

## Strategic Plan 2020 to 2022

### 1. Introduction

This Strategic Plan sets out ECRE's objectives for the period 2020 to 2022. It includes strategic priorities, activity objectives for different areas of ECRE's work, and organisational objectives. Annual reports, comparing results against the objectives, and annual plans setting out activities for the year ahead, are published in January of each year.

**Process:** The Strategic Plan 2020 to 2022 was developed with input from ECRE staff members, Board members, ECRE members, donors, the ELENA network, etc. As decided by the ECRE Board representing its membership, ECRE's priority is continuity and consolidation of changes achieved during the strategic planning period 2017 to 2019. The focus is improving performance against agreed objectives. Thus, ECRE's mission and overall objectives remain in place, and objectives for areas of ECRE's work have been reviewed and updated where necessary.

**Audience:** The plan is intended for internal and external audiences alike and shows at a glance the strategic priorities and objectives that ECRE seeks to meet for the period 2020 to 2022.

**Approach:** Above all, the plan is intended to be functional, with objectives that the ECRE Secretariat can use to report to Board, membership and donors as part of ensuring accountability.

**Structure:** given ECRE's small size, with 13.4 staff members at the start of 2020, its work has been grouped into three activity areas, rather than four as was the case for 2017-2019. These activity areas are 1) legal support and litigation; 2) advocacy (incorporating legal and political advocacy and work on the EU's legal framework on asylum); and 3) communications. Organisational support, based on organisational objectives, ensures the functioning of ECRE across the three areas.

### 2. Context

The context in which ECRE operates has changed significantly since the preparation of the Strategic Plan 2017 to 2019. Generally, there has been a deterioration in the rights of those on the move in Europe and ECRE – the Secretariat and ECRE members – work in increasingly hostile environments. Civil society and legal systems are under pressure from governments, parties and other forces. Despite these negative developments which constitute challenges for ECRE, there are also opportunities arising from the new context and in most European countries a majority of the population remains supportive of refugee rights. There has also been a flourishing of new movements and refugees themselves are increasingly active, as well as strong involvement of organisations in other sectors, and professionals, local and municipal governments and others who have stepped up to support refugees.

Following the political crisis of 2015/2016, provoked by poor responses to the arrival of manageable numbers of refugees in Europe, the strategies of many European leaders, and of the EU itself, became focused on the prevention arrivals of people in Europe, and pursuit of externalisation. Measures introduced operate at three levels:

- Internal policies: use of admissibility requirements and other restrictive measures to prevent claims being lodged in Europe or otherwise deflecting responsibilities.
- Borders: "hardening" of borders and use of non-entrée policies at maritime and land borders to prevent physical access to Europe.
- External policies: outsourcing protection responsibilities to third countries through the use of migration agreements of dubious legal status and conditionality in funding and cooperation.

### 3. ECRE's response

During 2017-2019, ECRE worked extensively to combat these policies and to promote its alternatives. ECRE's ideas were set out in detail in the policy papers resulting from its vision exercise and published in early 2017. Drawing on these papers, it developed and pursued the objectives set out in its Strategic Plan 2017-2019.

#### Key achievements

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ECRE registered achievements across all areas of its work, and also in the area of organisational development, as listed below.

#### Activity 1: Legal Support and Litigation

- ECRE improved the provision of legal assistance to thousands of people through responses to legal queries, provision of analysis and training. With the ELENA coordinators, it continues to manage the ELENA legal network of +500 lawyers. For example, in 2019, 243 legal queries were replied to by ECRE and by the ELENA network lawyers.
- The ELENA Weekly Legal Update provided information on legal developments across Europe for readers including lawyers, decision makers, academics and judiciary it reached 5,158 subscribers as of December 2019.
- Legal training has become a core ECRE activity, with training of 200+ lawyers per year on EU and international law in relation to asylum and refugee rights, at the ELENA advanced course and at other training courses organised by ECRE, including as part of its strategic partnership with UNHCR.
- ECRE is involved in strategic litigation in the key cases that affect millions of people across Europe, with national authorities bound by the decisions of the European courts. The decisions of the highest national courts are binding in their own jurisdiction and persuasive in other European countries. ECRE has expanded its strategic litigation to cover UN and Council of Europe mechanisms in order to get reinforcing judgments. Every year ECRE intervenes in 5 to 7 strategic cases and supports to 7 to 10 other strategic cases, for example with provision of advice on jurisprudence or argumentation.
- ECRE maintained the European Database of Asylum Law (EDAL), an online database containing +1,500 case law summaries from 22 European states and from the European Court of Human Rights and EU Court of Justice. In 2019, the number of users had increased to 122,997, with page views at 387,765.

An independent external evaluation of ECRE's legal support and litigation concluded:

- ECRE's support to lawyers led to **"stronger legal representation"** and **"positive outcomes in courts"**. It was **"of the highest quality"** and without it **"the quality of representation and chances of favourable decisions would have been severely diminished"**.
- ECRE's strategic work **"led to change among all European states through setting or consolidating standards and leading to changes in state practice,"** with evidence of impact to **"be found in citations by courts; documented evidence of influence on practices, standards, processes, and strategies; and the testimony of beneficiaries who can attest to the reach and/or significance of impact."**

#### Activity 2: Research and Advocacy

##### Common European Asylum System

- The proposed reforms of the Common European Asylum System (CEAS) from 2016 would have severely limited the right to asylum in Europe, through codifying and universalising the

model contained in the EU-Turkey Deal, affecting millions of people in the 37 countries where the CEAS applies. ECRE was one of the key organisations resisting these changes; it carried out detailed analysis of the proposals with specific recommendations for change. It then lobbied the two co-legislators, the European Parliament (EP) and the Council.

- ECRE had a significant influence on one of the two co-legislators, the EP, which accepted almost all ECRE's proposals. Partly as a result, no agreement could be reached with the EU Member States and it looks likely the reforms will be withdrawn – a move that ECRE supports on the basis that no reform is better than a bad reform.
- ECRE's proposals are reflected in the agreement on the future of Frontex, inter alia expanding fundamental rights monitoring, limiting its role in third countries, and removing its role in "preparing" return decisions.
- ECRE used AIDA, the Asylum Information Database, to assess the actual situation in asylum systems in Europe and to provide an evidence base for advocacy.

AIDA development:

- AIDA website's views increased from 525,688 in 2015 to 754,642 in 2017, 948,190 in 2018 and 1,033,465 in 2019.
- AIDA reports were cited by courts and appeal bodies at national level (in 2018: AT, BE, CZ, DK, DE, F, GK, LU, NL, RO, SI, CH, UK, IC), as well as by the ECtHR and the CJEU. Annual citations by national and European courts: +600.
- AIDA is often used by the European Commission, e.g. to substantiate [infringement proceedings](#) against Bulgaria. It is frequently cited by the [European Asylum Support Office](#) and the [European Parliament](#).
- Examples of national level impact include the [impact assessment](#) of an asylum reform bill which led to improved standards on residence permits in France, and the United Kingdom Home Office decision to [publish](#) Dublin statistics for the first time following parliamentary questions based on AIDA information.

- ECRE argued for compliance with EU asylum law rather than reform in order to support a functioning asylum system in Europe rather than outsourcing. This involves rights-based compliance with the legal framework as is. This approach is now widely advocated for by civil society and legal experts.
- ECRE also argued for an end to or the EU-Turkey Deal and advocated for its contingency plan for the Mediterranean, covering two elements: division of responsibility for disembarkation in Europe and a relocation mechanism. In July 2019, a preliminary agreement among 14 countries in line with ECRE's plans was brokered by France and Germany and progress continues to be made. More recently, 7 countries have agreed to relocate unaccompanied children from Greece.

*Advocacy: other topics*

- ECRE established a new advocacy team which influenced on policies on external affairs, return, refugee inclusion and EU funding.
- Access to policy-makers and invitations to events indicate the quality of ECRE's analysis and proposals: every year, ECRE has +200 meetings with policy-makers (in Brussels and in EU capitals) and is invited to speak in +50 high-level events.
- With the expansion of its advocacy into Capitals, ECRE organised policy meetings bringing together civil society and policy-makers in Brussels and in at least five EU capitals per year.
- External affairs: ECRE contributed to keeping EU external affairs focused on tackling the causes of forced displacement rather than prevention of migration. The failure of the Partnership Framework, intended to force all external policies (development, diplomacy, trade and security) to meet objectives of limiting migration to Europe demonstrates impact.

- ECRE's work on security and migration extended its reach; it engaged with security actors to promote alternative approaches to security that consider human security, including tackling the absence of security as a cause of displacement and the damaging impact on security and on security policies of a disproportionate focus on migration as a security threat.
- Return: ECRE monitored the use of dubious informal agreements on return and readmission and exposed the role of the EU specifically. ECRE lobbied successfully to prevent the expansion of Frontex's role in return and also to resist changes to the EU Return Directive which would have led to detention of people at borders to rapidly return them without access to a fair asylum process. The majority of ECRE's recommendations were accepted in the provisional position of the European Parliament.
- EU funding: The majority of ECRE's recommendations on EU funding were accepted, including on the Asylum and Migration Fund, such as a greater emphasis on integration, the European Social Fund (on which ECRE works with PICUM), and 90% of joint amendments by ECRE, QCEA, and Open Society European Policy Institute on the proposal for an Integrated Border Management Fund were included in the EP rapporteur's report.
- The Rights of Refugee Children: ECRE's work in this area concluded with the successful end of a project on the topic. Given the large number of NGOs working on this topic, ECRE decided its involvement was no longer needed, so will focus on the other themes.
- ECRE's advocacy and communications teams jointly managed a campaign focusing on the European Parliament elections of 2019. The advocacy component involved influencing the manifestos of the political groups, analysing the new intake of MEPs to identify important persons and potential allies, and preparing briefings for and setting up meetings with the new MEPs. ECRE has since been asked to provide input into the strategies of three of the political groups in the EP, the Greens, Liberals and Centre-left groups, in each case it is one of two or the only NGO requested to contribute.

### Activity 3: Communications

- ECRE has re-established its credibility as an authority since the rebuilding of its communications work in 2017, following the preparation and delivery of a Communications Strategy by the Senior Communications Coordinator. It was thus able to contribute to building an alternative narrative on asylum/ migration by maintaining its high media presence. For the last three years it has given +100 interviews to major media outlets per year, including the BBC, CNN, Euronews, the New York Times, NBC, and Al-Jazeera. Social media presence continues to increase.

#### Social media development:

- Weekly Bulletin: Increase in subscribers to 13,116 (1/1/2017 baseline: 11,500); opening 28%
- Twitter: Increase of followers to 22,274 (1/1/2017 baseline: 12,400)
- Facebook: Increase of subscribers to 26,612 (1/1/2017 baseline: 19,800)

- The [#YourVoteOurFuture](#) campaign in 2018/2019 mobilised progressive voters for the European Parliament elections through explaining the importance of the Parliament for the rights of refugees and migrants. It was ECRE's first joint campaign since 2014 and [26 member organisations/partners](#) joined. The campaign was distributed in six European languages. The campaign featured people with a refugee background whose organisations were also partners in the campaign (many as ECRE members). The campaign reached 1 million people; it was described by a communications expert as "**a prime example of how to develop and run a digital campaign**". Voter turnout increased and the composition of the Parliament is far better than many predicted.

- The new forms of communication of ECRE's work have continued to attract support: Policy Notes are appreciated by ECRE members and Editorials are often cited by journalists when they ask for interviews.

### Changes to be achieved 2020-2022

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For the next Strategic Plan, ECRE will focus on the objectives set out below. ECRE maintains its overall four-point alternative vision for Europe based on:

1. Effective asylum systems in Europe, with a focus on compliance rather than reform, and closing the implementation gaps ECRE has identified. The exception of is the allocation of responsibility where reform of the Dublin system is needed to remove dysfunctionalities and to create fairer responsibility sharing in Europe.
2. Safe and legal channels to access protection in Europe.
3. External policies focused on preventing forced displacement.
4. Inclusion of refugees in Europe societies through rights, respect and regularisation.

Change would involve a broader strategy on the part of European governments and the EU that re-allocates resources and focus. Taking ECRE's alternatives, changes to be achieved are as follows:

**Functioning asylum systems in Europe** – national and EU efforts focus on compliance with EU asylum and international law rather than keeping people out. Serious deficiencies in reception conditions and asylum decision-making are addressed. EU agencies and institutions, especially EASO (the European Asylum Support Office, to become the EU Asylum Agency) and the European Commission focus resources on Member State implementation of asylum law and addressing infringements.

Any proposed reforms have the objective of tackling the dysfunction and unfairness of the Dublin system; in other areas reforms are not proposed. The 2016 reforms based on universalising and codifying the EU-Turkey deal model and thus restricting asylum in Europe would be dropped. In lieu of the necessary deeper reforms, temporary solidarity mechanism, including relocation, would be put in place. Change would also include prioritising facilitation of an agreement among EU Member States to manage the humanitarian crisis in the Mediterranean rather than seeking to outsource responsibilities to North Africa.

**Safe and legal channels** – change would involve a continued increase in the number of people reaching Europe through safe and legal routes. That includes refugees arriving through resettlement and complementary pathways and increased opportunities for other migration, including using the EU's current fitness check on legal migration.

**External policies** – change would involve a re-focusing of EU external policies on tackling the causes of forced displacement rather than on containment or prevention of migration of people perceived (often incorrectly) to be heading towards Europe. These changes would be best achieved by resisting the intrusion of narrowly defined migration-related objectives in European development, diplomatic and trade policies, with a focus at legal, policy and programmatic levels on the established objectives of these policies, as set out in global frameworks, such as the SDG, and in EU law, such as the Lisbon Treaty.

**Inclusion** – change would see the EU's funding adapted so that a greater percentage is allocated to integration rather than to return and that more funding is set aside for the actors that support integration – civil society and local authorities – rather than to central governments. Integration is a national competence meaning that the EU's role is limited to funding, convening and sharing of good practice, rather than making law and policy, which remains within the hands of the Member States.

Nonetheless, the greatest contribution the EU could make is by supporting a fair and equitable asylum system to create the conditions for inclusion. Supporting legal migration and regularisation is also important. Finally, norm setting can take place beyond law-making which would involve EU policy-makers at all levels supporting European values, fighting against xenophobia, refusing to repeat myths and misinformation, and not normalising subtly prejudiced discourse.

In 2019, significant changes took place in the EU institutions which mean that there is a window of opportunity to create change. The European Parliament elections took place and from a refugee rights perspective the results are good, meaning that the EP may continue to play a role in the defence of the right to asylum in Europe and in supporting a rational and evidence-based migration policy, as it has been doing.

The appointment of a new European Commission, including new Commission President, and of a new President of the European Council mean that overall EU strategy could become broader than the focus on prevention of access to asylum in Europe. On the other hand, governments across Europe remain intent on restrictive policies and that may be reflected in their approach to EU policy.

Overall, analysis of the context shows that there is a strong need for ECRE's work, confirmed by the frequent demands from its members, policy-makers, legal professionals, activists and the media for ECRE's activities. In fact, ECRE could be twice its current size and would still struggle to respond to all the requests it receives. ECRE believes that there are no quick fixes: Europe is faced with a complex set of inter-connected political challenges and ECRE is committed to continue to develop rights-based alternatives. ECRE's objectives reflect how it will respond to the context.

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### Mission Statement

The European Council on Refugees and Exiles (ECRE) is a pan-European alliance protecting and advancing the rights of refugees, asylum seekers and displaced persons. Our mission is to promote the establishment of fair and humane European asylum policies and practices in accordance with international human rights law.

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## 3. Objectives

### 3.1 Strategic Priorities

For 2020-2022, ECRE's strategic priorities are:

- To promote visions of an inclusive Europe where people seeking protection are welcome and their rights protected, including proposing legal and policy alternatives.
- To mobilise ECRE as an alliance to advocate collectively for change.
- To empower refugees, channel their views into the policy and practice that affects them, and promote their inclusion in ECRE's work and across the sector.

### 3.2 Activity objectives

ECRE's work covers three main activities each of which has its own objectives against which results will be measured.

**Activity 1: Legal Support and Litigation**

**Activity 2: Advocacy**

**Activity 3: Communications**

1. Legal Support and Litigation	Indicators of success
<p>Overall objectives</p> <ol style="list-style-type: none"> <li>To achieve legal changes advancing the rights of refugees and those in need of or benefiting from international protection in Europe through proactive, coordinated and needs-based litigation at a regional and international level.</li> <li>To strengthen and support the relevant work of asylum lawyers across Europe.</li> </ol>	
<p><b>ELENA network</b> of over 500 legal practitioners, coordinated by ECRE, promotes the highest standards of legal representation and assistance among the practitioners in Europe and supports their litigation work.</p>	<ul style="list-style-type: none"> <li>300 x legal practitioners trained at 3 x annual training courses</li> <li>50 x practitioners are trained at 2 x national trainings</li> <li>36 x countries covered by ELENA (expand the network to at least one European country)</li> <li>3 x annual consultations held with at least 25 ELENA coordinators per meeting</li> <li>100 x queries responded by ECRE and 100 by the ELENA coordinators</li> <li>1 x online legal forum maintained and improved</li> <li>3 x legal notes published</li> <li>10% rise in subscribers to ELENA Weekly Legal Update</li> </ul>
<p><b>Strategic Litigation:</b> ECRE remains a key actor in strategic litigation on asylum. ECRE plays a role in all key asylum cases.</p>	<ul style="list-style-type: none"> <li>Litigation Task Force (ECRE, the AIRE Centre, the ICJ, the Dutch Refugee Council) collaboration extended until 2022</li> <li>12 x interventions in strategic cases at CJEU, the ECtHR, highest national courts and before UN mechanisms</li> <li>10 x strategic cases supported before highest national and European courts</li> <li>1 x direct legal challenge against refugee rights violations</li> <li>2 x submissions on implementation of key ECtHR judgments</li> </ul>
<p><b>EDAL:</b> ECRE will improve the European Database of Asylum Law with case summaries and legal blogs. ECRE will facilitate an increased use of asylum-related jurisprudence and access to a comparative analysis of judicial interpretation.</p>	<ul style="list-style-type: none"> <li>3 x countries added to EDAL database aligning it with AIDA coverage</li> <li>180 x case summaries published</li> <li>30 x summaries are updated with information on the follow-up proceedings</li> <li>30 x volunteers trained</li> <li>3 country profiles updated</li> <li>Interface and search functions improved</li> <li>10% rise in Twitter followers</li> </ul>

2. Advocacy	Indicators of success
<p>Overall objective: To influence EU policy and practice on protection of asylum seekers, refugees and displaced people through development of targeted recommendations and tailored advocacy</p>	
<p><b>A functioning asylum system in Europe</b></p>	
<p>The legal framework for the Common European Asylum System (EU Directives and Regulations) reflects the highest standards in line with international refugee and human rights law. ECRE will argue for compliance and not reform for most of CEAS. The exception is Dublin, where reform is needed. In the short-term, ECRE supports rights-based compliance with Dublin III and solidarity measures.</p>	<ul style="list-style-type: none"> <li>• Analysis of legislative and policy proposals by EU institutions published and used in advocacy.</li> <li>• 40 x meetings accepted due to quality of ECRE analysis, with policy makers in Brussels and MS capitals (European Parliament, European Commission, key Member States)</li> <li>• 20 x presentations in conferences on EU asylum matters</li> <li>• 20 x ECRE recommendations adopted by policy-makers</li> </ul>
<p>National practice and national legal frameworks provide a high level of protection</p>	<ul style="list-style-type: none"> <li>• 1 x Legal note on implementation of EU asylum acquis</li> <li>• 2 x meetings with national authorities related to implementation of EU asylum acquis</li> <li>• 2 x information notes on recast Reception Conditions and recast Return Directive (if adopted)</li> </ul>
<p>EASO supports improved asylum systems in Europe, not outsourcing</p>	<ul style="list-style-type: none"> <li>• Continued monitoring of role of EASO/EU AA in national asylum processes</li> <li>• 3 x submissions to EASO Annual Report</li> <li>• 3 x input into consultation processes on EASO guidance on key aspects of EU asylum law</li> <li>• 3 x participation in EASO Consultative Forum Plenary Meetings</li> </ul>
<p>AIDA – Asylum Information Database AIDA provides all relevant actors with independent practice-based information to support advocacy and litigation efforts, at national and European levels</p>	<ul style="list-style-type: none"> <li>• 3 x set of AIDA country report updates are published</li> <li>• Website views stay stable and not below 500,000 / year</li> <li>• 600 x citations of AIDA publications in legal and policy contexts</li> </ul>
<p><b>European external policies advance rights of displaced people and reduce forced displacement</b></p>	

<p>EU external policies promote the rights of displaced persons and not migration control objectives, to be reflected in EU-Africa relations, EU security policy and external funding</p> <p>The GCR is applied in Europe and used to support safe and legal channels for asylum migration</p>	<ul style="list-style-type: none"> <li>• 6 x Policy Notes</li> <li>• 20 x bilateral meetings with EU institutions, Member State representatives, and Members of the European Parliament</li> <li>• 10 x recommendations of ECRE are supported by policy makers</li> <li>• 4 x roundtables organised by ECRE</li> <li>• 5 x presentations in conferences</li> </ul>
<p><b>Countering the disproportionate focus on return</b></p>	
<p>The recast of the EU Return Directive incorporates ECRE's recommendations</p> <p>The negotiation, implementation and impact of return agreements is exposed</p>	<ul style="list-style-type: none"> <li>• 4 x Policy Notes</li> <li>• 10 x bilateral meetings with EU institutions, Member State representatives, and Members of the European Parliament</li> <li>• 2 x roundtables organised by ECRE</li> <li>• 5 x presentations in conferences</li> </ul>
<p><b>Preventing measures to restrict asylum, use of non-entrée policies and human rights violations at EU borders</b></p>	
<p>There is no agreement on a mandatory border procedures</p> <p>EU funding on borders in the next Multi-Annual Financial Framework (instruments and implementation) reflects ECRE's recommendations)</p> <p>EBCG (Frontex) supports protection-sensitive border management and is held to account for human rights violations during operations</p> <p>The Schengen framework is used to monitor and address compliance with fundamental rights at EU borders</p>	<ul style="list-style-type: none"> <li>• 3 x Policy notes</li> <li>• 15 x bilateral meetings with EU institutions, Member State representatives, and Members of the European Parliament</li> <li>• 2 x roundtables organised by ECRE</li> <li>• 10 x recommendations of ECRE are supported by policy makers</li> <li>• 5 x presentations in conferences</li> <li>• Continued monitoring of impact of EBCG on access to the territory/asylum procedure and return operations</li> </ul>
<p><b>Inclusion through rights, respect and regularisation</b></p>	
<p>The next MFF includes dedicated and increased EU funding for the inclusion of asylum seekers and refugees</p> <p>A rights-based approach to inclusion is part of the reviewed EU Action Plan on integration of third country nationals and relevant legislation</p>	<ul style="list-style-type: none"> <li>• 4 x Policy Notes</li> <li>• 10 x bilateral meetings with EU institutions, Member State representatives, and Members of the European Parliament</li> <li>• 5 x recommendations of ECRE are supported by policy makers</li> <li>• 5 x roundtables organised by ECRE</li> </ul>

	<ul style="list-style-type: none"> <li>• 8 x presentations in conferences</li> </ul>
<p>Overall objective: To strengthen ECRE's advocacy team and support influential and effective advocacy</p>	
<p>Refugee advocates and refugees led organisations are systematically included in ECRE's advocacy work</p>	<ul style="list-style-type: none"> <li>• Refugee advocates and refugee-led organisations are invited to all ECRE policy/advocacy events and where possible provided with an active role as speaker or moderator</li> <li>• 2 x training seminars on EU advocacy</li> <li>• New ways to involve refugee advocates in development of policy work are explored and tested</li> </ul>
<p>Member organisations are well informed and involved in ECRE's advocacy work, focusing on Member State level advocacy</p>	<ul style="list-style-type: none"> <li>• 6 x meetings of ECRE working groups</li> <li>• 3 x meeting/roundtable convened in EU Member States</li> <li>• 20 x Advocacy Briefings</li> <li>• 15 x trips of ECRE staff to visit ECRE members</li> <li>• 8 x presentations of ECRE members' work with relevance to advocacy in Brussels</li> </ul>
<p>Relations with key decision-makers are developed and strengthened</p>	<ul style="list-style-type: none"> <li>• Establishment of constructive working relationship with ten representatives of Member States at Brussels and capital level</li> <li>• Identification of and building alliances with seven new MEPs from across the political spectrum interested and supportive of rights-based asylum and migration policy</li> <li>• Establishment of constructive working relationship with twelve officials from across DG DEVCO, EEAS, DG NEAR, DG HOME, DG EMPL or DG REGIO or relevant EU agencies</li> </ul>
<p>An effective advocacy team is built and maintained</p>	<ul style="list-style-type: none"> <li>• Annual advocacy plans covering change objectives, theories of change, and activities</li> <li>• 5 x power analysis for different advocacy areas</li> </ul>

3. Communications	Indicators of success
<p>1. Increase the understanding and support of refugee rights in the segment of young progressive Europeans engaged in the public debate through traditional media and active on social media.</p>	
<p><b>Contributing to an alternative narrative on asylum and migration:</b>            ECRE will maintain its presence as an authority in the media.            ECRE will develop and manage one international campaign per year.            ECRE will further develop campaign infrastructure to maintain and increase membership involvement            ECRE will ensure that refugee advocates and RLOs are heard and included in the planning and implementation of the campaigns</p>	<ul style="list-style-type: none"> <li>• ECRE approached 100 times per year by international, EU and national media for interviews or background information.</li> <li>• Based on model from ECRE EP election campaign #YourVoteOurFuture campaigns should involve a minimum of 10-15 members as partners and reach at least 10 countries</li> <li>• The establishment of an EMON team of co-chairs and ad hoc campaign coordination groups</li> <li>• Positive feedback from refugee advocates and refugee led organisations involved in the campaign (coordination, distribution, quotes and pics)</li> </ul>
<p><b>Contributing to an alternative narrative on asylum and migration:</b>            ECRE will increase its presence across social media, with initiatives with public appeal. We will continue to adapt our outlets and platforms to better support campaigns and enable a diverse flow of content.</p>	<ul style="list-style-type: none"> <li>• 10% rise in subscribers to the Weekly Bulletin (13,000 Jan 2020)</li> <li>• Opening rate of Weekly rises to 28% (at 26% Jan 2020 compared to industry average rate of 19%)</li> <li>• 20% rise in followers on Twitter (13,600 Jan 2020)</li> <li>• Facebook likes from 26.000 (Jan 2020) to 30.000 (depending on new algorithms and changing rules and requirements from FB)</li> <li>• Continue proportionate increase of engagements (depending on new algorithms and changing rules and requirements from FB)</li> <li>• 3 x annual reports produced</li> <li>• 1 x Broad campaign per year, involving ECRE members and other partners.</li> <li>• 2 x ECRE ad hoc campaigns per year when relevant occasions occur.</li> </ul>
<p>ECRE will continue mobilising and servicing the membership and the ECRE media officers network (EMON) to ensure an efficient exploitation of mutual resources.</p>	<ul style="list-style-type: none"> <li>• 2 meetings of EMON</li> <li>• 10 emails to EMON</li> <li>• 25-50 press referrals between ECRE and member organisations</li> <li>• 10-15 EMON members involved in ECRE campaigning</li> </ul>

	<ul style="list-style-type: none"> <li>• ECRE supporting 10-15 EMON member campaign initiatives</li> </ul>
2. Contribute to the overall efficiency of ECRE and the organisations ability to achieve its strategic aims.	
ECRE will structure the workflow and information sharing between communication team and legal and policy staff.	<ul style="list-style-type: none"> <li>• Weekly meetings of Comms staff and other teams</li> <li>• Formalising the cooperation between Communication and Advocacy teams with Communication Assistant dedicating two day a week.</li> </ul>
ECRE will maintain its filing system, contact lists and systematic procedures for updating and developing organisational platforms.	<ul style="list-style-type: none"> <li>• All new staff members joining ECRE introduced to and in compliance with filing rules</li> <li>• 1 CRM system revised according to new Parliament and Commission</li> <li>• GDPR compliance training conducted</li> <li>• All ECRE websites updated and secure</li> </ul>
ECRE's publications will use agreed design guidelines and templates to ensure a more coherent portfolio of outlets.	<ul style="list-style-type: none"> <li>• Universal ECRE style guide/brand manual created</li> <li>• ECRE will establish and implement a formal design-guide/brand manual with templates and adapt the family of organisational websites and platforms (ECRE, AIDA, ELENA, EDAL)</li> <li>• 1-2 new formats introduced in the report portfolio of ECRE</li> </ul>

Organisational Development	Indicators of success end 2022
<p>Underlying objective:</p> <p><b>To ensure that ECRE:</b></p> <ol style="list-style-type: none"> <li>1. performs effectively, meeting objectives in each of the four areas of its activity</li> <li>2. is efficient and provides value for money, including compared to other organisations</li> <li>3. applies its strategic priorities in all areas of its work.</li> </ol>	
<p><b>Strategic Priority 1</b></p> <p>To promote visions of an inclusive Europe where people seeking protection are welcome and their rights protected, including proposing legal and policy alternatives.</p>	<ol style="list-style-type: none"> <li>1. All written products (policy papers, policy notes, articles) and all oral presentation (conference presentations, media interviews) contain alternative legal and policy recommendations (rather than simply criticism).</li> </ol>
<p><b>Strategic Priority 2</b></p> <p>To mobilise ECRE as an alliance to advocate collectively for change.</p>	<ol style="list-style-type: none"> <li>1. Follow the 8 measures listed above and in the annex to the ECRE Strategic Plan for the strengthening relations between the Secretariat and the ECRE membership.</li> </ol>
<p><b>Strategic Priority 3</b></p> <p>To empower refugees, channel their views into the policy and practice that affects them, and promote their inclusion in ECRE's work and across the sector.</p>	<ol style="list-style-type: none"> <li>1. At least 20% of ECRE staff members to be people with a refugee background.</li> <li>2. Double the number of ECRE member organisations led by refugees (currently: 10)</li> <li>3. Increase representation of people with a refugee background on ECRE's Board.</li> <li>4. Ensure participation of people with a refugee background in all ECRE events.</li> </ol>
<p><b>Strategic Partnerships</b></p>	<ol style="list-style-type: none"> <li>1. Renew UNHCR Strategic Partnership every year for 2020 – 2022.</li> <li>2. Develop strategic partnerships with other agencies and institutions, including EASO and FRA.</li> </ol>
<p><b>Finances and fundraising</b></p>	<ol style="list-style-type: none"> <li>1. Maintain a positive asset balance.</li> <li>2. Establish a reserve fund of EUR 150,000 by 2022.</li> <li>3. Approve budgets with no more than a 20% shortfall.</li> <li>4. Grants from four core donors.</li> <li>5. Bring in revenue of at least EUR 1.6 million/year.</li> </ol>
<p><b>Organisational structure</b></p>	<ol style="list-style-type: none"> <li>1. Maintain a clear organisational structure capable of being expressed in an organigram with teams and line management.</li> </ol>

<p>Membership</p>	<ol style="list-style-type: none"> <li>1. Retain at least 100 members losing no more than 2 members per year.</li> <li>2. Confirm that a majority of members demonstrate a high level of satisfaction with ECRE's work as per membership surveys or other consultation.</li> </ol>
<p>Partnership</p>	<ol style="list-style-type: none"> <li>1. Work in cooperation other networks working on asylum and migration issues, including PICUM and refugee-led networks.</li> <li>2. Cooperate with European think-tanks working on asylum and migration with at least 4 invitations to present at think-tank events per year.</li> <li>3. Cooperate with academic networks, including participation in one research project per year and invitations to at least 2 academic conference per year.</li> </ol>
<p>Board</p>	<ol style="list-style-type: none"> <li>1. Maintain diversity of the Board to reflect ECRE's membership, taking into account geographic diversity, gender, ethnicity, refugee background, sexuality, and any other factor that may be relevant.</li> <li>2. At least 3 Board members should be female.</li> <li>3. Ensure the Board plays a consistently active role in ECRE's governance as per ECRE's statutes, and effectively represents the interests of membership in its decision-making.</li> </ol>