

As revised September 2020

Within the framework of the [“Four Year Strategy”](#) adopted in 2017, the NGO Young European Federalists (JEF) Europe presents you its 2020 Action Plan, eager to start the next decade. Building on the four pillars established by the Four Year Strategy (Political JEF, United JEF, Inspiring JEF and Sustainable JEF), this detailed Action Plan for 2020 aims to ensure that JEF remains “simply a generation ahead”.

The first row is based on the specific goals from the Four Year Strategy.

The Ambitious Plan introduces metrics which are going to facilitate the evaluation of the EB’s work.

The EB meeting in summer 2020 will be used as a mid-year evaluation of the 2020 Action Plan to help adjust the to-do list of the Board.

The last EB meeting in 2020 will be used to fully evaluate the work of the Board.

The EB will start preparing the next multi-annual strategy in the second half of the year; both the 2021 Action Plan and the next multi-annual strategy will be finalised during the winter EB meeting 2020.

Whilst the Executive Board 2019 - 2021 is determined to deliver the change set out in this paper, the EB reserves its right to adjust its existing and add new goals, to remain flexible to current politics and funding.

### **Political (Sebastiano & Diletta)**

JEF Europe is known and recognised for its political work among many major institutional and civil society stakeholders. Especially in times of political turmoil, there are plenty of opportunities to raise JEF Europe’s profile and to raise awareness about our political platform. In this respect, JEF’s political work consists in its continuous long term work on political developments towards federalism through its Political Platform and through its resolutions. It also consists in our ability to react effectively and rapidly to new political developments through press releases and through communication on social and traditional media.

To this effect, JEF Europe needs to continuously seek new opportunities for political partnerships and for political impact through interaction with other civil society organisations and with institutions.

JEF also needs to keep building the political competences of its members at all levels to ensure our message is disseminated throughout Europe and to ensure our members can proactively take part in building our political message.

As revised September 2020

JEF also takes pride in its ability to foster transpartisan dialogue in Europe and should continue to do so in the future. Finally, our role as a political NGO is to provide a bridge between decision-makers and voters, younger ones in particular. Our continuous ambition to develop political and civic engagement among young people reflects this bridging role.

**QUESTION:** should we indicate some priority policy areas (EU budget, climate, etc.)?

**QUESTION:** how do we include tasks carried out (e.g. campaigns “A Summer for Our Europe”, 9th May) in the action plan ex-post?

reached, work in progress, failed or not relevant, not started, **communications**

Goal	Execution	Metrics
Policy Development		
Strengthen its role as a youth think tank, in particular through the development of innovative and innovatively shaped policy ideas relevant for both JEF members and policy-makers.	<ol style="list-style-type: none"> <li>1. Inclusive preparatory work ahead of PC meetings</li> <li>2. Resolutions in tune with current events</li> <li>3. Develop a policy on Artificial Intelligence</li> </ol>	<ul style="list-style-type: none"> <li>● Expert webinar to prepare resolutions: 1/FC meeting</li> <li>● <b>Establish a platform for document and information sharing by activists to prepare drafting</b></li> <li>● Adopt resolution(s) on AI</li> </ul>
Increase the level of activity of its Political Commissions, and the engagement of volunteers within them.	<ol style="list-style-type: none"> <li>1. <b>Clear communications on process</b></li> <li>2. Promote narrative: “Open” PC Skype meetings</li> <li>3. Inclusive PC meetings</li> <li>4. Accessible PC meetings</li> <li>5. Encourage sections to participate</li> </ol>	<ul style="list-style-type: none"> <li>● Number of participants in PC Skypes</li> <li>● Number of participants to Webinars</li> <li>● Number of sections represented in PC Skypes</li> <li>● Which sections participate in PC Skypes (big/small, Western/Eastern EU, etc.)</li> <li>● Gender balance in PC Skypes</li> <li>● Gender watch in PC/FC meetings</li> </ul>
Advocacy		

<p>Increase the political engagement of sections in defining our European strategy</p>	<ol style="list-style-type: none"> <li>1. Clarify role of national sections within the advocacy strategy</li> <li>2. Represent the view of the network in Brussels</li> </ol>	<ul style="list-style-type: none"> <li>● Provide sections with timely and accessible information on advocacy actions</li> <li>● Number of sections involved in JEF Europe advocacy actions</li> <li>● Number of panel debates/speeches</li> <li>● Number of advocacy meetings</li> </ul>
<p>Increase its level of activity and visibility on the political scene in Brussels, in particular as a partner of the European Youth Forum (YFJ) and interlocutor of the EP Youth Intergroup.</p>	<ol style="list-style-type: none"> <li>1. Influence in YFJ</li> <li>2. Political contribution to YFJ</li> <li>3. Contribute to EP Youth Intergroup</li> </ol>	<ul style="list-style-type: none"> <li>● Number JEFers elected in YFJ positions</li> <li>● Attendance of JEFers in YFJ statutory meetings (family photos)</li> <li>● Percentage of amendments passed in relevant YFJ documents submitted by JEF</li> <li>● Number of EP documents affected through Youth Intergroup</li> </ul>
<p>Develop a strong and dynamic network of contacts within the European Parliament and the European Commission.</p>	<ol style="list-style-type: none"> <li>1. Reinvigorate Spinelli (Inter)group</li> <li>2. Establish contact with old and new MEPs</li> <li>3. Establish contacts with key Commissioners</li> <li>4. Establish contacts with key EC DGs</li> </ol>	<ul style="list-style-type: none"> <li>● Establishment of Spinelli as formal Intergroup</li> <li>● Participation in Spinelli Intergroup meetings</li> <li>● Number of meetings with MEPs</li> <li>● Number of letters to MEPs</li> <li>● Number of meetings with Commissioners</li> <li>● Number of letters to Commissioners</li> <li>● Number of meetings with DGs/DDGs/HoUs</li> </ul>

<p>Develop a strong and dynamic network of contacts with other international organisations <b>(new)</b></p>	<ol style="list-style-type: none"> <li>1. Develop stronger relationship with Council of Europe</li> <li>2. Develop relationship with Regional Youth Cooperation Office</li> <li>3. Identify and contact other international organisations relevant to JEF work</li> </ol>	<ul style="list-style-type: none"> <li>● Number of policy/advocacy meetings with CoE</li> <li>● Number of policy/advocacy letters to CoE</li> <li>● Number of policy/advocacy meetings with RYCO</li> <li>● Number of policy/advocacy letters to RYCO</li> <li>● Number of new international organisations contacted with feedback received</li> </ul>
<p>Develop a strategy to better disseminate and use its political documents.</p>	<ol style="list-style-type: none"> <li>1. Propagate a distinct, federalist message</li> <li>2. Distribute adopted resolutions to key stakeholders</li> <li>3. <b>Draft op-eds on the basis of resolutions</b></li> </ol>	<ul style="list-style-type: none"> <li>● Number of resolutions sent to PPYOs with feedback</li> <li>● Number of resolutions sent to EU Parties/EP Groups? with feedback</li> <li>● Number of resolutions distributed to trade unions, CSOs, corporate partners with feedback</li> <li>● <b>Number of op-eds/year</b></li> <li>● <b>Qualitative assessment of impact</b></li> <li>● <b>Develop political bible of JEF (Political Platform and active resolutions)</b></li> </ul>
<p>CSO network <b>(new)</b></p>	<ol style="list-style-type: none"> <li>1. Strengthen relationship with Civil Society Europe</li> <li>2. Strengthen relationship with UEF</li> <li>3. Strengthen relationship with EMI</li> <li>4. Strengthen relationship with WFM</li> <li>5. Identify and contact other CSOs relevant to JEF work</li> </ol>	<ul style="list-style-type: none"> <li>● Number JEFers elected into other positions of federalist / non-federalist NGOs</li> <li>● Number of common UEF-JEF campaigns</li> <li>● Number of guest JEFers at UEF events and trainings</li> </ul>

		<ul style="list-style-type: none"> <li>• Number of new CSOs contacted with feedback received</li> </ul>
Active, loud (digital) visibility and communication <b>(new)</b>	<ol style="list-style-type: none"> <li>1. <b>Media presence/coverage</b></li> <li>2. <b>Implement communication strategy</b></li> <li>3. <b>Improve social media presence</b></li> <li>4. <b>Communication consultation to all JEFers, exploring what channels are used</b></li> <li>5. <b>Revising the communication &amp; content strategy of JEF Europe</b></li> <li>6. <b>Hiring new Communication Officer</b></li> <li>7. <b>Developing common understanding of how we want to do press work</b></li> </ol>	<ul style="list-style-type: none"> <li>• <b>Number of press items/year</b></li> <li>• <b>Number of items picked up by the press</b></li> <li>• <b>Number of items picked up/disseminated by sections</b></li> <li>• <b>Number of joint press items</b></li> <li>• <b>Likes (absolute, variation, trends) on different social media outlets</b></li> <li>• <b>New social media accounts opened</b></li> <li>• <b>Number of participants in the consultation</b></li> <li>• Guidelines for press work</li> </ul>
Develop and promote meaningful actions and campaigns	<ol style="list-style-type: none"> <li>1. <b>Create effective framework of actions following up relevant policy developments;</b></li> <li>2. <b>Inspire the network to get involved on common pan-European actions;</b></li> <li>3. <b>Develop guidelines on organising campaigns</b></li> </ol>	<ul style="list-style-type: none"> <li>• <b>Qualitative reports on the campaigns</b></li> <li>• <b>feedback of sections</b></li> </ul>
Political Headline projects		
Our JEF voice in the Conference on the Future of Europe	<ol style="list-style-type: none"> <li>1. <b>Establish policy priorities</b></li> <li>2. <b>Carry out advocacy and set up allies/CSO network</b></li> <li>3. <b>Coherent approach with JEF sections</b></li> <li>4. <b>Seek funding for advocacy on CoFoE</b></li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Strategy document for Conference</b></li> <li>2. <b>Resolution on the Conference</b></li> <li>3. <b>Civil society appeal on the Conference</b></li> <li>4. <b>Apply for funding (EP Grant)</b></li> </ol>

As revised September 2020

Democracy Under Pressure 15 years	<ol style="list-style-type: none"> <li>1. Establish and launch DUP2020 (connected to Conference: "European Democracy under Pressure"?)</li> <li>2. Prepare anniversary campaign DUP2021</li> <li>3. Launch DUP2021</li> <li>4. Build up hype for DUP2021</li> <li>5. Seek funding for DUP2021</li> </ol>	<ul style="list-style-type: none"> <li>• Sections take-up</li> <li>• <b>Toolkit for both campaigns</b></li> <li>• <b>Social media visibility</b></li> <li>• Apply for funding (Democracy Under Pressure: Time to act!, through AllianzKultur Stiftung)</li> </ul>
Y-Fed	Flesh out the advocacy part	Project metrics
<b>#ShowOurEurope - giving young citizens a voice in media (Leader)</b>	Develop concept and apply for funding	

### United (Emma & Moritz)

JEF Europe is a network composed of very diverse members in size, activities, organisational cultures and political priorities. This diversity is equally a challenge and an invaluable resource. The challenge lies in JEF Europe's ability to keep the network united, to foster exchange and communication between its members and to create a set of core common values, both in terms of political priorities and organisational culture.

The diversity of our network should be cherished as it also represents opportunities for exchange of good practices, for mutual support and for innovation.

To strengthen unity in our network, JEF Europe strives to develop engaging communication channels both horizontally and vertically, it promotes a bottom up approach in identifying and answering the needs of its members and develop the relevant tools to facilitate interaction and exchange among its members.

Goal	Execution	Metrics
------	-----------	---------

<p>Engage more strongly and more directly with its national and local sections</p>	<ul style="list-style-type: none"> <li>visiting/working with as many sections as possible</li> <li>maintain a strong network of sections (expel inactive sections, regular contact, stabilisation)</li> <li>work towards increasing the number of stable sections</li> <li>make use of the database to communicate campaigns and actions better with local members</li> <li>set up a method to keep track of events within the network</li> <li>Fostering a feedback culture from national sections</li> </ul>	<ul style="list-style-type: none"> <li>EB to visit all full member sections by the end of the 2019-2021 mandate (2/3 by end of 2020)</li> <li>EB to visit/take part in an online activity of all full member sections by the end of the 2019-2021 mandate</li> <li>Distributing evaluation forms after every JEF Europe event</li> <li>Regular skype calls with sections</li> <li>Number of national section partners in JEF Europe Campaigns</li> <li>Sharing of JEF Europe Press Releases by the network</li> </ul>
<p>Strengthen its presence and activities in smaller sections, especially in the Central and Eastern European Regions;</p>	<ul style="list-style-type: none"> <li>Aim to establish contacts with all countries in Central and Eastern Europe, also with the support of sections</li> </ul>	<ul style="list-style-type: none"> <li>By the end of the 2019-2021 mandate, all active small sections have been visited at least once.</li> <li>Have contact points in all countries in Central and Eastern Europe</li> <li>Growth in membership numbers from the smaller sections</li> <li>Presence and involvement of these sections in JEF Europe statutory meetings</li> </ul>
<p>Increase the level of horizontal cooperation between sections through increased communication and exchange of good practices</p>	<ul style="list-style-type: none"> <li>Develop and enhance twinning possibilities between sections</li> <li>Explore establishing a seminar with TF Capacity Building with at least a significant focus on twinings, so that local sections without a twinning partner</li> </ul>	<ul style="list-style-type: none"> <li>Number of twinings</li> <li>Number of applications for the twinning awards (with the cooperation of TF Capacity Building).</li> </ul>

	<p>may be able to find one.</p> <ul style="list-style-type: none"> <li>• Continue Twinning Awards</li> <li>• Encourage bigger sections to take a mentoring role for small neighbouring sections</li> </ul>	
<p>Develop tools &amp; services (trainings, toolkits, workshops, etc.) with and for its sections and volunteers to ensure a smooth and sustainable running of all sections</p>	<ul style="list-style-type: none"> <li>• Offering political support in Campaigns</li> <li>• Develop &amp; promote our capacity building e-platform</li> <li>• Organise a Federalist Academy</li> <li>• Explore the possibility of developing a JEF Podcast in cooperation with The New Federalist - 'What the "F" is Federalism?'</li> <li>• Continuing and improving capacity building initiatives with particular focus on Capacity Building training and the 'PIMP my JEF' programme and aim to include regional and local sections in the programme.</li> <li>• Promote use of the trainers from the JEF PoT by the network</li> <li>• Maintain &amp; develop the pool of trainers.</li> <li>• Identify tools to support sections amid COVID-19 pandemic</li> <li>• Promote tools to support sections amid COVID-19 pandemic</li> </ul>	<ul style="list-style-type: none"> <li>• Google Analytics of the webpages covering the e-platform to measure hits.</li> <li>• Measure number of new items added to the e-platform.</li> <li>• Increase in number of sections benefitting from the 'Pimp my JEF' programme</li> <li>• Development of the Federalist Academy plan</li> <li>• Participation of JEF PoT trainers to JEF trainings (at EU, nat'l and local level)</li> </ul>
<p>Financially support sections and individuals from lower income backgrounds to ensure full &amp; effective participation in JEF Europe's events &amp; activities</p>	<ul style="list-style-type: none"> <li>• Maintain &amp; increase the JEF Europe Solidarity Fund for JEF Europe Statutory meetings and other applicable events.</li> <li>• Exploring the possibility of reintroducing</li> </ul>	<ul style="list-style-type: none"> <li>• Increased cashflow of Solidarity Fund</li> <li>• Increase of individual members supported by the Solidarity Fund</li> <li>• Number of sections supported through</li> </ul>

As revised September 2020

	microgrants for sections/interest groups.	microgrants
--	---	-------------

### Inspiring (Leo & Hanna)

An inspiring network can only stem from strong and shared mission, vision and values. Based on these core principles, JEF seeks to create ownership of its future by its members, individuals and sections.

To this effect, JEF Europe ensures, by developing the right tools and by building the capacities of its members, that the experience of its volunteers at the local, national and European level is a rewarding learning experience, both personally fulfilling and professionally enriching. JEF Europe seeks to offer various opportunities to be engaged on the different levels, according to one's own interest and competences. The opportunities for engagement within JEF should reflect the diversity of JEF's activities on all levels.

At the European level, JEF offers its volunteers a safe space to exercise important responsibilities and to develop a wide range of competences. These competences are not only important for the development of JEF, they are also crucial for the future civic engagement and professional development of our volunteers. Thus JEF helps its volunteers identify and develop these competences.

In order to foster strong commitment of its volunteers, JEF will seek to ensure all JEFers have a rewarding, safe and fun experience in the network. By following these principles JEF aims to be recognised as a model for youth and political activists in Europe.

Strategic goal #1	Execution	Metrics
Engage more individuals at the European level and create the condition for rewarding and inspiring volunteering experience for JEF Europe	<ol style="list-style-type: none"> <li>1. Individuals gain capacity through activity in the network</li> <li>2. EB-FC members set goals for their personal growth</li> <li>3. Continuing to create institutional knowledge</li> <li>4. Creating and strengthening ownership</li> </ol>	<ul style="list-style-type: none"> <li>• Feedback form from capacity building trainings</li> <li>• EB-FC meeting have allocated time for personal evaluation</li> <li>• Materials and documentation are accessible without prior knowledge</li> </ul>

	of JEF Europe's efforts and community-building on a European level	
<b>Comms Goal #1</b>	<b>Comms Execution</b>	<b>Comms Metrics</b>
JEF volunteers are proud of their JEFer identity	<ol style="list-style-type: none"> <li>JEF shares the stories of volunteers</li> <li>JEF gives tools to volunteers to voice their experience</li> <li>Implementing our own vocabulary such as boardies having portfolio, activists in the community being JEFers, militante etc.</li> </ol>	<ul style="list-style-type: none"> <li>Amount of term "JEFer" used in social media</li> <li>Words related to JEF</li> <li>Social media metrics (IG, Twitter, etc)</li> </ul>
<b>Strategic goal #2</b>	<b>Execution</b>	<b>Metrics</b>
Offer more opportunities for individual JEF members to engage at the European level with high level of responsibility	<ol style="list-style-type: none"> <li>PC &amp; TF meetings are open for all to attend (online &amp; physical)</li> <li>PC &amp; TF work is scheduled ahead</li> <li>PC &amp; TF work is communicated clearly internally and in time</li> <li>Task Forces are created to answer a dire need and are working for a purpose</li> <li>Preparation of the statutory meetings actively involves the FC presidium, SG and the president</li> </ol>	<ul style="list-style-type: none"> <li>Create an Excel sheet to measure engagement (see Political JEF) for PC and TF Chairs</li> <li>Amount of PC &amp; TF meetings in between statutory meetings</li> <li>Outreach of PC &amp; TF within the network</li> <li>Midterm-evaluation meeting of TF &amp; PC based on feedback at EB-FC meeting</li> <li>Task Forces have metrics to evaluate their objectives and work</li> <li>Quality of communication and dialogue between the FC presidium, SG and the President</li> </ul>
<b>Comms Goal #2</b>	<b>Comms Execution</b>	<b>Comms Metrics</b>

<p>Internal communications are active, transparent and give time to react</p>	<ol style="list-style-type: none"> <li>1. External communications are easily transferred to national and local level</li> <li>2. Internal communications are created together with TF &amp; PC chairs</li> </ol>	<ul style="list-style-type: none"> <li>● Amount of applicants/participants in TF &amp; PC work</li> <li>● How aware people are of the current happenings of JEF</li> </ul>
<p align="center"><b>Strategic goal #3</b></p>	<p align="center"><b>Execution</b></p>	<p align="center"><b>Metrics</b></p>
<p>Increase the level of professionalism of statutory meetings both logistics-wise and content-wise</p>	<ol style="list-style-type: none"> <li>1. Properly organised statutory meetings</li> <li>2. FC members participating actively in the preparation of resolutions</li> <li>3. FC members taking active leadership in promoting participation of JEFers</li> <li>4. Gather feedback and analyse the results</li> <li>5. FC meetings have a space for political debate</li> <li>6. Explore the possibility to manage the statutory meetings digitally (resolutions, amendments, voting)</li> <li>7. Organise preparatory webinars ahead of statutory meetings</li> </ol>	<ul style="list-style-type: none"> <li>● Documents sent in time</li> <li>● Time allocation within the meeting</li> <li>● Amount of individual JEFers &amp; sections taking part in the preparatory phases</li> <li>● Amount of given feedback</li> <li>● The means of political debate are constantly reviewed</li> <li>● The feedback given from the form political debates</li> </ul>
<p align="center"><b>Comms Goal #3</b></p>	<p align="center"><b>Comms Execution</b></p>	<p align="center"><b>Comms Metrics</b></p>
<p>Participants arrive to statutory meetings with full knowledge of the agenda and where to access more information</p>	<ol style="list-style-type: none"> <li>1. Organise preparatory webinars</li> <li>2. Materials for statutory meetings are sent well in advance</li> </ol>	<ul style="list-style-type: none"> <li>● Amount of participants in preparatory webinars</li> <li>● People's knowledge of whether they need to bring a towel or not/know what name to login with in clickmeeting: measure how many times Milosh receives a text</li> </ul>
<p align="center"><b>Strategic goal #4</b></p>	<p align="center"><b>Execution</b></p>	<p align="center"><b>Metrics</b></p>

<p>Make JEF Europe and its sections a model for other political youth organisations and political young activists, in terms of governance and actions.</p>	<ol style="list-style-type: none"> <li>1. Create tools &amp; methods for activism</li> <li>2. Individual capacity building for political activists</li> <li>3. Europe@School (E@S) is marketed widely</li> <li>4. Trainings for E@S are held within the network</li> <li>5. Create and promote a Europe@School method to meet the new demands created by COVID-19</li> </ol>	<ul style="list-style-type: none"> <li>• Amount of tools &amp; methods</li> <li>• local sections take up for European tools</li> <li>• Development of trainings related to building individual activist capacity (e.g. legal issues and protection, volunteer work-personal life balance, etc.)</li> <li>• Amount of held trainings for E@S</li> <li>• Amount of participating countries in E@S</li> </ul>
<p align="center"><b>Comms Goal #4</b></p>	<p align="center"><b>Comms Execution</b></p>	<p align="center"><b>Comms Metrics</b></p>
<p>The way JEF works is communicated clearly and in a way that is easy to benchmark</p>	<ol style="list-style-type: none"> <li>1. Social media platforms have take-overs for elected persons in different statutory bodies</li> <li>2. JEF campaigns reach active members of NGOs outside the JEF community</li> </ol>	<ul style="list-style-type: none"> <li>• EB-FC members and their portfolios are posted and are available after on the website and all social media channels</li> <li>• EB-FC members are presented in social media during the two years (e.g. take-overs)</li> </ul>
<p align="center"><b>Strategic goal #5</b></p>	<p align="center"><b>Execution</b></p>	<p align="center"><b>Metrics</b></p>
<p>Inclusive and safe network</p>	<ol style="list-style-type: none"> <li>1. Create guidelines for implementing a gender watch &amp; implement them in statutory meetings of JEF Europe</li> <li>2. Implementing the internal resolution created by the TF Diversity &amp; Empowerment</li> <li>3. The code of conduct is presented at each event amongst other inclusion methods</li> </ol>	<ul style="list-style-type: none"> <li>• Guidelines for gender watch are created</li> <li>• Statistics gathered from the gender watch are used for internal review</li> <li>• Feedback from the implementation of the gender watch is gathered from external sources</li> <li>• Strategic goals have been defined for JEF Women's Group</li> </ul>

	<ol style="list-style-type: none"> <li>4. Gathering feedback on the feeling of safety and the inclusion of the network</li> <li>5. Training the points of contact</li> <li>6. Promoting the points of contact</li> <li>7. DIVE-project materials are implemented within the network</li> <li>8. Creation of JEF Women’s Group</li> <li>9. Cooperation with TF Empowerment &amp; Diversity to develop statistics on the diversity of and inclusion of the membership at European level.</li> </ol>	<ul style="list-style-type: none"> <li>● Feedback forms include sections on inclusion and safety</li> <li>● Points of contact are visible and known amongst participants</li> <li>● Points of contact receive adequate training</li> <li>● JEF Women’s Group gathers members widely from all sections</li> </ul>
Comms Goal #5	Comms Execution	Comms Metrics
<p>JEF uses inclusive language and takes concrete action into communicating it’s methods on inclusion and building safer spaces</p>	<ol style="list-style-type: none"> <li>1. All comms are executed in inclusive language</li> <li>2. Inclusion (code of conduct as a part of it) as a topic that is actively raised in internal communications</li> <li>3. DIVE-project materials are communicated within the network</li> <li>4. JEF Women’s Group establishment is circulated within the network</li> </ol>	<ul style="list-style-type: none"> <li>● Communications consultation includes questions on inclusive language</li> <li>● DIVE-project materials are communicated within the network</li> </ul>

**Sustainable (Chris & Milosh)**

In order to achieve its political goals, JEF Europe and its members must ensure their organisational sustainability.

As revised September 2020

The financial sustainability of JEF is of the utmost importance in order to maximise impact. JEF should always proactively look for new and diverse sources of funding in order to cover its organisational expenses and to increase its level of activity. Similarly, it should support its members in looking for and diversifying their sources of funding.

However, for a pan-European network like JEF Europe, the concept of sustainability goes far beyond solely its financial aspect. In order to have dynamic sections active in the long run, JEF Europe should seek to enlarge and diversify its volunteer base and it should develop the right tools to retain its volunteers (cf. Inspiring).

At the section & European levels, JEF should develop a strong knowledge transfer strategy and tools, should promote the implementation of good governance principles and should communicate clearly its strategic priorities and actions.

Goal	Execution	Metrics
<p>Develop a clear fundraising strategy to diversify its funding sources and explore the opportunity to develop its own revenues;</p>	<ul style="list-style-type: none"> <li>- Treasurer to launch a Christmas fundraiser (12/2019)</li> <li>- EB-Secretariat brainstorming of projects (12/2019)</li> <li>- Treasurer &amp; SG to present a clear fundraising strategy (02/2020)</li> <li>- Plan the 50th anniversary of JEF (2021-23) with a key fundraising element</li> <li>- SG &amp; Treasurer to investigate social-media fundraising (04/2020)</li> </ul>	<ul style="list-style-type: none"> <li>● Acquire at least one KA2 project</li> <li>● Acquire at least one corporate partnership</li> <li>● Adopt a clear fundraising strategy</li> <li>● Treasurer to report on policies around accepting donations to FC Hamburg.</li> <li>● Research &amp; prepare examples of similar anniversary events in order to prepare a plan for Spring 2021</li> </ul>
<p>Increase its membership to 20,000 individual paying members</p>	<ul style="list-style-type: none"> <li>● Treasurer to investigate JEF Germany's database (01/2020)</li> <li>● Treasurer to draft a GDPR policy (01/2020)</li> <li>● Treasurer to investigate other database options (03/2020)</li> <li>● Treasurer to develop roadmap for database migration (10/2020)</li> </ul>	<ul style="list-style-type: none"> <li>● EB to adopt a new GDPR policy (Spring 2020).</li> <li>● Treasurer to report to 3rd EB meeting of 2020 on progression of a membership database.</li> </ul>

<p>Reactivate <i>Friends of JEF</i>;</p>	<ul style="list-style-type: none"> <li>● President, SG &amp; Treasurer to review the JEF-Friends of JEF relationship</li> <li>● President, SG, &amp; Treasurer to follow progress of Friends of JEF</li> </ul>	<ul style="list-style-type: none"> <li>● EB to agree on how best to use FoJ funds - cross-check with fundraising strategy (begin in 12/2019)</li> </ul>
<p>Develop, promote and implement good governance principles at all levels of the network.</p>	<ul style="list-style-type: none"> <li>● Finish projects (already funded) &amp; pay staff</li> <li>● Prepare next multi-annual strategy</li> <li>● Measure our success using KPIs</li> <li>● Yearly meeting between different stakeholders</li> <li>● Mapping progress of Secretariat</li> <li>● Capacity building of EB &amp; Secretariat</li> </ul>	<ul style="list-style-type: none"> <li>● Continuous update of the spreadsheet on ongoing projects (prepared by SG, cross-checked by Treasurer).</li> <li>● 1 joint meeting of EB &amp; Secretariat per year</li> <li>● 1 EB-FC meeting a year</li> <li>● Develop an evaluation model for the one-year strategy (President &amp; SG, Dec 2020)</li> <li>● Two feedback meetings between SG, President &amp; staff in 2020.</li> <li>● Organise at least 1 training for staff, and 1 for EB in 2020.</li> </ul>
<p>Promote a healthy &amp; sustainable working environment</p>	<ul style="list-style-type: none"> <li>● Be a good employer</li> <li>● Implement work regulations according to Belgian law</li> <li>● A well-prepared transition for the next SG</li> <li>● Move to a new JEF office</li> <li>● Promote a feedback culture amongst EB &amp; Secretariat</li> </ul>	<ul style="list-style-type: none"> <li>● An adopted timeline for the new SG (Dec 2019)</li> <li>● Develop the salary scale to show appreciation for good performance (SG &amp; Treasurer, May 2020)</li> <li>● Complete the office move (Spring 2020)</li> </ul>
<p>Make JEF environmentally sustainable</p>	<ul style="list-style-type: none"> <li>● Investigate securing discounts from companies which travel over-land</li> <li>● SG &amp; Treasurer to review travel</li> </ul>	<ul style="list-style-type: none"> <li>● Eradication of single-use plastics in JEF activities and the work of the secretariat (Dec 2020)</li> </ul>

As revised September 2020

	<p>reimbursements to incentivise green travel</p> <ul style="list-style-type: none"><li>• Andreas to consider how to measure the carbon footprint of JEF.</li></ul>	<ul style="list-style-type: none"><li>• Support the FC in developing an internal resolution on sustainability.</li></ul>
--	---	--