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

**V7, 20 July 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)
9. Strategic Objectives shared with EUISG and PeP NC, for feedback (March 2020)
10. Resolution from EAPN Belgium and others (April – June 2020)
11. Ex Co discussion on resolution and Strategic Objectives (June 2020)
12. Working Groups rewrite Sections A B and D of Strategic Objectives (June – July 2020)
13. Ex Co discussion on revised Strategic Objectives (28 July 2020)

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.

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 at 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 external **overarching goal** for the reduction of is are thus the proposed goal **for the whole of EAPN**. Achieving this goal 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 this goal will be undertaken with members and partners, recognising that no one structure of EAPN will be able to bring about such goals. Details of how this will happen will form part of the next steps.

***OUR VISION***

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

***OUR EXTERNAL GOAL***

**To contribute to the reduction of the ‘AROPE’ level in Europe by 50%’**

 ***OUR INTERNAL GOALS***

**To strengthen EAPN as key actor at EU level in the area of anti-poverty and social inclusion policies.**

**To achieve internal coherence within EAPN, increasing the coordination between policy work, PeP, communications and governance.**

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|  | ***Priority A: Policy***  |
| *After 2 years, we should have* | ***External*** 1. *Influenced EU Institutions to* ***deliver 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 on Principle 1 (Education), 6 (Fair Wages), 12 (Social Protection), 14 (Minimum Income) and 20 (Access to Services)*
2. *Influenced EU Institutions to* ***agree an ambitious poverty goal, strategy and targets*** *at the European level - notably a goal to end poverty in all its forms (SDG1), through a 50% target (AROPE) and an additional indicator/target to cover extreme poverty including a concrete measurement of homelessness*
3. *Influenced EU Institutions to* ***ensure that the covid recovery doesn’t negatively impact people experiencing poverty***
4. *Contributed to the* ***achievement of the Child Guarantee*** *through the Investing in Children Alliance*
5. *Consistently participated in the* ***Future of Europe conference, ensuring EAPN positions are reflected in the outcome document and civil society is included in the process***

***Internal***1. *Developed positions on our* ***key priority themes****, as identified in 2019 and via the Strategic Review*
2. *Developed a set of* ***short EAPN explainers*** *on systemic issues: tax, wealth, inequality*
3. ***Strengthened the EAPN policy team*** *which can effectively cover the areas identified as priority policy areas for relevant period*
4. *Developed and agree a* ***clear procedure to select key political and policy areas*** *on which to focus, within the framework of the Strategic Review*
5. *Made demonstrable progress on* ***mainstreaming gender and race analysis*** *into our policy work*

*12. Strengthened the* ***impact of the annual Policy Conference*** |
| *After 5 years, we should have* | ***External***1. *Strengthened and increased our influence on the European Commission and national governments as key partners in the monitoring/implementation process through the* ***European Semester and other key European policy processes to combat poverty***
2. *Influenced EU Institutions to* ***reduce inequality throughout Europe*** *and* ***implement more progressive tax systems*** *(through advocacy and campaigns on tax, wealth and inequality)*

***Internal***1. *Standardised the* ***methodology of Poverty Watch***
2. *Established a* ***programme of participatory research*** *to complement and feed into policy and advocacy work*
3. *Continued* ***strengthening the EAPN policy team***
4. *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.*
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| *After 10 years, we should have* | ***External*** 1. *Become a* ***recognised NGO expert on poverty throughout Europe****, based on our national Poverty Watches, effective members throughout Europe and strong policy work on priority files.*
2. *Contributed to policies which ensured that* ***people experiencing poverty benefit from the transition to a carbon free economy***
3. *Contributed to ensuring that the* ***European Pillar of Social Rights has led to meaningful impacts on the lives of people experiencing poverty***
4. *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***  |
| *After 2 years, we should have* | ***Internal***1. ***Clarify the role of PeP and PeP NCs*** *in EAPN at national and European levels, in order to align its mandate with other groups (EXCO, EUISG)*
2. *Support members to* ***understand and implement****, to the degree possible, the* ***Comm’on Guidelines***
3. *Ensured that* ***all EAPN structures consider the PeP report****, and feedback how they will (and will not) act on it*
4. *Built a* ***shared understanding*** *of the concept* ***of meaningful participation of PeP***
5. *Developed a mapping of how members organise the participation of PeP*
6. *Defined* ***guidelines*** *to orient members to* ***organise meaningful participation of PeP*** *at the national and European level*
7. *Built a* ***shared understanding about the journalism prize*** *and its role in promoting the participation of PeP*
8. *Ensured that representatives of EAPN structures contribute, in an integrated and mutual fashion, to the process of defining the theme of the European PeP meeting*
9. ***Clarified the link between policy and participation*** *and provided guidelines to structure this, this in cooperation with the EUISG*
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| *After 5 years, we should have* | ***External***1. ***Ensured strengthened participation of PeP at the European level*** *in specific processes (Semester, Future of Europe, for example)*
2. *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, in coordination with the policy work of EAPN*

***Internal***1. *Created an* ***online platform for all participants in PeP meetings*** *– a space for PeP to exchange information, experience, expertise and to discuss advocacy and campaigns with PeP throughout Europe.*
2. *Created a* ***funding pot which would allow PeP****, through the platform highlighted above, to (in coordination with national networks)* ***apply for micro-grants to develop campaigns and advocacy actions*** *throughout Europe and to support capacity building (peer learning) on participation.*
3. ***Stood in solidarity****, as EAPN Europe, with at least* ***3 specific campaigns which have been proposed, developed and led by people experiencing poverty (through our members)****. Concretely, this could mean giving a statement of support, supporting financially, agreeing to communicate in support of the campaign etc.*
4. *Based on a mapping on the needs of national members to support and empower PeP to engage in advocacy work****, develop material and trainings which help NNs to build their participation work and engage PeP in national campaigns and advocacy***
5. ***Implemented the Comm’On Guidelines*** *at the European level and* ***supported members to implement the guidelines*** *at national level, to the degree they are found useful by NNs*
6. ***Supported 25 national networks to******adopt****/****participate*** *in the* ***journalism prize***
7. ***Developed and implemented training programs / exchanges / peer reviews in EAPN political areas of work, oriented to PeP,*** *in order to achieve common understanding in some key areas of EAPN, and raised their involvement in policy areas (in close relation to EUISG)*
8. ***Supported every EAPN national network to organise a national/regional/local PeP meeting(s),*** *and / or have alternative plans / structures to meaningfully engage PeP, or have an action plan to develop this area*
9. *Strengthened* ***the participation of PeP in EAPN Europe’s governing structures***
10. *Support our* ***members*** *to strengthen the* ***participation of PeP in******their******governing structures***
11. *Ensured that EAPN’s* ***policy messages and PeP meeting messages are mutually reinforcing and complementary***
12. *Established* ***a programme of participatory research*** *to complement / feed into policy and advocacy work*

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| *After 10 years, we should have* | ***Internal*** 1. *Ensured that all EAPN* ***members are supported to implement our shared value on participation***
2. *Ensured (and demonstrated) that* ***EAPN Europe acts as a true ally to our members and people experiencing poverty, by actively supporting their campaign and advocacy work***
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|  | ***Priority C: Public Support*** |
| *After 2 years, we should have* | ***Internal***1. *Supported all members to ensure* ***all 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*
4. *Improve internal and external communication (in terms of participation of PeP) by* ***disseminating and adapting COMM’ON guidelines***
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| *After 5 years, we should have* | ***Internal***1. *Ensured that the* ***voices of PeP****, their views, positions and experiences* ***are the central part of our comms work****, which is being delivered in a participatory, bottom up approach.*
2. *Organised a* ***European wide visibility action*** *with strong media coverage, in support of a specific advocacy goal.*
3. *Developed and regularly used a European* ***level frames and narratives around poverty,*** *and* ***supported at least 10 members to develop and use their own narratives***
4. *Supported members to* ***ensure that at least 60% have a dedicated person*** *(staff or volunteer)* ***focusing on communication***
5. *Developed a* ***social media audience*** *of at least 50 000 people*
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| *After 10 years, we should have* | ***External***1. *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.*
2. *Become* ***the******primary network which is consulted by the media on the issue of poverty in Europe***
3. *Undertaken at least* ***one major public facing advocacy campaign*** *throughout Europe, which has clearly contributed to shifts in policy*

***Internal***1. ***Supported all members to develop their own national level frames and narrative****s around the eradication of poverty, and* ***tested the impact of these narratives*** *on media and political discourse and public understanding.*
2. ***Regularly undertaken effective social media campaigns*** *to support our policy and advocacy work, and demonstrated the impact of these social media campaigns*
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|  | ***Priority D: Social Protection (Minimum Income), Living Wage, Civil Society space*** |
| *After 2 years, we should have* | ***External*** 1. *Influenced the EU Institutions to agree an* ***EU level goal on poverty reduction****, which* ***recognises the role social protection and tax systems can play*** *in fulfilling this*
2. *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***
3. *Influenced EU Institutions to deliver* ***Council Conclusions on Minimum Income*** *in line with EAPN positions*
4. *Influenced EU Council Presidency countries to keep the issue of Minimum Income high on the political agenda*
5. *Influence EU Institutions to agree on* ***EU level legislation on minimum / living wages*** *which meets EAPN standards*
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| *After 5 years, we should have* | ***External***1. *Influenced the EU Institutions to agree* ***policies and legislation to make progress towards the EU goal on poverty reduction***
2. *Influenced the EU Institutions to agree an EU* ***Framework Directive Minimum Income*** *which meets EAPN standards*
3. *Influenced EU Institutions to establish an EU* ***Framework Directive to guarantee access to social protection to all*** *regardless of employment status, following impact assessment of Council Recommendation on access to social protection for workers and the self-employed*
4. *Influenced EU Institutions and MS to* ***increase support for higher levels of financing of social protection*** *(with a goal of 35% of GDP) - through progressive tax systems, through the Semester and CSRs*

***Internal***1. *Developed, with members and partners, a* ***clear and compelling case for DG Employment and others to strengthen civil dialogue****, based on Article 11.2 TEU*
2. *Supported the* ***implementation and use of the Child Guarantee Council Recommendation****, through the Investing in Children Alliance*
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| *After 10 years, we should have* | ***External***1. *Influenced the EU Institutions to agree* ***policies and legislation to make progress towards the EU goal on poverty reduction***
2. *Successfully contributed to advocacy towards ensuring that the Treaty Base for civil dialogue (Article 11.2 TEU) is* ***translated into regular, structured, meaningful and funded civil dialogues*** *- specifically key civil dialogue committees on core issues (social protection, for example).*
3. *Contributed to* ***progress in certain countries towards increasing their levels of funding for social protection to all****.*
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|  | ***Underpinning activities*** |
| *After 2 years, we should have* | ***Internal***1. ***Developed clear indicators and work plans*** *to deliver on these Strategic Objectives*
2. *Obtained* ***annual unrestricted funding*** *of 35 000*
3. *Obtained* ***non-EaSI projects / grants*** *to the value of 200 000 per year*
4. ***Increased, improved and clarified communication, coordination and ways of working between the core structures of EAPN*** *– Ex Co, EUISG, PeP NC, Bureau, with representatives of each groups attending key sessions of other groups*
5. ***Ensured annual discussions of the impact of our policy and advocacy work within the Ex Co***
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| *After 5 years, we should have* | ***Internal***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. *Developed 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 started to supported members to receive 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***
10. *Supported members to undertake* ***peer to peer learning visits / collaborative projects*** *– at least 5 per year.*
11. *Undertaken a* ***mid-term review of this strategy***
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| *After 10 years, we should have* | ***Internal***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 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*
8. *Undertaken a* ***final review of this strategy***
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1. EAPN Strategic Review p12, Sep 2019. [↑](#footnote-ref-1)