



Strategic Plan

2023-2026

The **Equinet Strategic Plan 2023-2026** is published by Equinet, European Network of Equality Bodies. Equinet brings together 47 organisations from across Europe which are empowered to counteract discrimination as National Equality Bodies across the range of grounds including age, disability, gender, race or ethnic origin, religion or belief, and sexual orientation.

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Commissioner for the Protection from Discrimination, **Albania** | Austrian Disability Ombudsman, **Austria** | Ombud for Equal Treatment, **Austria** | Unia (Interfederal Centre for Equal Opportunities), **Belgium** | Institute for Equality between Women and Men, **Belgium** | Institution of Human Rights Ombudsman, **Bosnia and Herzegovina** | Commission for Protection against Discrimination, **Bulgaria** | Office of the Ombudsman, **Croatia** | Ombudsperson for Gender Equality, **Croatia** | Ombudswoman for Persons with Disabilities, **Croatia** | Office of the Commissioner for Administration and the Protection of Human Rights (Ombudsman), **Cyprus** | Office of the Public Defender of Rights, **Czech Republic** | Danish Institute for Human Rights, **Denmark** | Gender Equality and Equal Treatment Commissioner, **Estonia** | Ombudsman for Equality, **Finland** | Non-Discrimination Ombudsman, **Finland** | Defender of Rights, **France** | Public Defender (Ombudsman), **Georgia** | Federal Anti-Discrimination Agency, **Germany** | Greek Ombudsman, **Greece** | Office of the Commissioner for Fundamental Rights, **Hungary** | Irish Human Rights and Equality Commission, **Ireland** | National Office Against Racial Discrimination, **Italy** | Ombudsperson Institution, **Kosovo*** | Office of the Ombudsman, **Latvia** | Office of the Equal Opportunities Ombudsperson, **Lithuania** | Centre for Equal Treatment, **Luxembourg** | National Commission for the Promotion of Equality, **Malta** | Commission for the Rights of Persons with Disabilities, **Malta** | Council on Preventing and Eliminating Discrimination and Ensuring Equality, **Moldova** | The Protector of Human Rights and Freedoms (Ombudsman), **Montenegro** | Netherlands Institute for Human Rights, **Netherlands** | Commission for Prevention and Protection against Discrimination, **North Macedonia** | Equality and Anti-Discrimination Ombud, **Norway** | Commissioner for Human Rights, **Poland** | Commission for Citizenship and Gender Equality, **Portugal** | Commission for Equality in Labour and Employment, **Portugal** | High Commission for Migration, **Portugal** | National Council for Combating Discrimination, **Romania** | Commissioner for Protection of Equality, **Serbia** | National Centre for Human Rights, **Slovakia** | Advocate of the Principle of Equality, **Slovenia** | Council for the Elimination of Ethnic or Racial Discrimination, **Spain** | Institute of Women, **Spain** | Equality Ombudsman, **Sweden** | Equality and Human Rights Commission, **UK – Great Britain** | Equality Commission for Northern Ireland, **UK – Northern Ireland**

**This designation is without prejudice to positions on status and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.*

ACKNOWLEDGEMENTS

Strategic Plan Development: **Organisation**

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ISBN 978-92-95112-63-6

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INTRODUCTION

A little over 20 years ago, the European Union directives known as the “Race Equality Directive”¹ and the subsequent “Gender Equality Directives” created tremendous momentum in the field of non-discrimination law. They also required the creation of dedicated institutions - National Equality Bodies - mandated with implementing and promoting this new legal framework to all actors - public and private - and to the judicial institutions. In 2000, there were few Equality Bodies in Europe. Now, most European countries (and all in the EU) have at least one Equality Body assisting victims of discrimination, monitoring and reporting on discrimination issues, contributing to an awareness of rights and a societal valuing of equality. Although the period from 2000 has seen landmark developments in Europe’s fight against discrimination and promotion of equality, the equality framework continues to leave a number of gaps in different areas of anti-discrimination law and policy, and remains a constant work-in-progress to achieve the ambition of full equality in practice.

In 2007, Equinet, the European Network of Equality Bodies, was set up as a membership organisation by and for National Equality Bodies to promote equality in Europe by supporting and enabling their work. In the earlier phases of its existence, Equinet was focused on the growth of its membership, connecting Equality Bodies and raising awareness

of their work and role as national experts on equality and non-discrimination in Europe. In the strategic period 2019-2022, Equinet had three main objectives, namely, (1) strengthen and support Equality Bodies to achieve equality for all; (2) act as the expert voice of Equality Bodies to advance equality in Europe and (3) sustain a resilient, engaged and innovative Network. As we enter a new strategic period, we can proudly note that Equality Bodies are widely recognised as important watchdogs for equality at national level, and Equinet usefully connects, collects and shares their expertise and knowledge at European level.

In the next 2023-2026 Strategy, Equinet will deliver on its mission with awareness of the work that remains to be done in the field of equality and non-discrimination and the context in which the Network and its members evolve. The focus will be on three main areas for which three long-term, strategic objectives have been identified:

- Strengthen and support Equality Bodies to achieve equality for all
- Act as an expert voice of Equality Bodies in Europe on equality and non-discrimination
- Maintain and improve Equinet’s capacity as a strong, resilient, and innovative Network

¹ They were first established by the [Council Directive \(2000/43/EC\)](#) of 29 June 2000 implementing the principle of equal treatment between persons irrespective of racial or ethnic origin. Three subsequent equality directives entrusted Equality Bodies with the same missions in their respective field: the [Gender Equality Directive in the field of goods and services \(2004/113/EC\)](#), the [Gender Equality Directive in the field of employment \(2006/54/EC\)](#) and the [Gender Equality Directive in the field of self-employment \(2010/41/EU\)](#). The latter two have added the additional mission of exchanging information with corresponding European bodies.

The development of this new strategy is based on an evaluation of the 2019-2022 one, as well as an analysis of the context in which Equinet evolves, interviews with external and internal stakeholders, and workshops involving the Equinet Executive Board and Equinet's Secretariat.

Overall, the evaluation found that Equinet's members and partners are largely satisfied with the strategic directions of Equinet so far. Therefore, this new strategy is not a total revolution but instead builds on the strategic priorities outlined in the previous strategy. There are two new major components of this strategy though: First, it has an enhanced commitment to ensuring an enriching membership experience at Equinet, because more than ever, it is vital to address the diverse needs in the Network and make sure that it provides clear and tangible added value, based on what each member organisation's needs are. Secondly, this strategy includes the ambition to adopt a more impact-focused approach to further strengthen effectiveness and accountability as Equinet recognises the need and expectation for this. Equinet

aspires to be a leader in this approach, whilst recognising that, as a Network, its impact is necessarily more indirect than that of members working at the national level.

Equinet and its members rely on strategic partnerships to pursue common objectives and promote shared values in the equality and non-discrimination field. Equinet recognises the important role that actors such as public institutions, civil society organisations and other European networks play, the complementarity of their work and the importance of cooperation to achieve an equal Europe for all.

EQUINET AND EQUALITY BODIES

National Equality Bodies are champions of equality and defenders of the right to non-discrimination. They are unique public organisations assisting victims of discrimination, monitoring and reporting on discrimination issues, and contributing to an awareness of rights and a societal valuing of equality. They are legally required to do so in relation to one, some, or all of the grounds of discrimination covered by European Union (EU) law – gender, race and ethnicity, age, sexual orientation, religion or belief, and disability.

Equinet was created by and for Equality Bodies. Equinet works towards achieving equality and ensuring non-discrimination for everyone in all aspects of their lives. As a strong, resilient and innovative Network, Equinet contributes to the achievement of substantive equality by addressing structural and institutional barriers and raising awareness on, understanding and appreciation of equality as a shared value. In this way, Equinet seeks to empower everyone to fully participate in society and have equal access to existing opportunities in Europe.

VISION



An equal Europe, where equality is a reality for everyone, diversity is valued, and all forms of discrimination have been eliminated.

MISSION



Equinet promotes equality in Europe by supporting Equality Bodies to be independent and effective catalysts for more equal societies, and delivers its mission in a way that embodies and promotes its values.

VALUES

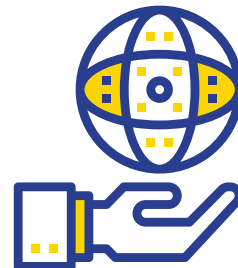


Equality, Respect, Dignity, Solidarity, Diversity, Inclusion, Transparency, Participation, Innovation, Justice, Protection.

APPROACH

Support and empower

Equinet provides general support to Equality Bodies through capacity building activities, facilitates peer-to-peer exchange and knowledge sharing across Equality Bodies, promotes and consolidates Equality Bodies' position as national level experts on equality and non-discrimination, including by supporting the adoption and implementation of legislation on European Standards for Equality Bodies.

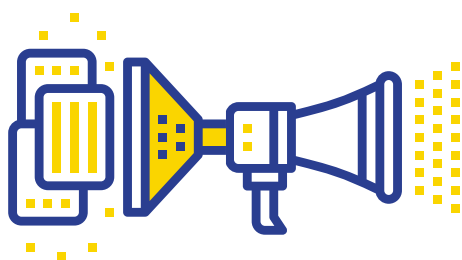


Connect and network

Equinet builds bridges between Equality Bodies and partners (policymakers, civil society organisations, European institutions, etc.) as well as other actors related to equality and non-discrimination, provides a forum for Equality Bodies to network, and creates useful connections at European level.

Innovate and disseminate

Equinet acts as a research & knowledge Hub, creating new knowledge on innovative issues related to non-discrimination and equality, as well as disseminating this knowledge among Equality Bodies and other stakeholders.



Catalyse and strengthen

Equinet stimulates expert and informed reflection on the situation of equality and non-discrimination in Europe, strengthening the European equality framework, channelling the learnings and voices of Equality Bodies in European discussions, consultations and legislative processes.



CONTEXT

Equinet and Equality Bodies exist in a given environment, subject to changes to which the work under this new Strategy must be able to adapt each year. Therefore, it is important to recognize the advances made in terms of non-discrimination and equality but also the external elements that impact the work of the Network and its members. It is with an awareness of the following challenges and opportunities that Equinet will structure its work, reassessing the continued relevance of the following trends and the emergence of new ones each year as part of its annual Work Plan.

First, a major opportunity for Equinet and its members to advance their work and secure their position at national and regional level is expected over the coming years, in the form of the new **EU legislation proposal on Standards for Equality Bodies**. This new legislation will be proposed in the last quarter of 2022 and the legislative process and adoption of the Directive(s) by the Council and Parliament will follow. The adoption of such binding legislation on Equality Bodies will be a major step towards better implementation and enforcement of the EU's equal treatment legislation and effective protection of the rights of all victims of discrimination across Europe. This process is a unique opportunity and Equinet has already provided substantive input to inform the legislative process, expressing our ambition for strong and effective standards. Equinet will continue to promote and support the adoption of the legislation and will engage with relevant key partners at the Commission, the European Parliament and at Member State level, including through working with its members, to ensure this proposal will become a reality.

Another important opportunity for strengthening engagement with key partners will arise during the period of this Strategic Plan. In 2024, there will be **European Parliament elections** followed by the appointment of a new European College

of Commissioners for a 5-year term. Equinet will aim to deepen its engagement with the European Parliament, in particular with the committees relevant for equality issues, as well as relevant thematic Intergroups and Members of the European Parliament interested in the work of Equality Bodies and in topics relating to equality and non-discrimination. Such consolidated and targeted engagement with members of the Parliament will be particularly relevant in view of the upcoming legislative proposals on Standards for Equality Bodies.

Equinet's environment also includes several existing and new challenges to equality. First, some current and/or recurring developments have an impact on **exacerbating inequalities for certain vulnerable groups** on particular grounds of discrimination. Some of these changes are happening with a scope, velocity and impact unseen before, notably due to the exponential digitalisation of an interconnected world. The rise of political extremism and xenophobic ideologies are hindering progress towards equality, targeting certain groups and reinforcing a narrative around national preferences. The anti-gender movement is reshaping policy and legislation such that women and LGBTIQ people's access to rights and freedoms are being severely curtailed. Recurring financial crises, and particularly the rising cost of living crisis, are perpetuating a cycle of poverty and socio-economic disadvantage, where precariousness is not only a consequence, but also a cause of discrimination. Specific groups are already suffering disproportionately from the **effects of the climate crisis** and will be further affected in the future. The unprecedented **Covid-19 pandemic** has had significant impact, pointing to gaps in protection and consequences for equality on the ground. Finally, the **war in Ukraine** further exposed the disproportionate risks and discrimination affecting certain groups. Equinet will continue to support its members to ensure equal treatment to all people affected

now and in the future, including at times of crisis, conflict and war.

New challenges to equality and non-discrimination, such as the effects of new AI-enabled technologies, are appearing and require research and innovation. These new dimensions of the work on equality need to be further investigated as they could amplify existing discrimination and create new categories of unjust exclusion, leading to a need to rethink the role, capacities and resources allocated to Equality Bodies to integrate these dimensions efficiently into their work. Equinet will continue to champion new areas of activities and research and the way they connect to equality and non-discrimination.

New forms of mobilisation for social change are sparking necessary conversations that were once unimaginable in Europe: this was the case with global movements like Black Lives Matter or Me Too, opening up opportunities to accelerate reforms and further enhance the expertise of Equality Bodies and their contributions to these key issues. Equinet will remain flexible and attentive to these community-led movements and citizen initiatives, providing expert and informed reflection to the debates when opportunities arise.

The fact that the list of protected grounds at EU level is limited and excludes some characteristics entails an important gap in the protection of some vulnerable people in society when they are victims of discrimination. **Many people discriminated against are still left out of the protection** under anti-discrimination law in Europe. Equinet will continue to explore and further develop research on new grounds to ensure a more encompassing and coherent protection under European anti-discrimination law.

Inequalities must be considered and combated in all the different spaces in which they occur - physical or digital spaces. These spaces and the interconnection between those can further increase some forms of discrimination, the lasting effects and the violence resulting from it. Online hate speech is an example where the digital space can create a context of tension, division,

and stereotyping that motivates higher levels of discrimination and violence that can be digital or physical. Equinet will continue to enable peer learning and knowledge sharing for Equality Bodies to further build their strategies and innovate, leaving no one behind.

Some previously discussed notions are now commonly used in high level discussions and find echo in the legislative texts and the theoretical frameworks that support them. This is a major step forward that should be preserved. Among these concepts are **intersectionality and the systemic and structural nature of some discriminatory practices**. Equinet will refer to these notions whenever possible and relevant in order to further anchor them in the political landscape and language around non-discrimination and equality.

Finally, many recent reports and surveys document **a shrinking civic space in Europe**, resulting in legal and practical restrictions for Civil Society Organisations (CSOs) that play a crucial role in promoting fundamental rights, and so contribute to the functioning of democracies. Equality Bodies are also negatively affected by these restrictions as highlighted in the European Union Agency for Fundamental Rights report on this issue². They are facing mounting challenges at national level due to austerity measures and unfavourable political climate in many Member States, risking that they can no longer deliver on their mission in their own countries. For those in situations of threats and facing challenges, Equinet will intensify its support and engagement on members' requests, connecting this also to its work on Standards for Equality Bodies.

In general, the challenges and opportunities highlighted above underline the importance of equality and non-discrimination remaining a priority on the European political agenda and demonstrate that in the face of crisis, upholding the principle of equality is as challenging as it is essential.

² https://fra.europa.eu/sites/default/files/fra_uploads/fra-2018-challenges-facing-civil-society_en.pdf

AREAS OF CHANGE AND LONG TERM OBJECTIVES

A. Strengthen and support Equality Bodies to achieve equality for all

1. Strengthen Equality Bodies as the cornerstones of national equality infrastructures
2. Support Equality Bodies through knowledge, capacity-building and skills sharing for the enforcement of their mandate

B. Act as an expert voice of Equality Bodies in Europe on equality and non-discrimination

3. Advance the equality agenda in Europe through strategic engagement and communication
4. Maintain Equinet's position as a research and knowledge hub drawing on Equality Bodies' experience of equality and non-discrimination

C. Maintain and improve Equinet's capacity as a strong, resilient, and innovative Network

5. Ensure an enriching membership experience in Equinet, by tailoring activities and engaging all members
6. Develop and sustain Equinet's resources and accountability to better respond to members' needs



**STRENGTHEN AND SUPPORT
EQUALITY BODIES TO ACHIEVE
EQUALITY FOR ALL**

A.

Strengthen and support Equality Bodies to achieve equality for all




National Equality Bodies are the cornerstones of national equality infrastructures. They are dedicated and committed to bringing rights forward. Equinet, as a European Network, seeks to support this crucial role and will do so by calling on the EU to adopt Standards for Equality Bodies which ensure their independence and impartiality to deliver on their mission, and by consolidating Equality Bodies' position as national level experts on equality and non-discrimination through capacity building activities, peer-exchange and knowledge sharing among members.

STRATEGIC OBJECTIVES

1. To **strengthen Equality Bodies as the cornerstones of national equality infrastructures**, Equinet will focus its efforts for the next four years on the following:

-  1.1. Facilitate the understanding, advocacy and implementation of European Standards for Equality Bodies among members
-  1.2. Engage relevant institutions and decision-makers in support of the adoption and implementation of the legislative proposal on Standards for Equality Bodies, ensuring the representation of Equality Bodies positions during the negotiations
-  1.3. Increase Equality Bodies' visibility towards key stakeholders by raising awareness about their work, understanding of their role and functions, recognition and appreciation of their potential at European and Member State level
-  1.4. Support Equality Bodies facing threats and challenges

2. To **support Equality Bodies in the enforcement of their mandate**, Equinet will focus on the following:

-  2.1. Develop the expertise of Equality Body staff through capacity building
-  2.2. Facilitate knowledge sharing among Equality Bodies through peer-to-peer exchange
-  2.3. Enhance Equality Bodies' knowledge and relevance through championing new areas of work



**ACT AS AN EXPERT VOICE OF
EQUALITY BODIES IN EUROPE ON
EQUALITY AND NON-DISCRIMINATION**

B.

Act as an expert voice of Equality Bodies in Europe on equality and non-discrimination





As a Network, Equinet stimulates expert and informed reflection on the situation of equality and non-discrimination and contributes to a better understanding of discrimination, its forms and manifestation, as well as the solutions to tackle them at the European level. It does so by conveying the knowledge and expertise of Equality Bodies at European and international levels to advance the equality framework and by being a research and knowledge hub for the work and contribution of Equality Bodies, while further generating and disseminating knowledge on equality and non-discrimination.

STRATEGIC OBJECTIVES

3. To **advance the equality agenda in Europe** through strategic engagement and communication, Equinet will focus on the following for the next four years:

-  3.1. Increase understanding of discrimination and the solutions to tackle it through strategic communication with decision makers
-  3.2. Consolidate partnerships with key stakeholders in Europe to achieve collective progress

4. For Equinet to **maintain its position as a Research and Knowledge Hub**, drawing on Equality Bodies' experiences of equality and non-discrimination, it will:

-  4.1. Identify, research and analyse emerging challenges and opportunities in equality & non-discrimination based on Equality Bodies' experience
-  4.2. Effectively promote and further disseminate the research and knowledge based on Equality Bodies' experience of equality issues
-  4.3. Facilitate standardisation and comparability of data among members
-  4.4. Provide a platform for expert exchange, including on emerging issues



**MAINTAIN AND IMPROVE EQUINET'S
CAPACITY AS A STRONG, RESILIENT,
AND INNOVATIVE NETWORK**




C.

Maintain and improve Equinet's capacity as a strong, resilient, and innovative Network




For Equinet to be able to deliver its objectives in terms of supporting its members and catalysing the voice of its members at European level, it is essential that the Network has the internal mechanisms and resources necessary so that membership remains as useful, relevant and efficient as possible, and continues to meet the needs of its members.

STRATEGIC OBJECTIVES

5. Therefore, Equinet **will ensure an enriching membership experience in Equinet, including by better tailoring activities and engaging all members, focusing on the following:**

-  5.1. Develop & maintain sustainable channels of internal communication
-  5.2. Ensure regular membership engagement opportunities & outreach within Equality Bodies
-  5.3. Enhance transparent communication on the objectives and activities of Equinet's Board and Secretariat

6. Equinet will also further **develop and sustain its resources and accountability** to better respond to members' needs, by focusing on the following:

-  6.1. Maximise the capacity and efficiency of the Equinet Secretariat (expertise, time, processes) to support the achievement of its strategic objectives and better respond to members' needs
-  6.2. Diversify and consolidate funding to support Equinet's work, and to guarantee financial inclusion of all members in the Network
-  6.3. Adopt a more impact-focused approach to further strengthen effectiveness and accountability

ANNEXE 1: LOGICAL FRAMEWORK APPROACH

AREAS OF CHANGE

A. Strengthen and support Equality Bodies to achieve equality for all

Long term objectives	Strategic objectives	Methods - how we are going to do it	Means of verification
<p>Objective 1: Strengthen Equality Bodies as the cornerstones of national equality infrastructures</p>	<p>1.1. Facilitate the understanding, advocacy and implementation of European Standards for Equality Bodies among Equality Bodies</p> <p>1.2. Engage relevant institutions and decisionmakers in support of the adoption and implementation of a proposal on Standards for Equality Bodies, ensuring the representation of Equality Bodies' positions during the negotiations</p> <p>1.3. Increase Equality Bodies' visibility towards key stakeholders by raising awareness about their work, understanding of their role and functions, recognition and appreciation of their potential at European and Member State level</p> <p>1.4. Support Equality Bodies in situations of threats and challenges</p>	<ul style="list-style-type: none"> 1.1. & 1.3. Dedicated Equinet outputs to increase understanding on Standards for Equality Bodies 1.2. & 1.3. Meetings with key stakeholders and international partners to discuss policy/legal proposals and present members' needs and requests 1.4. Tailored support and national engagement by Equinet at a member's request 	<ul style="list-style-type: none"> Level of (reported) increased expertise of Equality Bodies' staff on EU Standards for Equality Bodies through annual survey Number and success rate of amendments on the role and position of Equality Bodies that are included in legislations and policies Number of meetings with the members of the Project on Standards organised internally Level of (reported) satisfaction of Equality Body member organisations with support received by Equinet.
<p>Objective 2: Support Equality Bodies through knowledge, capacity-building and skills sharing for the enforcement of their mandate</p>	<p>2.1. Develop the expertise of Equality Bodies staff through capacity building</p> <p>2.2. Facilitate knowledge sharing among Equality Bodies through peer-to-peer exchange</p> <p>2.3. Enhance Equality Bodies' knowledge and relevance through championing new areas of work</p>	<ul style="list-style-type: none"> 2.1. Training events aimed at a diverse cohort of Equality Bodies' staff 2.2. Peer to peer exchange and information sharing across and within Equality Bodies 2.3. Content and knowledge production under Equinet's lead on innovative issues 	<ul style="list-style-type: none"> Number of Equality Bodies reporting strengthening institutional expertise as a result of peer-to-peer exchange, publications and information sharing (increased) Number of Equality Body staff engaged in Equinet activities, including peer-to-peer support facilitated by Equinet Equality Bodies' views on what they found innovative in the content and knowledge produced by Equinet

ANNEXE 1: LOGICAL FRAMEWORK APPROACH

AREAS OF CHANGE

B. Act as an expert voice of Equality Bodies in Europe on equality and non-discrimination

Long term objectives	Strategic objective	Methods - how we are going to do it	Means of verification
<p>Objective 3: Advance the equality agenda in Europe through strategic engagement and communication</p>	<p>3.1. Increase understanding of discrimination and the solutions to tackle it through strategic communication with decisionmakers</p> <p>3.2. Consolidate partnerships with key stakeholders in Europe to achieve collective progress</p>	<ul style="list-style-type: none"> 3.1. External communication strategy to effectively communicate on the work of Equality Bodies to advance equality in Europe 3.2. Active engagement with relevant partners on issues linked to the equality agenda 	<ul style="list-style-type: none"> Increase in participants' knowledge or awareness on equality issues after attending events Number and success rate of amendments on the role and position of Equality Bodies that are included in legislations and policies Number of meetings related to alliance building, networking and coordination Number of annual meetings, projects and advocacy initiatives developed in consultation with partners and where Equinet is invited as speakers
<p>Objective 4: Maintain Equinet's position as a research and knowledge hub drawing on Equality Bodies' experience of equality and non-discrimination</p>	<p>4.1. Identify, research and analyse emerging challenges and opportunities in equality & non-discrimination based on Equality Bodies' experience</p> <p>4.2. Effectively promote and further disseminate the research and knowledge based on Equality Bodies' experience of equality issues</p> <p>4.3. Facilitate standardisation and comparability of data among members</p> <p>4.4. Provide a platform for expert exchanges, including on emerging issues</p>	<ul style="list-style-type: none"> 4.1. Content / knowledge production that takes a comparative approach highlighting the experience of a variety of members 4.2. Content / knowledge dissemination activities (e.g., website, events, conferences, webinars, etc.) 4.3. Exchanging good practices on how to collect and use data on own activities 4.4. Offline (e.g. conference) and online (blog) debates and expert exchanges 	<ul style="list-style-type: none"> Number of publications Increase in participants' knowledge or awareness on equality issues after attending events Number of and level of participation of key stakeholders in events / meetings Number of templates and good practices used by members

ANNEXE 1: LOGICAL FRAMEWORK APPROACH

AREAS OF CHANGE

C. Maintain and improve Equinet's capacity as a strong, resilient, and innovative Network

Long term objectives	Strategic objectives	Methods - how we are going to do it	Means of verification
<p>Objective 5: Ensure an enriching membership experience in Equinet, by tailoring activities and engaging all members</p>	<p>5.1. Develop and maintain sustainable channels of internal communication</p> <p>5.2. Ensure regular membership engagement opportunities & outreach within Equality Bodies</p> <p>5.3. Enhance transparent communication on the objectives and activities of Equinet's Board and Secretariat</p>	<ul style="list-style-type: none"> 5.1. Members area & other communication tools to ensure targeted, relevant information to members 5.2. Membership strategy to improve outreach within Equality Bodies & strategize on how to best identify members' needs 5.3. Regular, targeted communication about the progress made and activities carried out by the Board and the Secretariat 	<ul style="list-style-type: none"> Members' satisfaction regarding internal communication and activities (relevance and usefulness of targeted communication received & activities organised) in annual survey Level of reported efficient and effective governance and management by Equality Bodies, Board members and staff
<p>Objective 6: Develop and sustain Equinet's resources and accountability to better respond to members' needs</p>	<p>6.1. Maximise the capacity and efficiency of the Equinet Secretariat (expertise, time, processes) to support the achievement of its strategic objectives and better respond to member's needs</p> <p>6.2. Diversify and consolidate funding to support Equinet's work, and to guarantee financial inclusion of non-EU members in the Network</p> <p>6.3. Adopt a more impact-focused approach to further strengthen effectiveness and accountability</p>	<ul style="list-style-type: none"> 6.1. Efficient processes and support at administrative, communication and membership level 6.2. Fundraising plan to secure Equinet funding 	<ul style="list-style-type: none"> Level of Secretariat's staff satisfaction regarding work efficiency and capacity of the Secretariat Secure funding for inclusion of non-EU members in all Equinet activities



EQUINET
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ISBN 978-92-95112-63-6

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Co-funded by
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