



JEF Europe Strategy 2025–2028

Submitted by the Executive Board of JEF Europe

Preamble

In a time of rising extremism and authoritarianism, both within and outside the EU, we reaffirm our commitment to defending democracy, supporting peace, and standing in solidarity with all those fighting for freedom and fundamental rights. Now more than ever, it is time to act. To advocate boldly, to organize strategically, and to advance the federalist agenda with renewed energy.

JEF Europe is committed to advancing the federalist agenda through effective advocacy and outreach strategies targeting decision-makers and stakeholders at various political levels. The core objective is to enhance advocacy practices, ensuring they are clear, measurable and impactful.

1. Priority area: Effective internal and external advocacy processes, based on clearly defined communication channels and partnerships

Context:

JEF Europe advocacy and outreach strategies should be developed in a clear and measurable way which improves transparency and possibilities for following up on success of advocacy among membership. Special consideration points are how advocacy success is measured, how positions adopted by the network are communicated in advocacy work, how European level builds networks, how national sections are supported in capacity building in their advocacy work, and how campaigns are built in coordination with national sections. Overall the main



goal is to increase advocacy practices and give more attention and importance to such activities.

Objective:

JEF Europe has effective internal and external advocacy processes, based on clearly defined communication channels and partnerships, and coordination in advocacy within the network works efficiently. The advocacy activity is consistent in time and helps the federalist cause in achieving the movement's political objectives.

Action points:

1. JEF Europe strikes a balance between grassroots activism and institutional lobbying to maximise advocacy effectiveness.
2. JEF Europe strengthens ties with other civil society organisations by integrating intersectional perspectives in advocacy work and bringing a federalist approach to those organisations.
3. JEF Europe develops internal communication towards sections regarding on what and how advocacy is done and sets out developments on policy goals set in the resolutions.
4. JEF Europe develops ways of measuring advocacy impact and evaluating partnerships.
5. JEF Europe develops ways and channels of advocacy and campaign coordination with sections and focuses especially on the local implementability of campaigns.
6. JEF Europe cooperates with sections by exchanging capacity building resources on political advocacy and conduct policy monitoring practices.
7. Upon adoption of policy resolutions deemed actionable, a joint team representing the Federal Committee, the Executive Board and interested national sections will outline implementation points for the Executive Board, Secretariat and other JEF bodies in order to better integrate resolutions into advocacy efforts.



8. JEF Europe has clear and measurable overarching goals on how to use different means of communications and on how to frame messages in external communications.
9. JEF Europe dedicates part of the human and financial resources to specifically improve and increase advocacy activities, with the goal of influencing as much as possible the decision-making process and at the same time, give its members the opportunity to put federalism into practice.

2. Priority area: JEF Identity, political values and culture, and federalism

Context:

While acknowledging different understandings of federalism, the organisation relies on core principles grounded in the foundational texts of the federalist movement. There is a need for a broader debate on our understanding and definition of federalism along with a need to increase awareness and knowledge about federalism. The network should put special focus on feelings of inclusion and developing participation in political discussions in terms of accessibility of forums for the new generation of JEFers and scope of dialogue between different political ideologies.

Objective:

JEF Europe's core political aims and values are well-documented, understood and debated by its newest and most experienced members. JEF Europe promotes political pluralism, transpartisan cooperation and sustains informed dialogues and debates fuelled by different political opinions supporting JEF's overarching federalist political project.

JEF Europe manages to have a solid political base that unitedly supports its actions and historical purpose.

Action points:

1. JEF Europe develops tools for capacity building on federalism and creates a wide range of opportunities for JEF members to learn about and discuss the diversity of federalism and the importance of the movement's radical



fight.

2. JEF Europe evaluates and develops forums for participation of youth in European level policy, advocacy and activity planning to ensure inclusive participation, promoting regular extensive debates within the Federal Committee, the Political Commissions and the Task Forces as well as the broader membership.
3. JEF Europe ensures it has clear policies reflecting the opinions of membership, including its member sections, and that its policies are clearly defined in the political framework consisting of the Political Platform and Resolutions. Sections that engage in discrimination or violate fundamental European principles of democracy, human rights, and inclusion cannot be tolerated.

3. Priority area: Membership growth, community-building and opportunities for JEF members

Context:

There is a need to reverse the decline in membership numbers and continue the broadening of the network to new countries in order to pursue the political goals of JEF and grow as a movement. There is a need to develop visible diversity in our membership e.g. in terms of status - students, young professionals, high school students; economic and social background, as well as types of studies pursued to increase the representation of a broad range of young Europeans. Many European level activities should be made more accessible for all members by removing economic and physical barriers.

On the European level the conditions of volunteering should be developed in terms of welcoming and onboarding new JEFers, and through introduction of more different backgrounds and perspectives to increase and improve mobility of volunteers between the different levels of the network. The connection and feeling of unity between local and European levels should be developed and communication about European level opportunities should be improved to enhance the feeling of community.

**Objective:**

JEF Europe is an accessible and inclusive NGO which promotes its concrete volunteering opportunities to promote federalism while offering opportunities for dialogue, cooperation, civic participation, community, education, training, learning, and possibility to improve the knowledge, skills, and competences of its members allowing for them to have a volunteering career at different levels.

Action points:

1. JEF Europe develops tools and practices of welcoming and onboarding members and volunteers on the local, regional, national and European levels.
2. JEF Europe develops communication about volunteering opportunities and events in cooperation with National Sections, and provides capacity building based on the needs communicated by the Sections.
3. JEF Europe considers a priority to build community and to provide a long-term engagement framework with multiple activities to take part in, and not just punctual activities, thereby investing resources in upskilling volunteers both in practical, and advocacy skills.
4. JEF Europe develops concrete tools to improve participation for young people from different backgrounds and to promote inclusion which are made available for and promoted to all levels of the network, with special attention to accessibility.

4. Priority area: JEF Europe's governance, and relations between sections and JEF Europe

Context:

JEF Europe's cooperation with national sections should be further deepened to best respond to their needs, including in terms of timeliness and relevance to ensure that new and young volunteers gain necessary leadership skills such as NGO governance and financial management. Special focus should be put on consistency and quality of handover, onboarding and training. Transparency of administration should be a clear focus in this. Being a federalist organisation itself, the division of tasks and roles, as well as the coordination, between the different levels of JEF from the Executive Boards to national, regional and local sections



should be implemented coherently, consistently and effectively in order to increase the political work of JEF and the functioning of the whole organisation.

JEF Europe often employs young professionals and dedicated JEFers, which results in periodic changes in the composition of the Secretariat. There is a continuous need for JEF Europe to provide mid-term career evolution perspectives and for the Secretariat to be seen as an integral part of the European level of the network.

Objective:

JEF Europe works together with its national sections in achieving a federal Europe while having clearly defined roles between the EB, FC and Secretariat, as per the Statutes.

Action points:

1. JEF Europe ensures persons in elected roles within the organisation gain the necessary capacity, knowledge, and preparation before their mandate to fulfil their mandates.
2. Based on its statutes, JEF Europe clarifies prior to every statutory meeting the different roles of the FC, EB and Secretariat, to best prepare participants for understanding the decision-making processes in place and what roles the different bodies hold.
3. JEF Europe explores and develops different internal communication channels to best transfer information from sections to the FC, EB and Secretariat, and vice-versa.
4. JEF Europe clarifies and develops the roles of the EB's section contact person and the membership officer in the Secretariat, as key to better inform sections about opportunities at JEF levels, and inform the European level about sections' needs and actions.

5. Priority area: Financial state of JEF Europe and financial support for participation

Context:

JEF Europe's financial state depends on available funding and due to its largely project-based nature, is subject to sometimes fast changes in circumstances.



The financial state is challenged by limited prospects of long-term funding, and a lack of diversity amongst funding sources, especially from the private sector and in broader fundraising.

JEF Europe should continue on developing its tools to conduct robust financial management, budget planning and budget execution, and communicate this transparently with its sections and people holding elected positions. The fact that the budget is presented twice a year during statutory meetings is not considered enough.

Individual participation in JEF Europe's events is more challenging in terms of economic accessibility for members who are financially constrained such as students and unemployed members, especially those coming from non-EU sections.

Objective:

JEF Europe's goal is to increase its financial and non-financial support means, within the limits of the budget and towards sections, in order to pursue its political goals and facilitate the participation in statutory events, while engaging in a strongly organised and well-planned strategy to diversify its sources of funding.

Action points:

1. JEF Europe conducts regular research on funding prospects, including from private sources, and looks into setting goals for private fundraising, sharing the results of the research with Sections.
2. JEF Europe continuously develops and improves its financial, auditing and project management practices to ensure solid financial management and oversight as well as ensuring transparency towards its members, auditors and funders. JEF Europe strives to follow the recommendations regularly made by the Auditors Committee to continuously improve said practices.
3. JEF Europe and the sections support each other in terms of capacity building for financial management and literacy as well as project management.
4. JEF Europe develops ways of lowering the barriers of participation due to economic reasons and looks for ways to more often financially support the



participation of members in European level activities.

5. JEF Europe looks for projects and funding opportunities to conduct in cooperation especially with non-EU partners to ensure and support the viability and freedom of civil societies in countries where democracies are at risk.