even regional and local) level. It’s important to show this: some networks have the EAPN logo with the name of their country, it would be interesting to see more networks using the same branding.
2. We should make EAPN visible, ‘out there’, online but also in the daily lives of people. Gadgets, bags, t-shirts are useful tools in this sense (and nice as presents, for all our activists, obviously including PEP). Focusing more on this means investing time (staff resources) and money.

*INSPIRATION BOX*

* *Link to national examples: EAPN Austria Journalism Prize, EAPN Finland Publication about working with people experiencing poverty in the media, EAPN UK work on Press and media with PEP (link with Framework institute), EAPN Portugal examples…*
* *Developing a communication strategy for your organisation does not demand ‘rocket science’, see step by step examples here*
* [*www.forachange.org*](http://www.forachange.org) *is an inspiring website, with many useful practical tools as well as background information on how to create your digital strategy (for social change). The person responsible for this organisation, was the external trainer we invited for the 2019 Capacity Building on Social Media*

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1. Guidelines are a set of rules or principles to guide your actions. [↑](#footnote-ref-1)
2. Steifel & Wolfe quoted in *Partnership, Participation & Power* CWC 2000 [↑](#footnote-ref-2)
3. “Sociocracy is a method of governing organizations that produces greater commitment, higher levels of creativity, distributed leadership, deeper harmony, and dramatically increased productivity. The principles and practices, based on the values of equivalence, effectiveness, and transparency, are designed to support both unity and respect for the individual” from <http://www.dynamic-governance.org/library/resource-library/sociocratic-principles-methods/>, accessed on 06/03/2020 [↑](#footnote-ref-3)