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**Establishing Strategic Objectives to help implementing EAPN’s Strategic Priorities and Underpinning Activities**

**V5, 27 March 2020**

1. **Introduction**

EAPN’s Strategic Review ends with a commitment to “create a long, medium and short term plan to guide, monitor and evaluate its implementation… with the involvement of the members”.[[1]](#footnote-1) To date, the following steps have been taken in this regard:

1. Development of the frame for these plans, focusing on establishing clear objectives for the 4 priorities and underpinning activities. (October 2019)
2. Initial staff team discussion on potential short, medium and long-term objectives (October 2019)
3. Staff and Bureau discussions on potential short, medium and long-term objectives (December 2019)
4. Members questionnaire on potential short, medium and long-term objectives (December 2019 – January 2020)
5. Director and President discussions on potential short, medium and long-term objectives (January 2020 – February 2020)
6. Triangulation of findings from points 1-5 (February 2020)
7. Bureau consideration and rewrite of the results of the triangulation from point 6 (February 2020)
8. Feedback from Staff Team leads leading to a further rewrite (March 2020)

These proposed objectives will be shared with EUISG and PeP NC at the end of March, for comments and input before a revised version will be shared with the Ex Co for a webinar in late April. Details of the process can be found at the end of this document.

These objectives will guide the Staff Team in creating the 2021 Work Plan for the European Commission, and will guide EAPN’s decisions on other funding opportunities, including the next 4-year Framework Partnership Agreement with the Commission (expected 2021-2025). Objectives will need to be translated to the specifics of each call for proposals.

The full implementation of the 4 priorities and the Underpinning Activities will start in 2021.

This document will inform the Funding and Financial Diversification Team’s reflection on how to finance these ambitions, follow up discussions as to **how** the various objectives will be realised, and the Staffing Review These documents, as a package, will be put to the Ex Co in June as the **full action plan** on how to implement the Strategic Priorities and Underpinning Activities.

EAPN will revisit this document on an annual basis to check its relevance, our progress against our objectives, and whether it needs to be changed / updated.

1. **Background**

**EAPN’s overall vision is of “A sustainable Europe, free of poverty and social exclusion, with high levels of equality, where political, social, cultural and economic rights are respected”**

Our Strategic Review recognised 4 priorities for EAPN as well as several ‘Underpinning Activities’ to help us achieve this vision. This document aims to provide clear objectives for each priority and for the underpinning activities. This will help us then define exactly how we will work on these together.

**“EAPN, with the involvement of the members, will create a long-term, mid-term and short-term action plan to guide, monitor and evaluate the implementation of our Strategic Review” (Strategic Review p12)**

**The four priorities and the underpinning activities**

**A. Policy expertise**

*o Pushing for the implementation of political commitments like the Social Pillar and the SDGs, via policy work at the national and European level*

*o Developing policy expertise on an agreed, limited number of themes within key areas, notably: a) A multidimensional approach to poverty, social exclusion and inequality, b) Access to social and economic rights, c) Access to quality services, d) Cross-cutting priorities, notably Environmental, technological and demographic challenges, and gender. (Recognising the need to prioritise issues where there is value add for European level work, and which can mobilise our members)*

*o Working on systemic issues like wealth, tax and redistribution, by developing expertise and working in alliances.*

*o Monitoring the situation of poverty throughout Europe.*

**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.

**Underpinning activities:**

Strengthening our network, our members, and public support for the eradication of poverty in all countries across Europe, and building alliances and links with anti-poverty structures across the world.

This will mean **allocating resources to widening our funding base**, to **training our leaders**, to **strengthening our communications**, to **supporting participation of people experiencing poverty,** to **building public support**, and to **building stronger alliances with other likeminded organisations and structures**.

It will mean **ensuring our staff understand and learn from the realities in the national networks**, focusing on **coordination between the European and national levels,** helping national members be involved in EU processes, building on the strength of the national level, and **strengthening the coherency of EAPN,** ensuring that our **policy work is fully connected to our projects, funding, campaigns, communications and training work**.

**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.

**D. Advocate and campaign for social protection systems** (with a focus on minimum income schemes), and living wages throughout Europe, directly towards governments but with an increased focus on the public as well.

As part of our advocacy we will continue to push for meaningful civil society space in national and European political processes with the most potential impact on the eradication of poverty and social exclusion.

EAPN will focus this advocacy and campaigning firmly on European Institutions – the Commission, the Council and the Parliament, recognising the key role that Member States play in all institutions.

The membership survey of late 2019 - early 2020 indicated that the majority of members who participated in the survey evaluated policy expertise as the strongest area of EAPN work. The work on participation of PeP is evaluated as quite strong by almost half of respondents. Advocacy and campaigning for social protection is evaluated as largely OK, while members seem to feel we are weakest at EAPN building public support and delivering on our underpinning activities.

**Evaluation of strength of priority areas**

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| **Priority area** | **% of total responses** |
| Strongest | Quite strong | OK | Quite weak | Weakest |
| Policy expertise | 92.6 | 11.1 | 3.7 | 7.4 | 11.1 |
| Participation of PeP | - | 48.1 | 25.9 | 22.2 | 3.7 |
| Building Public support | - | 11.1 | 7.4 | 37.0 | 44.4 |
| Advocacy and campaigns on social protection | 3.7 | 22.2 | 40.7 | 22.2 | 3.7 |
| Underpinning activities | 3.7 | 7.4 | 22.2 | 11.1 | 37.0 |
| Total | 100 | 100 | 100 | 100 | 100 |

1. **Short, medium, long term objectives under each priority and the underpinning activities**

This plan is based around clear objectives for 2, 5 and 10 years – these objectives aim to help answer the question “how will we know we have achieved this (or made progress towards achieving this) after 2, 5, 10 years?”. These objectives will give us all a clear way to know what we are aiming – thus helping us to guide, monitor and evaluate how we are delivering on the strategic review.

The objectives proposed under different priority areas should reinforce each other. No single part or structure of EAPN will be able to deliver on the objectives in a vacuum or a silo – success will depend on coordinated working across structures and teams.

We recognise that the achievement of the objectives naturally depends on many factors – but we want to be clear, concise and ambitious, so we all have something to aim at.

The proposed **overarching aims** for the reduction of poverty are thus the proposed overarching aims **for the whole of EAPN**. Achieving these aims naturally depends on political will at the national and European level – the whole of EAPN will need to work together, taking clear and coordinated actions across all teams (Communication, Participation, Development, Policy, Projects, Finance, Management) and all structures (General Assembly, Ex Co, EUISG, PeP National Coordinators, Comm’On, members). What’s more, the activities which will be undertaken to help us work towards these aims will be undertaken with members and partners, recognising that no one structure of EAPN will be able to bring about such aims. Details of how this will happen will form part of the next steps.

***Overarching aim: Contribute to the reduction of the ‘AROPE’ level in Europe by 50%’***

***After 2 years***

*Adoption of an ambitious EU level target to reduce AROPE by at least 25%*

***After 5 years****Reduction of AROPE by 25%*

***After 10 years*** *Reduction of AROPE by 50%*

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|  | ***Priority A: Policy***  |
| *After 2 years, we should have* | 1. *Secured a strong Action Plan to implement the Social Pillar, which responds to our advocacy efforts and can be traced, at least in part, to our work.*
2. *Secured an ambitious poverty goal, strategy and targets at the European level*
3. *Developed positions on our key priority themes, as identified in 2019*
4. *Developed a set of short EAPN explainers on systemic issues: tax, wealth, inequality*
5. *Improved the effectiveness and visibility of the engagement our members in the key EU decision-making processes eg European Semester in order to increase civil society and PeP voice, and impact on monitoring and implementation of antipoverty polices and social rights.*
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| *After 5 years, we should have* | 1. *Meaningfully contributed to EU level processes which have contributed to policy changes which contribute to a reduction of AROPE by 25%*
2. *Been acknowledged by the European Commission and national governments as key partners in the monitoring/implementation process through the European Semester*
3. *Developed advocacy and campaign work with members and allies on the systemic issues of tax, wealth and inequality*
4. *Standardised the methodology of Poverty Watch*
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| *After 10 years, we should have* | 1. *Meaningfully contributed to EU level processes which have contributed to policy changes which contribute to a reduction of AROPE by 25%*
2. *Become a recognised NGO expert on poverty throughout Europe, based on our national Poverty Watches and effective members (see Priority re. Poverty Watch)*
3. *Contributed to policies which ensured that people experiencing poverty benefit from the transition to a carbon free economy*
4. *Ensured that the European Pillar of Social Rights has led to meaningful impacts on the lives of people experiencing poverty*
5. *Secured an obligatory EU framework of social rights*
6. *Ensured that participatory research with people experiencing poverty is a key part of EAPN’s policy making process*
7. *Integrated the human-rights based approach to our fight against poverty, including by using international and European human rights treaties in our advocacy, campaigns and legal work.*
8. *Contributed, with members, to positive changes on systemic issues of tax, wealth and inequality, including the creation of a more just taxation system throughout Europe*
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|  | ***Priority B: Participation of People Experiencing Poverty*** |
| *After 2 years, we should have* | 1. *Clarified the role of PeP, and PeP National Coordinators, within EAPN, so all structures have understood that it’s a coordinated group, operating within the overall framework of EAPN, under the guidance of the Ex Co*
2. *Ensured that the Comm’on Guidelines understood by all members and implemented*
3. *Ensured that all EAPN structures consider the PeP report, and feedback how they will (and will not) act on it*
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| *After 5 years, we should have* | 1. *Shown that our participation work has (partially) contributed to a reduction of AROPE by 25%*
2. *Created / used an online platform / space which brings together all participants in PeP meetings, and is open to all people who self-identify as having experienced poverty within the last 10 years. This would be a space which would allow PeP to discuss advocacy and campaigns with other likeminded people in their country or throughout Europe. It could also be a way for them to develop specific campaigns*
3. *Created a funding pot which would allow PeP, through the platform highlighted above, to apply for micro-grants to develop campaigns and advocacy actions throughout Europe each year*
4. *Stood in solidarity, as EAPN Europe, with at least 3 specific campaigns which have been proposed, developed and led by people experiencing poverty. Concretely, this could mean giving a statement of support, supporting financially, agreeing to communicate in support of the campaign etc.*
5. *Demonstrated that the highest level of European political leadership takes the findings / recommendations of the PeP meeting into consideration, having better engaged PeP in this advocacy work – for example, organising a small meeting of PeP delegation with leaders.*
6. *Developed and be running a training and empowerment camp / course / PeP university to support PeP in designing and leading campaigns.*
7. *Ensured that the Comm’on Guidelines are implemented by EAPN Europe and by members*

***INTERNAL***1. *Ensured that every EAPN national network organises a national PeP meeting, and / or have alternative plans to meaningfully engage PeP*
2. *Empowered PeP throughout Europe so that at least 30% of the Bureau and Ex Co should self-identify as having experienced poverty within the last 10 years*
3. *Supported at least 30% of our members to empowered PeP in their country so that at least 20% of their governing bodies self-identify as having experienced poverty within the last 10 years*
4. *Supported all networks to have structures in place which enable the meaningful participation of PeP across their work (policy / comms etc)*
5. *Developed a culture and an organisational model which results in X% of PeP at the national level actively identifying with the national network as an organisation which represents them*
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| *After 10 years, we should have* | 1. *Shown that our participation work has (partially) contributed to a reduction of AROPE by 50%*
2. *Ensured that all EAPN members have truly internalised and integrated the value we place on the participation of PeP in their network and their work*
3. *Ensured (and demonstrated) that we act as a true ally to people experiencing poverty in their campaign and advocacy work*
4. *Developed a culture and an organisational model which results in X% of PeP at the national level actively identifying with the national network as an organisation which represents them*
5. *Established a programme of participatory research to complement / feed into policy / advocacy work*
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|  | ***Priority C: Public Support*** |
| *After 2 years, we should have* | 1. *Ensured that all members have a website and relevant social media accounts*
2. *Developed a strong communication strategy to support the achievement of our 5 and 10 objectives*
3. *Established a library of best practise and comms tools from our members, as a learning tool*
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| *After 5 years, we should have* | 1. *Shown that increased public support for the eradication of poverty work has (partially) contributed to a reduction of AROPE by 25%*
2. *Empowered all members to undertake a standardises Poverty Watch analysis at least every two years. (See Policy objectives)*
3. *Ensured that the voice of people experiencing poverty, their views, positions and experiences are the central part of our comms work, which is being delivered in a participatory way, bottom up approach.*
4. *Organised a European wide visibility action with strong media coverage, in support of a specific advocacy goal.*
5. *Developed and regularly used a European level frame and narratives around poverty, and empowered at least 10 members to develop and use their own narrative*
6. *Worked with members to ensure that at least 60% have a dedicated person (staff or volunteer) focusing on communication*
7. *Developed a social media audience of at least 50 000 people*
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| *After 10 years, we should have* | 1. *Shown that increased public support for the eradication of poverty work has (partially) contributed to a reduction of AROPE by 50%*
2. *Positioned Poverty Watch at the national and European level so that it is seen as the equivalent of the* [*Oxfam Inequality report*](https://indepth.oxfam.org.uk/time-to-care/) *or the* [*Global Peace Index*](http://visionofhumanity.org/indexes/global-peace-index/)*, in terms of public, political and media attention – it should be* ***the*** *publication of the International Day of the Eradication of Poverty.*
3. *Built EAPN into* ***the*** *network which is consulted by the media on the issue of poverty at the national and European level*
4. *Empowered all members to develop their own national level frame and narrative around the eradication of poverty, and tested the impact of these narratives on media and political discourse and public understanding.*
5. *Developed our networks capacity to regularly undertake effective social media campaigns to support our policy and advocacy work, and demonstrate the impact of these social media campaigns*
6. *Undertaken at least one major public facing advocacy campaign throughout Europe, which has clearly contributed to shifts in policy*
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|  | ***Priority D: Social Protection (Minimum Income), Living Wage, Civil Society space*** |
| *After 2 years, we should have* | 1. *Helped ensure that the Action Plan for the Social Pillar includes a call to MS to implement adequate, accessible and enabling MI schemes, and references a Framework Directive*
2. *Achieved Council Conclusions / Recommendations on Minimum Income, with evidence of EAPN influence*
3. *Achieved an EU level goal on poverty reduction, which recognises the role social protection and tax systems can play in fulfilling this*
4. *Ensured that 6 countries have MI schemes which meet EAPN standards and are pushing for a Framework Directive*
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| *After 5 years, we should have* | 1. *Demonstrated that our work on social protection has (partially) contributed to a reduction of AROPE by 25%*
2. *Ensured that 10 countries have MI schemes which meet EAPN standards*
3. *Achieved an EU level Minimum Income Directive*
4. *Ensured that 6 countries have living wage schemes / legislation which meet EAPN standards*
5. *Built enough civil society momentum to open the space for legal changes to strengthen the space of civil society in EU decision making processes*
6. *Ensured that X countries allocate 30% of GDP towards social protection systems*
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| *After 10 years, we should have* | 1. *Demonstrated that our work on social protection has (partially) contributed to a reduction of AROPE by 25%*
2. *Ensured that all countries have MI schemes which meet EAPN standards*
3. *Ensured that 12 countries have living wage schemes / legislation which meet EAPN standards*
4. *Civil society participation in decision making to have a clear treaty base and be treated at the same level as social dialogue*
5. *Ensured that X countries allocate 30% of GDP towards social protection systems*
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|  | ***Underpinning activities*** |
| *After 2 years, we should have* | 1. *Developed a clear strategy to support members to implement the 4 priorities and Underpinning Activities*
2. *Obtained annual unrestricted funding of 35 000*
3. *Obtained non-EaSI projects / grants to the value of 200 000 per year*
4. *Increased and improved communication between the core structures of EAPN – Ex Co, EUISG, PeP NC, Bureau*
5. *Shared the EAPN ES model (getting government to allocate a small percentage of tax resources to EAPN) fully with all members*
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| *After 5 years, we should have* | 1. *Obtained annual unrestricted funding of 60 000*
2. *Obtained non-EaSI projects / grants to the value of 400 000 per year*
3. *Ensured that at least 12 national networks are involved in the co-financing of EAPN*
4. *Started to implement a programme where all staff members can spend at least 3 days per year in the office of a national network*
5. *Developed a training wing which brings in at least 10 000 euros per year*
6. *Given refresher (basic) trainings for our members on the reality of EU advocacy on poverty – how the political process work, how to link between national and European level etc.*
7. *Develop relationships with a variety of organisations who can offer training to our members on key topics, and ensured that X% of members have received such training*
8. *Developed a relationship with one anti-poverty network on another continent, with a clear MoU*
9. *Developed our leadership training for EAPN, with X leaders trained in Y topics*
10. *Empowered / supported members to undertake peer to peer learning visits / collaborative projects – at least 5 per year.*
11. *Empowered / supported 2 members to develop comparable financial models to that of EAPN Spain.*
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| *After 10 years, we should have* | 1. *Obtained annual unrestricted funding of 150 000*
2. *Obtained non-EaSI projects / grants to the value of 600 000 per year*
3. *Ensured that at least 20 national networks are involved in the co-financing of EAPN*
4. *Developed a strong and secure training wing which brings in at least 25 000 euros per year*
5. *Organised regular training for our members about how political change happens in their country and in Europe – this would need to be regularly updated to reflect the change in technologies, change in methodologies and change in how the public interact with politics and media.*
6. *Developed a relationship with two anti-poverty networks on other continents, with a clear MoU*
7. *Further developed our leadership training, with X leaders trained in Y topics*
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**4. Proposed process for next steps**

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| **When**  | **What** | **Who** |
| 27 March | v5 (draft) shared with EUISG, PeP NC, Comm’On inviting comments | Leo, with Sian Magda and Elke |
| 7 April | Comments compiled and shared with Leo | Sian, Magda, Elke |
| 8 April | Further revision leading to v6 (draft) | Leo |
| 8 April | v6 (draft) shared with Ex Co (with the feedback from the other groups), written comments invited | Leo |
| 17 April | Written comments received by Ex Co | Ex Co |
| 20 April | Webinar to discuss implementation plan | Ex Co, staff, 1 representative of EUISG, PeP NC and Comm’On |
| 24 April | Further revision leading to v7 (draft) | Leo |
| 28 April | Final staff discussion of v7, potentially leading to v8 | Staff |
| 30 April  | v8 shared with Ex Co | Leo |
| TBC based on Ex Co discussion on 20 April | Ex Co meeting (webinar or F2F) to discuss, finalise and sign off | Ex Co |

When these objective are clear, we’ll move onto the ‘how’. This will include discussions on questions raised in the Strategic Thinking process (below), amongst others – notably some raised in the recent Belgian / FEANTSA resolution. Details on this will be worked out shortly.

* Are people experiencing poverty given enough importance in our work and the Strategic Review?
* How should EAPN enable the participation of people experiencing poverty in our structures?
* How should EAPN Europe best support its members?
* How should we best coordinate between the European and the national level to bring about the biggest political impact?
* How will we change our ways of working in order to maximise on our most important asset, our people?
* How should EAPN build the public support and pressure which are needed to eradicate poverty?

27 March 2019

1. EAPN Strategic Review p12, Sep 2019. [↑](#footnote-ref-1)