

Strategic Framework wording: Political outcomes to be achieved by 2020 (A)	CE outcomes to be achieved by 2020 (B)	Progress outcomes (= basis to define indicators in AWP) (C). <i>If we want to achieve (B) and contribute to (A), what do we need to accomplish on the way?</i>
ADVOCACY		
Strategic Goal I.1: National governments and European institutions fully implement universal Sustainable Development Goals (SDGs / UN Agenda 2030) in their policies and meet related targets.		
<p>I.1.1. All European States have put in place Action Plans and Monitoring and Evaluation Frameworks for the Agenda 2030 and annual targets have been met.</p>	<p>I.1.1.</p> <p>A) CE has disseminated relevant information based on evidence and analysis on SDGs with a prioritisation on SDG1 (end poverty) and SDG 10 (reduce inequality) in cooperation with MOs and/or other EU/CoE networks (UN level via CI). (=I.1.3.A)</p> <p>B) CE has contributed to influencing the external and internal dimensions toward achieving the SDG framework goals (with focus on SDG1).</p> <p>C) CE has increased the network’s capacities on social and human rights towards “leaving no one behind”.</p> <p>NOTE: The prioritisation is on SDG 1 (end poverty) and 10 (reduce inequality) but links can be made to other SDGs and selected targets (2, 5, 8, 16, 17... depending on MOs input).</p>	<p>NOTE: The (A, B, C... - listing after the numbering below relate each milestone to the specific CE outcome to be achieved in the column to the left.</p> <ol style="list-style-type: none"> 1. A, B, C - Awareness raising materials on SDGs (with a priority on SDG 1 and 10) have been developed and disseminated within the network by 2017. (linked with CARES reports PO 15) 2. A, B - The CE developed recommendations on 2030 Agenda (with external and internal dimension and prioritisation on SDG1 and SDG 10 are reflected in SDG (shadow)/CARES reporting process each year. 3. B - At least 5 MOs engaged in monitoring and influencing national action plans (internal and external policy dimensions) and during High Level Political Forum (HLPF) annually. 4. C - At least 15 MOs understand the SDG Framework (with a priority on SDG 1 and 10) and their relevance for Caritas by the end of 2017. 5. A, B - Bilateral lobbying meetings were conducted with EC, EP and Perm Reps to promote CE’s recommendations and influence full implementation of SDGs (with a focus on SDG 1 and 10) particular to European external policies. 6. B, C - 2 more MOs (per year: 2019, 2020) understand SDG Framework with a priority on SDG 1 and 10 and their relevance for Caritas and are engaged in monitoring and influencing national action plans and during HLPF. 7. C - Ongoing trainings on SDGs for MOs with a priority on SDG 1 and 10 have been developed and spread by 2020. (possibly linked with PO 77 E-learning platform)

<p>I.1.2. European external policies have supported the full implementation of SDGs.</p>	<p>I.1.2.</p> <p>A) CE has strengthened its capacities and engagement in connecting migration and development with the SDGs.</p> <p>B) CE has contributed to influencing the external and internal dimensions toward achieving the SDG framework goals. (In the framework of the MIND project).</p>	<p>8. A, B - Awareness raising materials showing the connection between migration and development and 2030 Agenda have been developed and promoted between 2018-2020, raising the visibility of CE in the Brussels bubble..</p> <p>9. A, B – Caritas at grassroots level and other non-state actors have become actively engaged in raising awareness among the general public on the drivers of migration, the need for safe and legal migration channels, and migrants’ contribution to development. This will be achieved through the:</p> <ul style="list-style-type: none"> a. #whatishome campaign (blog posts, expert interviews, etc.) & CI Global Migration campaign; b. the MIND project and launch of the Common Home Publication in all MIND partner countries; c. the organization of at least 3 podium discussions with reference to the MIND three pillars and the EP elections; d. the trainings for CSOs and multistakeholder alliances; e. the drafting and dissemination of policy briefs and position papers and the organization of 6-7 bilateral or group meetings with relevant MEPs annually to advance the objectives of the MIND project; and f. the promotion of a 1-2 page manifesto, referred to as “European Code of Conduct” in the MIND project with aim to get political decision-makers to have endorsed their commitments to the SDGs. <p>10. A, B - In the framework of the MIND project, follow up campaign actions, incl. multi-stakeholder alliance building with businesses, media/journalists, Young Caritas, CSOs, universities/academics have been successfully implemented by 2019. (linked with PO 32)</p> <p>11. A, B - Increased use of and close collaboration with strategic partners/alliances, incl. with CI, SDG Watch Europe, CIDSE, Partners in review and Concord for joint monitoring of national governments’ indicators and SDGs implementation. (“increasing” to be evaluated every year)</p> <p>12. A, B - Outreach and engagement with Caritas Africa results in common positions and recommendations on SDGs and post-Cotonou negotiations in 2019/2020.</p>
<p>I.1.3. Appropriate social policies and measures for all in the field of social protection, family policies and inclusive labour markets have been implemented in Europe.</p>	<p>I.1.3.</p> <p>A) Information framed in social protection, family policies and inclusive labour markets has been integrated into documents and/or discourses at CoE, EU and national levels, with a focus on selected targets of SDG 1. (= I.1.1.A)</p>	<p>13. A - Policy debates on the Pillar of Social Rights reflect CE’s European Social Model recommendations.</p> <p>14. A - 22 MOs collected evidence-based data for the Caritas Cares Series national and European publications by 2019, with a focus on “10 years after the crisis and impacts on access to service provision”. CE recommendations were incorporated in relevant European social policies by 2019-2020.</p>

	<p>B) CE has contributed to the social dimension of Europe with a special focus on the economic and monetary union.</p> <p>C) CE has raised awareness and encouraged advocacy work by the MOs for the (full) ratification of the European Social Charter (ESC) and the Collective Complaints Procedure and has contributed to the ESC monitoring and reporting mechanisms</p> <p>D) CE has built a strategic partnership toward achieving a human-centred economy and social business approach towards job creation, fostering labour market integration, job-skills matching and retraining activities for people far from the labour market.</p>	<p>15. A, B - MOs knowledge and ownership relative to social economy projects will have increased by 2019 (handbook and 2020 (trainings and study visits).</p> <p>16. A, B, D – Information and practices collected in 2018 on how MOs partner with private sector and promoted in 2019 and ongoing.</p> <p>17. A, D – CE has increased its partnerships at European level by reaching out to European networks representing private sector and trade unions on the topic related to job creation for people far from the labour market by 2019. 2 more partners by 2020.</p> <p>18. A, D - CE has involved MOs and facilitated the partnerships with private sector and trade unions at national level towards job creation by 2020.</p> <p>19. A, D - CE’s visibility on human centred economy initiatives has increased among European Institutions by 2020.</p> <p>20. B - The post Europe2020 programme and MFF 2020-2026 were aligned with CE’s positions on the 2 prioritised SDGs for 2030 by 2019.</p> <p>21. C - Awareness raising related to the ratification of the ESC collective complaints procedure was done for CE MOs.</p> <p>22. C - MOs whose countries have ratified collective complaints mechanism were mobilised to begin monitoring the implementation of ESC rights in their countries. (12 by 2019).</p> <p>23. C - At least 2 MOs were engaged in the CoE ESC process for initiating collective complaints by 2020.</p> <p>24. C - By 2019 the CoE social rights committee recognised CE as an important stakeholder (due to the implementation/achievement of PO 22 and 23).</p>
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Strategic Goal I.2: National governments and European institutions guarantee in their policies the human dignity and human rights of people migrating.

<p>I.2.1. European countries have responded to humanitarian needs of people migrating in and to Europe and putting the person and their rights at the centre of European Union and Council of Europe migration and mobility policies.</p>	<p>I.2.1. A) Responding to the humanitarian refugee crisis, positions disseminated by CE have been integrated into the EU Migration Agenda’s implementation and in European discourses, influencing legal migration channels and the adoption of humanitarian visas.</p>	<p>25. A - CE’s involvement in drafting a publication on private sponsorship, showing how they can enhance safe and legal channels, raised our visibility by 2019.</p> <p>26. A - Knowledge of MOs’ needs on migration, especially non-EU MOs will have been gleaned in 2019 via a meeting organised in Albania. Lessons learned stemming from this meeting were disseminated by end of 2019, gaining wider ownership among MOs, especially in non-EU countries.</p> <p>27. A – At least 6 MOs, including non-EU MOs contributed to CE’s position on Return in 2018, advocating to respect human rights and to implement safeguards in MS return policies, resulting in CE gaining greater visibility as a result of its advocacy.</p> <p>28. A - 4 MOs were mobilised to position themselves based on content in the position paper on disembarkation and on the criminalisation of NGOs by end of 2020.</p> <p>29. A - At least 4 MOs were mobilised to feed into CE’s position and advocacy on humanitarian visas by end of 2019.</p>
<p>I.2.2. European and local societies have implemented welcoming, sustainable integration policies and measures for refugees, internally displaced people and migrants.</p>	<p>I.2.2. A) CE has reached out to and mobilised society at large to change the social perception/negative image of IDPs, refugees and migrants, fostering a welcoming society.</p>	<p>30. A - Pedagogical info and communication material on CE’s vision of an inclusive Europe (to foster public awareness on creating welcoming societies – and linked to CI Global Migration campaign) produced in 2017 continued to be promoted in 2019/2020 .</p> <p>31. A - MOs have used and promoted CE’s pedagogical info, also at local level. (CI Global Migration campaign & with link to MIND Project). (= III.1.1, III.1.2., & III.1.4)</p> <p>32. A - Promising integration practices identified within CE have gained visibility at the level of European Institutions. Ongoing effort will have been achieved to raise awareness about the importance of addressing the suffering of both receiving societies/communities as well as migrants by 2020.</p> <p>33. A - CE’s vision of an inclusive Europe was formulated into a position paper EU-level and national-level policy makers (via MOs) commit to this paper, together with a code of conduct on the SDGs (=1.1.2) ahead of the EU elections in May 2019. CE’s vision for an inclusive Europe gained herewith visibility and ownership among political leaders and was promoted during the EU elections.</p> <p>34. A - Caritas grassroots level and other actors were actively engaged in supporting CI’s Global Migration campaign and awareness raising activities to put the person at the centre of migration and integration policies by 2017, 2018 and 2019.</p>

<p>I.2.3. European countries have implemented a coherent Common European Asylum (and reception) System, consistent with human rights and international law.</p>	<p>I.2.3. A) Information produced by CE has been integrated into the EU Migration Agenda's implementation and in European discourses, influencing responsibility sharing and resettlement schemes.</p>	<p>35. A - A joint position on solidarity sharing (Dublin IV) was produced in cooperation with the Christian group by the end of 2017 and used at national and European levels.</p> <p>36. CE was recognised as a strategic partner by Rapporteurs on the four Regulations/Directives in the Asylum Package by 2017/18 and CE recommendations included.</p> <p>37. Advocacy materials relevant to advocacy on CEAS (e.g. Dublin and resettlement regulation) were developed with MO's grassroots evidence and promoted in 2017/18.</p> <p>38. A - CE's amendments and proposals on resettlement were taken into account in the final reports and negotiations from the European Parliament and Council of the EU by the end of 2017.</p> <p>39. A – Regular calls, a joint statement and press release were done and used by CE MOs by the end of 2018, with an aim of raising awareness of CE's principles on solidarity and responsibility sharing within the EU and between the EU and non-EU countries, encouraging increased relocation and resettlement, and in support of the CI Global campaign & MIND project.</p>
<p>Strategic Goal I.3: National governments establish stronger partnerships with Caritas organisations in Europe.</p>		
<p>I.3.1. National governments have involved Caritas organisations as interlocutors in strategic dialogue toward policy development and implementation, considering them as reliable social service providers and advocates for the poor.</p>	<p>I.3.1. A) CE's institutional advocacy strategy (lobbying for the interests of the Caritas organisation) has been implemented.</p> <p><i>It includes: accompaniment in procedural, advocacy, and negotiating know-how; coalition building with strategic partners; collecting, promoting and transferring promising practices; and organisation of a Caritas Europa Forum on Institutional Advocacy.</i></p> <p>B) CE MOs have better relationships with their governments by 2020.</p>	<p>40. A - A working definition/common understanding of institutional advocacy existed and was accepted within the network by the end of 2018.</p> <p>41. A – The analysis of methodologies and practices of MOs and the identification of necessary steps/elements for strengthening relations with national government will have been carried out by 2018. Almost 10 MOs will have been involved in this analysis.</p> <p>42. MOs knowledge and ownership relative to institutional advocacy will have increased by 2019 and 2020.</p> <p>43. A, B - 2 MOs will have requested the support and accompaniment for achieving institutional advocacy related changes within their organisations by 2019. (2 more MOs by 2020).</p> <p>44. A, B - 6 non-EU MOs will be in strategic cooperation with their governments by 2020.</p>

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HUMANITARIAN ACTION	
Strategic Goal II.1: Caritas Europa, as part of Caritas Internationalis, strengthens the effectiveness and coordination of its response to humanitarian crises.	
II.1.1. Caritas Europa has given an effective, coordinated and visible response to humanitarian crises in Europe.	45. CE humanitarian strategy is updated by March 2019. It includes a humanitarian communication and a humanitarian advocacy strategy. 46. CE MOs are familiar with the Caritas Europa Emergency Response Mechanism (CE ERM): 30 MOs by the end of 2018; 35 MOs by 2019. 47. An online training for the CE ERM is developed and published on the CE website or on Baobab by end 2019. 48. Good practices on the CE ERM are shared by June 2019 49. MOs use increasingly the CE ERM in small and middle-scale crises in Europe. The coordination between the CE Secretariat and the CI Secretariat is ensured according to the MoU. 50. An M&E system is in place and effective by Nov 2019 to evaluate emergencies under the criteria of coordination, effectiveness and visibility and in line with CI toolkit for emergency response.
II.1.2. Caritas Europa has increased the preparedness of member organisations and the network as such for humanitarian crises.	51. The CE HA capacity building strategy is implemented. 52. A Humanitarian LP (PO 76) has been implemented with success by end of 2019. 53. Up to 80% of MOs participating in the HA LP have created a national response plan by 2020.
II.1.3. Caritas Europa has achieved a coordinated and improved cooperation with ECHO in the response to humanitarian crises and in advocating for a higher recognition of local partners in emergencies.	54. CE MOs have increased their share in ECHO funding, MOs keep FPA with ECHO and more are joining by 2020. 55. Caritas Europa is increasingly recognised as a partner by ECHO (number of consultations CE-ECHO). 56. Caritas local partners are recognised and involved in ECHO debates by end 2019. Caritas localization paper is shared and discussed in DG ECHO

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STRENGTHENING THE NETWORK	
Strategic Goal III.1: Caritas Europa builds its action with grassroots people, including people in poverty, and acts in communion within the Church.	
III.1.1 Caritas Europa has strengthened its capacity as a network to work together with people experiencing poverty.	57. The Grassroots Participation handbook is disseminated and the methodology (based on see, judge, act) will be promoted in the network. 58. A Grassroots Participation Learning Path is developed and implemented with members participating and applying the methodology in their context (link with III. 2.1, PO 77). 59. More promising practices fostering the participation of people in poverty at local, diocesan, national and European levels will have been identified and collected by 2020 (linked with the knowledge management system / mapping see III.2.4). 60. An evaluation (dissemination of results) on the networks performance on involvement of people experiencing poverty was conducted and analysed by 2020. 61. The CE Secretariat systematically, cross cutting and increasingly involves people in poverty in its action (publications, calendar 2020, events, press releases, blogs, website ...).
III.1.2. Caritas Europa has promoted exchanges and network cooperation involving grassroots people.	62. A Young Caritas Task force is created and mandated to promote youth engagement and participation of young people in Caritas. 63. More opportunities will be created in the network for young volunteers to engage in Caritas including to have exchange with Caritas volunteers in other members (peer to peer, parish to parish, European Volunteers). 64. (Young) volunteers will have basic trainings on Caritas Identity and have access to trainings adapted to the skills they need. 65. An online toolkit is developed for youth engagement and participation in Caritas. 66. Caritas Europa will elaborate an EU project for youth engagement in Europe (in complementarity with an increased number of Erasmus+ projects and European Volunteers activities of members).

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	67. The Young Caritas Task Force was involved in the strategic planning process of Caritas Europa towards the new Strategic Framework.
III.1.3. Caritas Europa is engaged through its practice in the Theology of Charity and Catholic Social Thought and has increased its understanding and promotion of Catholic Social Teaching.	68. Catholic Social Thought/Theology of Charity trainings are increasingly organised by MOs for staff and volunteers. (Link with III.2 and Serving out of Love dissemination at CI). 69. CST is conceptualised in our work (learning paths, publications, events, accompaniment visits...) and the CE team is supported in this effort by mobilising the pool of Theologians. 70. The Faith and Action platform is promoted and 2 thematic newsletters are launched each year. 71. An inventory exists and is actualised with valuable documents and publications in relation to faith-based organisations and their role and added value in a contemporary society.
III.1.4. Caritas Europa has promoted the diaconia among Catholic communities at all levels, with a specific focus on parishes.	72. An overview of MOs, in which Parish Caritas Development is part of the strategy, exists by 2019. 73. Peer to Peer exchanges will be established between member organisations related to Parish Caritas Development. 74. Based on the analysis of the overview and the existing tools and experiences, a concept paper will be developed in order to continue promoting diakonia in the network. This concept note will be an input in the new CE SF.
Strategic Goal III.2: Caritas Europa learns and exchanges knowledge, experience and expertise to be more effective and sustainable.	
III.2.1. Caritas Europa has implemented a common capacity building system of which the "Learning Paths" are a core element.	75. Caritas Academy including the ongoing Learning paths (ODLP II, HA LP, ALP II, GP LP ...) takes place two times a year. 76. New Learning Paths are developed based on needs, evaluation of implemented LP and available resources. 77. A new grassroots participation learning path started in 2019 (see III.1. PO 58) 78. The ODLP II has been implemented and evaluated in 2020.

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	79. Baobab is used as a virtual office for all Learning Paths. 80. A curriculum for leadership training is developed and ready to be implemented in 2020. 81. A conceptual framework of the Caritas Europa Capacity Building System is developed: with Academy (for LPs) and other tools used for Capacity Building like workshops, trainings, peer to peer, study visits, fora...
III.2.2. Caritas Europa has implemented a comprehensive system for institutional development, of which an internal solidarity system and the Caritas Internationalis Management Standards are core elements.	82. 10 MOs (2019-2021) and 6 MOs (2020-2022) are implementing their OD plan with the support of ODSS system (financial support, technical support and accompaniment) they have submitted their intermediate reports on the implementation of their development plan in line with the agreed guidelines. 83. CE MOs are implementing the CIMS and the Codes of Ethics/Conduct. - by the end of 2018: xx MOs (CIMS assessment done) - by the end of 2019: 40 MOs - And in 2020: at least 45 MOs 84. Fragile MOs are supported in their institutional development; an accompaniment road map will be developed together with the members. 85. A comprehensive and visualised (icons , infographic) OD system, interconnecting the existing tools, will be worked out by the end of 2019 and promoted in the network throughout 2020.
III.2.3. Caritas Europa has improved the access of the network to diverse public and private funding sources.	86. CE MOs have increased their capacity in applying for EU funding. 87. CE MOs are successful in obtaining financial support from EU level. 88. Biannual workshops (EU funding and Private fundraising) are organised. 89. CE MOs are successful in obtaining financial support from other sources. 90. CE-S will have access progressively to more diverse public (EU) and private funding (see also III.1.2, PO 66 and others?)
III.2.4. Caritas Europa has implemented a knowledge management system, i.e. a systematic way of sharing experiences and key information for continuous	91. A Knowledge Management handbook is published and disseminated in 2019 and used by the CE network (at least by "X" MOs) by end 2020.

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improvement, mutual learning and joint actions.	<p>92. CE is using an integrated knowledge Management Platform (Website, Baobab, mapping) which is easily accessible and is largely used by all members by 2020.</p> <p>93. Mapping will be the main resource for our informational needs on what members are doing in order to underpin our messages, statements, publications and handbooks.</p> <p>94. Additional knowledge management good practices and quick wins will gradually be integrated in the work of the CE-S in order to make the secretariat more effective.</p>

CE Governance	
Equitable representation of leadership roles among women and men	95. Starting in 2017, good practices in terms of CI's strategic orientation: <i>"within the Confederation we promote an equitable representation of leadership roles and responsibilities among women and men, including within governance bodies"</i> are collected and disseminated in the network. The Annual Reports of the SG will report (until 2020) on these good practices and will also assess and inform how this issue makes progress within the working structures of CE.
Internal processes in CE	<p>96. Leadership Forum 2017: Discernment on Migration RC 2017, Brussels: statutory; small inputs on: mapping, CI MS, CI fees RC 2018, Tbilisi: theme? (ideas: youth / young Caritas, Eastern European Caritas) RC 2019, Rome: statutory LF 2020 (part of the strategic planning process)</p> <p>97. Succession process for the P, SG and ExBo 2019-2023</p> <ul style="list-style-type: none"> • July 2017: discussion of succession strategy in ExBo • autumn 2017: launch • RC May 2018 votes • After CI GA 2019 P, SG, ExBo enter into office. <p>98. New Strategic Framework post 2020 (see operational guidelines for detail)</p> <ul style="list-style-type: none"> • RC 2019 approves the strategic planning process (May 2019-May2020) • RC 2020 approves the new SF • Implementation starts: Summer 2020
Cooperation with CI	<p>99. By end-2018 assessment of the CI-CE cooperation in Humanitarian Coordination</p> <p>100.2017/18/19: Participation in the CI process for new membership fees system</p> <p>101.2018/19: Participation in the strategic planning process of CI (SF 2019-2023)</p>