

Eurodad Strategy 2021-25 Implementation Plan

I. Introduction

The Strategy Implementation Plan describes the practical work programme that the Eurodad secretariat will lead in order to help the network respond to the demands of the newly approved Strategy. It is designed around a series of targeted initiatives, designed to deliver on the overall objective of strengthening the capacity of the Eurodad network to undertake coordinated actions and advocate for policy changes together with our partners and allies that support our mission of a democratically controlled, environmentally sustainable financial and economic system that works to eradicate poverty and ensure human rights for all.

Overall guiding principles for implementing the strategy

Eurodad will continue to use a three-pronged approach to implement the strategy:

- **Conducting research and analysis:** We will produce and communicate robust, respected research and analysis. We will monitor and assess the policies and agreements of multilateral organisations, the EU and European governments and their implementation to determine the extent to which they contribute or negatively impact the change we seek. We will also provide tools to strengthen the ability of members and allies to conduct research and analysis.
- **Being policy ‘entrepreneurs:’** We will seek to achieve our transformative policy change demands by speaking to experts, policy-makers and allies; by raising awareness among the general public by publishing articles in the media and supporting members/allies to do ‘popular-awareness’ actions ; by seeking a dialogue through our posts on social media, our website and those of members and allies; by convening spaces, for instance through monthly calls and regular meetings for dialogue and information sharing; and by thought-leadership through regular blogging and contributions to platforms of peers and like-minded actors in academia and a biennial International Conference which brings together Eurodad members, allies and other like-minded actors around a current theme related to our work.
- **Supporting and building coalitions:** We will coordinate advocacy and related communications, as appropriate at European level, including coordinated national level action across European states. We will participate in and support broader regional and global coalitions. We will strengthen the relationship with our sister Debt and Development networks. Our coalition-building work will include strengthening our members and seeking new members and allies

In doing so we will uphold the following basic principles:

- **Flexibility:** While maintaining a clear vision of our objectives, for the medium and long term, we will adopt a flexible approach for our strategies in the short-term. We will develop an understanding of what our most useful contribution can be in any given situation to making the desired transformative policy changes happen, while recognising the strengths of our members, our allies and partners and other actors. To do so, we will not be prescriptive about tactics and tools to use. We will decide upon these based on the goals we are pursuing, the external opportunities that are available, and the strength of the coalitions we are part of.
- **Knowledge-building:** The nature of our objectives is complex. We realise that many of our members and others in civil society - including potential members and allies need to build their understanding and capacity before they are able to actively participate in coalitions for

change for economic justice. We will therefore invest in systems to share our tools and learning with them through webinars, the website and the Knowledge Management Platform (KMP). In a similar vein, experience has taught us that we cannot launch into work on new issues without dedicating adequate time and space to learn and understand them and build our capacity to work on them. We will seek the support and expertise within our membership, allies and partners to build the capacity of the network in this regard, for example through workshops, webinars and sessions at the biennial Policy Forum.

- **Sustainability:** We will budget our time and finances carefully and with foresight to prevent overstretching ourselves and to ensure that we have the resources to achieve what we have set out to do. A financial sustainability strategy will ensure that we strengthen financial resilience and are able to optimally allocate existing resources and our funding-pipeline system will allow us to actively plan to maintain adequate levels of resources in the future. We will uphold the principle that having one dedicated person is the starting condition to undertake active advocacy on an issue. At the same time, a secretariat with a good mix of skills and competences and a cross-disciplinary approach will ensure the sustainability of Eurodad's work. Last but not least, we will put in place mechanisms to build and strengthen a culture of care and well-being within the Secretariat.
- **Planning, Monitoring, Evaluation, and learning (MEL):** The strategy is supported by an updated MEL framework and system to monitor our performance and impact, to evaluate them carefully and systematically and to learn from our failure and success. Being new, these systems will be evaluated in the course of the strategy's implementation.

II. The secretariat

The success of the secretariat depends on highly skilled and motivated staff. A supportive and professional environment, high team morale and motivation, attention to work-life balance and competitive salaries and benefits contribute to this. A robust recruitment process allows us to hire exceptional candidates from an extremely strong shortlist. Systems in place allow for constant learning and development. The annual appraisal and organisational health-check, alongside informal spaces including annual director-staff conversations, team retreats, monthly check-ins between line-managers and staff ensure that feedback is given and received in a safe and trusting environment. Eurodad will uphold and build upon the policies and practices already put in place, with particular and systematic attention for burn-out prevention, detection and response. Eurodad cross-cutting priority on gender justice, women's and gender minority rights' will be integrated into our internal policies and practices.

In the next five years Eurodad will also strive to grow horizontal leadership and responsibility and enhance collaboration and synergy-building across our areas of work.

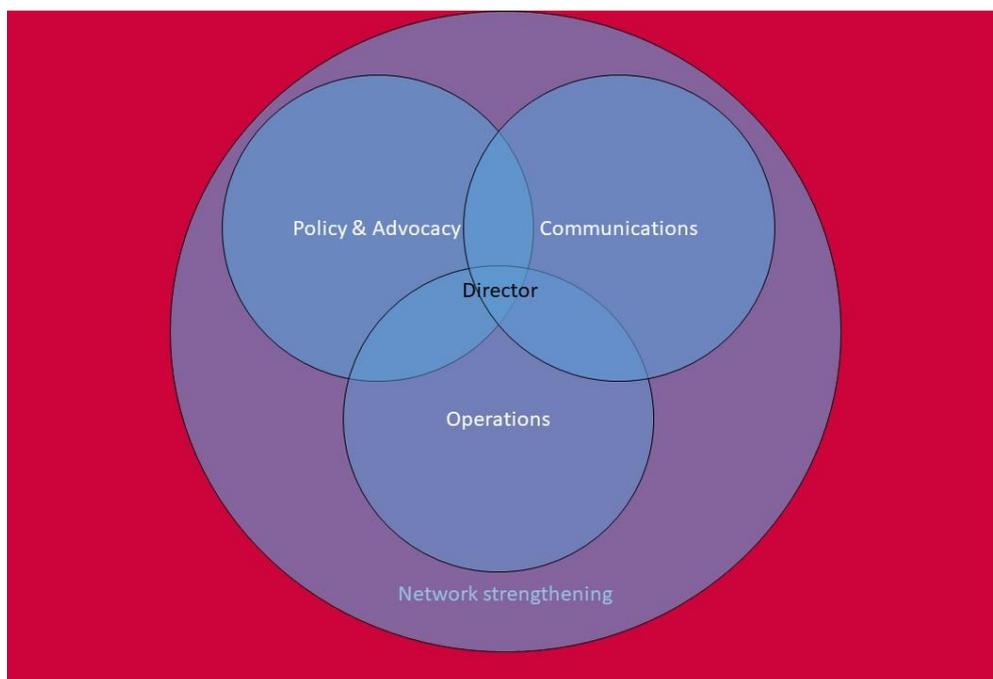
Eurodad's secretariat consists of the following teams:

1. **The Management team:** The Management team consists of the Director, the Head of Operations, the Communications Manager and 3 Policy and Advocacy Managers who are the policy leads for Eurodad's three policy priorities (tax justice, debt justice and development finance covering the areas of effective aid, publicly backed private finance, climate finance and IFI policies and programmes). The main responsibility of the Management team is to ensure that Eurodad remains well funded, that resources are managed effectively and with the wellbeing of staff in mind, and that the organisation continues to develop. It monitors the

Secretariat's target organogram to ensure it reflects the human resource needs of a dynamic team. The Management team leads the policy, advocacy and communications work of Eurodad and the management of the organisation as a whole. Within the Management Team, the Director is the link between the Management Team and Eurodad's Board of Directors and ensures accountability and communication between both bodies.

2. **The Staff team:** The Staff team consists of all staff members except the Management Team. It is coordinated by two staff representatives that are elected annually. Staff representatives convene periodic Staff team meetings. They address relevant issues raised at the Staff team meeting to the Director and Head of Operations for necessary action and/or further discussion with the Management Team. They are invited to participate in the monthly Management Team meetings. They are also consulted before new personnel-related policies such as the annual revision of internal regulations, policies to improve team well-being and organisational health are finalised.
3. **The Policy team:** 3 policy teams on tax justice, debt justice and development finance consist of Policy and Advocacy Managers, Policy and Advocacy Officers, Assistants and interns. The main responsibilities of the policy teams are to monitor and participate in official and CSO processes, produce policy briefs and analysis, conduct research, coordinate advocacy with Eurodad members and allies and participate in or lead broader civil society coalitions.
4. **The Communications team:** The Communications team consists of the Communications Manager, a Communications Officer, Assistant and an intern. The main responsibilities of this team are to inform Eurodad's membership and other stakeholders (allies, partners and donors) at the first level, key targets (officials and decision makers in the EU, UN, IFIs and OECD) at the second level and the general public at the third level of Eurodad's vision and positions, our activities as well as our views on current affairs in the areas that Eurodad works on. The main channels of communications are a bimonthly newsletter, Eurodad's website and social media alongside proactive media-outreach through press releases, and opinion articles.
5. **The Operations Team:** The Operations Team consists of the Head of Operations, Finance and HR officers, Operations Officers and an intern. Their main responsibilities are financial management and oversight, grants and fundraising coordination, human resource policies and systems, governance and legal requirements, office, events and travel administration and coordinating Eurodad's planning, reporting, monitoring and evaluation systems.
6. **Gender Task Force:** The Gender Task force consists of Eurodad's Gender Focal Point and one or two members from all secretariat teams. The Gender Task Force formulates and monitors the implementation of the annual Gender Work-plan consisting of external advocacy activities and outputs, internal capacity building and organisational development issues.
7. **Network Outreach Team:** The Network Outreach Team consists of the Network Outreach Coordinator and Assistant, the Director, the Head of Operations and the Communications Manager. The main responsibility of this team is to implement the network strengthening objectives of Eurodad to strengthen the effectiveness of the network. On the one hand this involves seeking new members and allies, particularly in countries where we do not have members. On the other hand, this involves strengthening the capacity of the network and our members to act jointly and to share advocacy resources.

Diagram: Eurodad organisational structures



Secretariat targets

1. Strengthened ability to monitor and assess the impact of Eurodad's research and analysis, directly on desired policy change/processes and indirectly, on effective, joint CSO advocacy.	An updated Planning, Monitoring, Evaluation & Learning (MEL) framework is put in place and its efficiency is evaluated in the course of the strategy's implementation.
2. Strengthened financial resilience and ability to optimally allocate existing resources	A financial sustainability strategy is designed, based on best practice and examples from members and peers in the sector.
3. Active planning to maintain adequate levels of resources in the future.	An updated funding-pipeline system is maintained based on pro-active surveying of prospective funding opportunities.
4. A culture of care is built and staff morale remains high.	<ul style="list-style-type: none"> - Persons of trust and a 'buddy' system reinforces a culture of care. - A task-force consisting of volunteers from the secretariat and the Director assumes responsibility for the annual organisational health survey and appropriate support (trainings etc) for staff well-being.
5. An updated target organogram maps the existing human resource situation and identifies open gaps and needs	The Management team monitors the target organogram periodically and the organogram forms the basis of new recruitments.
6. An annual gender workplan summarises external advocacy activities and outputs, internal capacity building and organisational development issues that would further the 5-year objectives on gender justice and women and gender minorities' rights.	The Gender Task Force formulates and monitors the implementation of the annual work plans.

III. The Network

A. Strengthening the current network - stronger together

We will seek to ensure that CSOs in all their diversity, from large international organisations to small, specialist organisations can effectively engage in our work. The spaces Eurodad provides for engagement and collaboration are through listservs for CSO, our website, our Knowledge management platform, our fortnightly newsletter, our social media channels, biennial International Conference and Policy Forum (alternate years), monthly teleconferences and biannual face-to-face strategy meetings in each issue area and specific projects and campaigns.

New tools such as the website, Knowledge Management Platform and upgraded work-plans are designed and harnessed to fulfil Eurodad’s Theory of Change of building powerful coalitions, working in Europe, with partners from other regions and globally to change the policies and practices of multilateral institutions. Special attention is paid to our cross-cutting priority of gender justice and womens’ and gender minorities’ rights, to ensure integration into the strategies themselves as well as the process to design them.

To be as inclusive as possible, we will uphold the following principles.

- We will not prescribe ways of working, but rather agree these annually with the network’s membership, partners and allies, based on what is the most effective approach to achieve change on each issue we work on.
- Collaborators, whether members, partners or allies, are free to choose at which level they wish to engage, and to engage in different ways on different issues.

B. Strengthening Eurodad membership

At the start of the 2021-25 strategy Eurodad has 54 members and five statutory allies and will seek to increase its membership to other European countries where it does not have members. As the knowledge barrier has been identified as a key challenge for new or potential members we will continue to invest in tools such as the Knowledge Management Platform and capacity building sessions to address this. . Eurodad aims at representing development NGOs in its diversity - from big INGOs to small specialised CSOs. Newly started work on climate justice, financial sector regulation and gnder will create opportunities to expand the networks we are part of as well as our own membership. Last but not least, gender diversity in CSO representation within the Eurodad network is key and will be closely monitored in order to achieve at least 50% women representation in Eurodad meetings, panels and decision-making spaces.

Network Strengthening targets

1. At least 10 new members and allies, explore cooperation with Eurodad.	Joint activities organised with all new members and allies, together with the Eurodad secretariat, the Network Strengthening Group and where relevant, with other Eurodad members.
2. Eurodad gains members/allies in European countries where we do not have any members/allies	Membership applications
3. New members/allies make maximum	- A “welcome package” is created for new

<p>use of Eurodad systems for joint planning, coordination, strategising, learning and sharing.</p>	<p>members/allies, including information sessions on Eurodad KMP system and website.</p> <ul style="list-style-type: none"> - New members/allies use the KMP system and website. - Tailor-made capacity building webinars and online trainings made available in order to integrate and upgrade the knowledge level
<p>4. Gender diversity</p>	<ul style="list-style-type: none"> - Increased and systematic engagement with women's/gender minorities' groups - Eurodad reports at least 50% participation of women in activities - Eurodad's membership and secretariat are able to support the cross-cutting objectives on gender justice and women's and gender minorities' rights.

C. Partners and allies

We believe that building and supporting powerful coalitions for change are an essential part of our work to achieve the long-term structural change we seek with shorter-term transformative policy change 'wins.' Strengthening the work of Eurodad's members and allies at the European, national and local level is a necessary part of the efforts of our partners- notably Eurodad's sister debt and development networks, and peers all over the world, particularly in the Global South.

5-year targets

- We will support the development of global strategies, in a collaborative and equal manner, starting with alliances that have already built up such strategies such as the Global Alliance for Tax Justice, Reality of Aid and the global Public Private Partnerships campaign.
- We will align our positions with theirs, and attempt to develop joint positions wherever possible.
- We will invest in joint actions where feasible.
- We will strengthen our engagement with our sister Debt and Development networks, with more joint strategizing, developing joint projects, including joint fundraising efforts and jointly approaching funders. We will achieve this through monthly teleconferences, and seeking opportunities for deepened learning and sharing between secretariats.
- We will maintain an updated mapping of partners and allies that Eurodad works with and like-minded organisations and coalitions/networks that we do not work with yet (network outreach plan). This will provide us a clear idea of the regions and issues that are supported by strong coalitions and where more effort is needed.
- We will analyse membership and individual engagement and make sure we reach at least 50% representation of women.
- We will seek a mutually beneficial engagement with our partners- inviting them to be part of internal and policy-based strategic discussions and being open to engage in theirs; sharing and learning on both policy and operational issues.

IV. Guidelines for Planning and Monitoring, Evaluation and Learning (MEL)

These guidelines will support Eurodad to develop and implement effectively coordinated and well-targeted advocacy strategies and to monitor and evaluate them to ensure they fulfil the said aims of effective coordination and strategic targeting. Particular attention is paid to accessibility of knowledge resources for Eurodad’s members and allies as well as partners and allies world-wide. The guidelines have been designed building on the feedback and best practice in the network and the membership. This was collected in the evaluation of Eurodad 2015-19 strategy, the evaluation of Eurodad’s communication tools and the 2020 review of Eurodad’s Monitoring, Evaluation and Learning systems. The guidelines will be subject to further review in the course of the strategy.

Planning, Monitoring, Evaluation, Learning and stakeholder engagement herein

Eurodad believes that well-informed, well-resourced and well-organised civil society working collaboratively at the local, national and international levels play an essential role to achieve the transformation of the global financial landscape that we seek.

The secretariat’s Planning, Monitoring, Evaluation and Learning systems will be designed to allow Eurodad to maximise the impact of its work while being inclusive. The systems will be built on 4 pillars: Planning, Monitoring, Evaluation and Learning.

Table: Planning, Monitoring, Evaluation and Learning objectives

Well-informed, well-resourced and well-organised civil society working collaboratively at the local, national and international levels to achieve the transformation of the global financial landscape that we seek.			
↑	↑	↑	↑
Planning	Monitoring	Evaluation	Learning
<p>Advocacy strategies and joint activities with members, partners and allies are based on adequate information provided by the Results framework, workplans and use of all Eurodad spaces for collaboration: listservs, strategy calls/meetings and Knowledge Management Platform.</p> <p>Annual work-plans are agreed through meaningful consultation with members, partners and allies based on what is the most effective approach to achieve change on each issue we work on.</p>	<p>Strong and cohesive coalitions deliver advocacy results thanks to systematic and meaningful monitoring.</p> <p>Monitoring tools and indicators allow for efficient reporting and enable transparent accountability.</p>	<p>Best practice, challenges and learnings are captured as soon as possible after the completion of an activity or an event.</p> <p>Objective evaluations of major projects and the strategy (mid-term and end-term)</p> <p>Internal appraisals provide learning and growing opportunities.</p>	<p>A participatory learning environment is provided by the Knowledge Management Platform, alongside Eurodad’s website.</p> <p>Capacity-building is an important pillar of advocacy strategies</p>

A. Planning

A results framework built on Eurodad’s strategy and informed by grant-based commitments will form the basis all planning, including policy-based strategic discussions and consultations with members,

allies and partners. These will also inform the development of annual work-plans. Strategy meetings in the fourth trimester will be the basis of the coming year's work-plans.

There will be internal secretariat meetings to review work-plans, discuss advocacy opportunities and strategy every trimester alongside regular policy calls and meetings to plan and strategise with members, allies and partners. Draft work-plans will be presented and discussed in joint end-of-year meetings of the Board of Directors and secretariat staff and approved by the General Assembly.

Work-plans to be shared with members, allies and partners will serve the following aims:

- Provide members, partners and allies with the information needed to engage with Eurodad's joint work.
- Enable members, partners and allies to use this information to plan their own work.
- Explain how our annual objectives will contribute to our 5-year objectives.

Additionally, an organisation-wide 'internal Management Plan' will be used for planning, coordination, monitoring and serve as the basis for reporting and accountability to all Eurodad's stakeholders.

The new work plan formats will be reviewed during the Strategic period.

B. Monitoring

The second pillar is our Monitoring systems. Systematic and meaningful monitoring will guide and keep Eurodad on track to build strong and cohesive coalitions that can deliver advocacy results. The monitoring system includes periodic check-ins to review work-plan implementation and a budget and output check. It will also track achievement of outcomes and indicators on a weekly basis. A system of checks involving each level of the Secretariat (team-wide, Management and Director) will ensure that challenges and concerns are addressed at the most appropriate level, as immediately as needed.

C. Evaluation

The third pillar is our systems of evaluation. We will ensure that best practice, challenges and learnings are captured as soon as possible after the completion of an activity or an event. Eurodad will build on current evaluation practices including rapid reviews and fixed slots to capture learnings at weekly meetings and periodic planning meetings.

The space for individual evaluation and learning are equally important and will be addressed through annual appraisals and annual individual learning & development plans. Recognising the importance of organisational culture and enabling individual learning and growth the secretariat will build on the practice of organising an anonymised, annual survey of organisational culture, practices and policies to ensure that staff feel happy, healthy and fulfilled by their work.

Beyond the regular and annual evaluations, we will work with expert consultants to objectively evaluate major projects and our strategy, including a mid-term review.

D. Capturing learning and best practice: Knowledge Management Platform.

Alongside Eurodad's website, the Knowledge Management Platform (KMP) will provide a participatory learning environment to share ideas, information and resources among members, allies, potential members/allies and the Secretariat. It is part of the network strengthening objectives of the Strategy.

The Knowledge Management Platform is an 'intranet' through which Eurodad aims to:

- a) Provide Eurodad members and allies access to additional clear and easily searchable information to build expertise on Eurodad's policy areas.
- b) Provides tools to coordinate across different regions on advocacy and campaign actions.

The following key principles were developed by Eurodad's Knowledge Management Platform Taskforce consisting of representatives from the Secretariat and members. They will inform the development and use of the Knowledge Management Platform.

- The decision about what knowledge/content is to be featured/managed on the platform will be driven by the needs of members and staff.
- Levels of confidentiality and permissions are essential (Eurodad only / Members / Active allies / Allies / External, prospects).
- The platform will be accessible in all regions, including in the global south. Easy access would mean no download of software, short explainer videos/tutorials work well on technical issues (how to use online tools, software etc.),
- It will be easy and user-friendly.
- It will be kept up-to-date, with clarity of roles between the secretariat and members/allies.
- It will be a learning & collaboration platform and not just for exchange of information / a repository.

V. Communications Plan

A. Goal and objectives

- The **goals of Eurodad's communications work are to:**
 - make Eurodad's research, analysis and advocacy actions more **influential and recognised**, so that they contribute to our strategic objectives;
 - help build and support strong coalitions for change amongst civil society and our allies.
- The **objectives** of this strategy are to ensure that our key targets:
 - **Know** who Eurodad is and know about our research, analysis, campaigns and advocacy actions.
 - **Understand** our key messages, main findings and recommendations.
 - **Change** their perceptions, opinions and actions as a result.

B. Targets

Our target audiences remain largely unchanged. However, we have built stronger tools to segment and attract those audiences and we have strengthened our capacity to reach them.

Key targets

The people we have at the front of our minds when we prepare anything to be communicated externally.

1. **CSO staff in the global north and south who are influential on development finance issues. They include, for example:**
 - Eurodad members and allies
 - NGOs and INGOs that work on the issues we are focused on including the feminist movement
 - Campaigning organisations
 - Other networks.

These are those policy staff and senior managers that, through their position, their work and their own communications are in a position to influence their organisation's strategies and even the strategy of the sector as a whole. They may also reach the public, where that is one of the objectives of our joint work.

2. **Officials and decision-makers (IGOs, European institutions, bilateral organisations) who work on our issues and who we are trying to influence.**

Their influencers

The people who will reach our influencers

- Journalists / media (we communicate with the media to reach the primary targets, put pressure on officials and decision-makers and raise the profile of our work).
- Opinion formers – eg think tanks and academics, former officials and decision-makers (if our ideas are picked up, they will become more influential amongst our primary targets).

C. Situation: SWOT analysis of our communications work in January 2021

Strengths

Strong communications tools/ team:

We enter the 2021-25 period with a new website which clearly communicates our vision and the high quality analysis combined with calls to action that we produce. This 'shop window' is built on the Nationbuilder \platform, which provides a new CRM and allows us to segment our audiences (see previous comms strategy objectives). We can now build engagement paths for the people we want to work with and those we want to influence; and view our impact (newsletter/ website/ emails/ events) in one place. We also have an integrated knowledge management platform, offering members and allies a tool to learn and collaborate.

We have a broad database of media contacts built up over years of strategic external communications work. Our reputation is good.

Our communications team now incorporates the full range of skills we need to build effective communications and campaign packages that help our policy and advocacy teams to attract their audiences and achieve the change they want to make. We also have a range of external designers,

proofreaders and translators that understand our objectives and support the daily workload of the team.

Weaknesses

Internal communications within the secretariat

The combination of a global pandemic/ remote working and growing staff numbers (from 16 to 25 in 12 months) means that internal communications has become far more challenging. This situation can create confusion about:

- who communicates and what they should communicate about;
- the roles \ responsibilities of the communications team and of the different members of the policy and advocacy teams.

This could threaten to seep into our wider work with members and partners if we do not put stronger guidance in place. At the same time, we do not want to change the overall culture of our communications with unnecessary red tape.

Opportunities

A growing external profile

In 2020 we worked closely with CSO colleagues in the global south and north when the pandemic and resulting health and economic crisis propelled our issues into the spotlight. We continued to produce high-quality research and analysis and support civil society movements. The Eurodad network itself also grew due to the network strengthening work, with allies and members in 28 European countries. It also grew in terms of its policy areas, introducing Climate Finance. Therefore, we have a whole new group of CSOs to communicate with.

We also worked well with journalists and there were multiple media opportunities to communicate our key messages and showcase the analysis Eurodad is known for. Overall, Eurodad was mentioned 3,500 times (this includes social media posts we were tagged in), of which 2,500 were media mentions.

- Debt Justice: 1,900 mentions
- Tax Justice: 1,400 mentions
- Development Finance: 1,200 mentions

This more prominent position can and should be capitalised on as we move forward to implement the new five-year strategy.

Threats

The combination of a growing external profile, new policy areas with new CSO partners, increasing staff numbers and some remote working, mean there are increased threats. This includes:

- Potential for confusion about what, when and how we communicate externally on our range of issues, eg with journalists and with our members and partners.

- A threat that we could be targeted by organisations/ individuals hostile to our messages or we could put out a message that is contrary to our narrative and that of our members and partners. This threatens our external reputation. The lack of a crisis communications plan exacerbates that threat.
- New tools such as the Nationbuilder system could be underused or misused.

D. Action plan/ how we will work

We will develop a number of systems to build on the strengths we have identified and seize the opportunities of the coming years. We will also tackle any organisational weaknesses and prepare for threats that might undermine the goals of the network.

Internal communications:

The Eurodad secretariat is a small but complex team with a mix of office and home working and a range of roles. We want to deliver a light touch internal communications plan which ensures staff know where they can find information and the roles and responsibilities of different teams.

The communications team will work with the operations team to:

- Audit how we communicate currently and where the pinch points are (using feedback from burnout training 2021/ how other organisations work).
- Develop a short plan in collaboration with staff that outlines how we want to communicate internally and how often.
- Monitor the results including staff feedback every six months.

The Communications Team will work with the PAMs to develop:

- Position papers for each new policy area and for major events/ policy change moments.
- Updates to website pages for longstanding policy areas when necessary.

External communications:

The communications teams will develop the following:

- Update of **research TORs and dissemination plans** in collaboration with the management team to ensure these templates provide what we need (see internal communications). This is to ensure research is coordinated well internally and reaches the target audiences.
- **Nationbuilder guidance and strategy sessions for staff.** This is to ensure that staff understand how they should use Nationbuilder and how we do not use it, and that this system becomes part of everyday advocacy outreach at Eurodad. This will also include analysis of individual campaigns as well as annual reviews.
- **Updated media guidance.** This will define how we work with the media, who talks to the media and when and where training should be given.
- **Social media strategy.** This will define how we work, and the impact we want to make, including measurable goals, and will incorporate training. We will also incorporate guidelines for blogging.
- **Newsletter strategy.** This will define measurable goals for who we want to reach and learning and evaluation from open rates and click rates.

- **Citations record.** We will update this system to ensure we capture meaningful use of our work amongst our target audiences.
- **Crisis Communications Plan.** This short plan will define the internal process when Eurodad's reputation comes under attack or when any other reputational risk arises.

Yearly workplans and integrating comms into Policy and Advocacy workplans

The Communications Team will work with policy and advocacy teams to integrate communications into their plans at the earliest opportunity and will produce its own annual workplan to implement this strategy.

At the same time, all Eurodad staff must continue to ensure that:

- Our rapid reactions to external opportunities are **timely and up-to-date**. This means involving communications at the earliest opportunity.
- **We communicate complex ideas clearly**, without jargon. This is so that we reach all of our target audiences.
- **Our analysis is strategic and useful** for advocacy and campaigning. TORs and dissemination plans will assist with this.
- **We know what we are talking about.** We have a strong evidence base grounded in our research, and we understand the information we are analysing, and take care to always be accurate. We do not tread on the space of Northern or Southern partners where they are better placed to comment.

Monitoring, evaluation, accountability and learning

The communications team is responsible for comms-related monitoring of our impact at the end of every campaign/ major advocacy moment and we will produce general reports every three months to ensure we learn and evolve. We will link our monitoring and evaluation systems to our aims and objectives – ensuring as far as possible that we know whether the audience does: know, understand and act (Objectives).

The tools we have to do this are:

- Google analytics – this will monitor the use of our website, the audiences we are attracting and the actions they are taking.
- Nationbuilder analytics – this lets us know who we are reaching in our target audience groups and the actions we are inspiring eg do our target audiences read the newsletter and what do they read, who is attending our events.....
- Cision media monitoring – this will allow us to know where our reactions, research and analysis is being covered in the media and the size and type of audience we are likely to reach.
- Social media analytics – this will tell us who is interacting with our outputs and our calls to action.

We will also carry out an impact evaluation with our targets to test our assumptions related to them. We shall do this as part of Eurodad's mid-term strategic review.