

STRATEGIC PLANNING PROCESS 2018
EQUINET – The European Network of Equality Bodies

TOWARDS THE PREPARATION OF A STRATEGIC PLAN 2019 – 2022

GUIDING PRINCIPLES

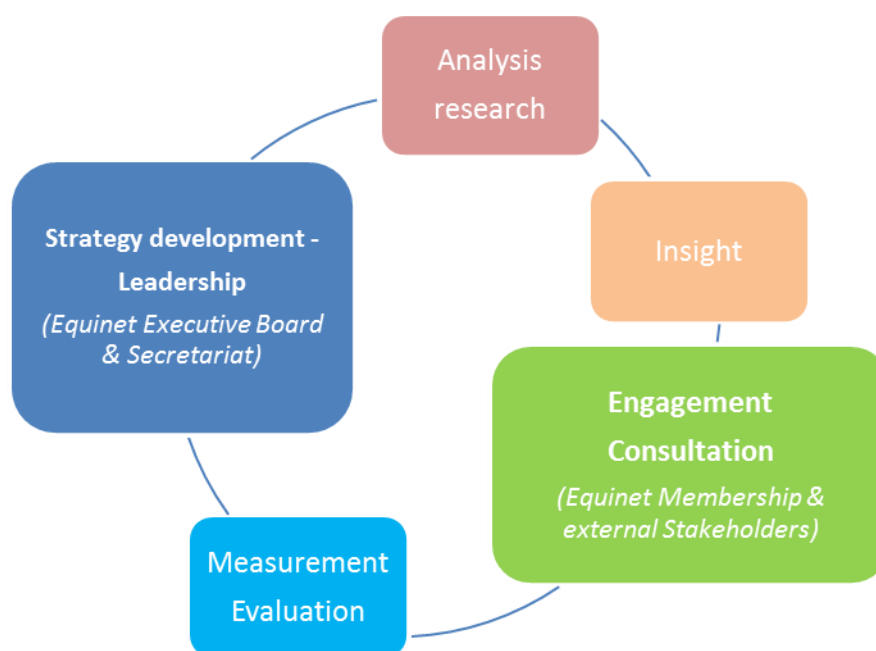
The following principles will guide the content of the new strategic plan:

- The elaboration of a new Strategic Plan for Equinet for the period 2019-2022 will build on progress made under the existing Strategic Plan 2015-2018, and on the lessons from its implementation.
- The Strategic Plan will build on achievements of Equinet to date with a view to further developing the potential of these and with particular consideration of Equinet's 10th Anniversary milestone, whilst also addressing new areas of interest and employing new working methods as required.
- The Strategic Plan will ensure that Equinet meets the needs of its members in terms of their diversity, their operations at national level, their commitment to networking with their peers and their ambitions at European level, based on the involvement and input of members.
- The Strategic Plan will ensure that the work of Equinet is relevant to a context for equality bodies at European and Member State levels that is changing and challenging in many instances.
- The Strategic Plan will seek to engage with new thinking being developed in the field of equality and non-discrimination particularly where this holds relevance for equality bodies and where this could be a source of inspiration for new action by Equinet; and thereby ensure Equinet remains at a cutting edge in relation to equality and non-discrimination work at European level.

The following principles will guide the process of preparing the new strategic plan:

- The planning process will be participative and inclusive, especially involving member equality bodies and their staff from across Europe.
- The planning process will secure and take into consideration the perspective of key stakeholders and partners at European level.
- The planning process for the Strategic Plan will be led by the Board with the support of the Equinet Secretariat and the active involvement of members.
- The draft Strategic Plan will be shared and discussed with Members. The Equinet Strategic Plan 2019-2022 will be adopted and ratified by Members at the Equinet AGM (7 November 2018).

PROPOSED PLANNING PROCESS



The planning process includes the following steps:

1. Preliminary exchange of views with Equinet Board and Membership on potential learnings and priorities ahead for the next Strategic Plan 2019-2022 – brainstorming discussions at Board Meeting (Sept 2017) and Equinet AGM (Oct 2017)
2. Agreement on the proposed approach to the overall planning process for the preparation of the next Strategic Plan 2019-2022 throughout 2018 – **board approval of planning process** (Board Meeting 23 Feb 2018)
3. Preparation by Equinet Secretariat (March 2018) of an **Internal Report, compiling:**
 - (i) Summary review of past external evaluation reports conducted for Equinet (by Transform Ltd) including highlights and consideration of conclusions and recommendations (particularly of latest evaluation report completed 2017)
 - (ii) Short assessment of current operating processes and learnings from current Strategic Plan of the Equinet Network
 - (iii) Brainstorming Notes on potential future priorities for Equinet 2019-2022 identified by previous Board and outcomes of AGM 2017 discussion groups (Members’ views on key opportunities and challenges ahead).
 - (iv) Mapping of key European developments and priorities ahead of relevance to Equinet and Equality Bodies.

The above Internal report and assessment will be presented and considered by the Board and team/members as a **background for Equinet workshop discussion on developing a vision and Strategic Plan for Equinet into 2019 to 2022** (Equinet Strategic Day Workshop 14 March 2018)

4. **Equinet Strategic Planning day Workshop (14 March 2018 in Brussels)** with Equinet Board, Secretariat and key Working Group leaders to develop a vision for Equinet into the next four years - Discussions facilitated by an external expert with tested facilitation skills and a knowledge of equality bodies and Equinet (John Tierney, expert in evaluation and strategic planning).
5. **Members' consultation and call for submissions (April-May 2018):** Call for submissions issued in March consisting of a Members survey. Members' submissions deadline mid-May 2018 (leaving time for internal consultation/discussions on this organizational input within member equality bodies as appropriate).
6. **Members Information** (ongoing- until Dec 2018):
 - a. Provide Members fully updated information about strategic planning process, progress throughout various steps and relevant materials through the Equinet internal monthly Network Updates Bulletin and email communication.
 - b. Set up relevant webpage in the internal / Members section with fully updated information and relevant materials upon completion of Membership and Stakeholder Consultation and compilation of results.
7. **Consultation with key stakeholders at European level (June - July 2018)**, involving key EU level NGOs, social partners, key experts and academics, European agencies and European institutions (European Commission DG JUST in particular) and international organisations.
8. **Board Discussion on a draft outline on the outcomes of the consultation process** with a view to identify emerging key directions for the next Equinet Strategic Plan (Board meeting 13 June 2018).
9. Identify opportunities for **additional engagement and discussion with heads of equality bodies** on Strategic Plan development (August - Sept 2018).
 - (i) Each Equinet Board Member will be invited to make a personal contact with few targeted Members' heads of the equality body (~ max 4 members each) seeking a short (telephone) meeting or exchange to receive views on the Strategic Plan directions proposed. Communication templates will be proposed to support this approach and to collect responses for central review.

- (ii) In addition, explore possibility of a short meeting discussion with equality bodies' representatives attending for instance the FRA Fundamental Rights Forum (Sept 2018).
10. Equinet Secretariat (and Chair/Board) to prepare **draft Strategic Plan** (summer 2018) based on (i) the report on the outcomes of the consultation process (ii) Board vision for Equinet (iii) the summary report of previous evaluations, EU mapping and review of operating procedures and processes and (iv) Discussions and feedback on these documents and outcomes.
 11. **Consideration and comments by the Board of first draft Strategic Plan** and of Members' feedback on consultation outcomes report (Board communication and review – August - September 2018).
 12. **Final consideration and Equinet Board approval of draft Strategic Plan (2019-2022) for dissemination to Members** prior to the Equinet AGM (Board 9 October 2018)
 13. **Dissemination to Members of Draft Strategic Plan presented for formal adoption (vote)** and launch at **Equinet AGM (7 November 2018, Brussels)**
- possibility to submit written amendments ahead of Equinet AGM and adoption.

TIMELINE for preparation of Equinet Strategic Plan 2019-2022

February 2018

- 23/2 Equinet Board Meeting - Final Planning Process & validation Membership Survey

March 2018

- 14/03: Strategic Planning Workshop Day

March - May 2018

- Membership Survey (open until mid-May)

June 2018

- Consultation Meeting/s and survey with key European Stakeholders
- 13/06: Equinet Board Meeting: review of outcomes of the consultation process

July 2018

- Launch of Online Membership information on Equinet Strategic Planning
- Preparation of first Draft Strategic Plan

July - September 2018

- Equinet Board & Secretariat review of Draft Strategic plan (July - August)
- Equinet Membership feedback on Draft Strategic Plan (August - September)

October 2018

- 9/10: Equinet Board Meeting - Finalization and Board approval of proposed Strategic Plan 2019-2022
- Internal dissemination of Draft Strategic Plan and AGM voting documents to Members (open to written amendments)

November 2018

- 7/11: Equinet AGM - Members adoption of Equinet Strategic Plan 2019-2022

December 2018

- Design, publication and dissemination of Equinet Strategic Plan 2019-2022