

# *Strategic Plan*

## *2017-2020*



# FOREWORD

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Dear AEGEEans,

As time passes in our wonderful organisation and we discover more and more about the different activities, events, make memories and friends, we start to discover how different our first impression and perceptions about AEGEE might have been, and everything we do is, in the end, interconnected, contributing to a bigger dimension and impact.

AEGEE is special in its nature to be able to provide a learning space and creativity for all its members to unleash their full potential and be able to realise dreams, goals and be creators of new ideas. Sometimes you may wonder how it is possible that there are almost no limits to the new ideas, there are no borders for the ambition and passion that AEGEE gives you, there are no obstacles on the way; the commitment and dedication is what builds a better society for all of us.

AEGEE's beautiful miscellaneous character runs on many different threads, some lines are crossing, some are running along. In the myriad of many different things, it is of crucial importance that we set a direction to our work, that we set aims, and with foresight and vision, we set the course with ambition and wit for progress.

AEGEE's Strategic Plan is a collection of these directions, these aims and this foresight. It not only supports the understanding of our organisation, it also helps every single member to see the 'bigger picture' and to be motivated to contribute to the social impact and change we aim ourselves towards.

We might not realise that every activity we organise in our local results in a wide-scale impact because it is happening all over the network, we might not realise the impact of every event we organise, but if the same events happen everywhere in Europe, we are inspiring new minds and a bigger community. We might not see how the activities we organise in our city can change the future picture for Europe, but learning that the other locals and cities are working on similar things and the same direction, will comfort us and helps us realise the power our organisation has.

The Strategic Plan is not just a document. It is the action plan for the vision our organisation always had, it is a step closer towards turning this vision into reality. The chance is yours to contribute to our social impact and grow this European family even bigger by doing so.

Wishing you a nice read and as always, here to support you with turning your ideas into action!

Europeanly yours,  
Reka Salamon  
President of AEGEE-Europe

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*SECTION A*

**THEMATIC FOCUS**

**AREAS**



## THEMATIC FOCUS AREAS

### *EQUAL RIGHTS*

#### *AIM*

Acknowledge and tackle discrimination based on gender identity, expression and sexual orientation, promoting equity from an intersectional perspective.

The right to equality and non-discrimination is a basic human right, and yet discrimination is present in all spheres of social life, with people having unequal access to rights as a result. People's lives and their social relations are complex and multi-dimensional, and therefore practices of discrimination and oppression are complex and multi-dimensional. 'Intersectionality' examines different aspects of human identity - such as gender, race and sexual orientation - in interaction with each other, rather than treating these aspects in isolation. Having an intersectional perspective means acknowledging that people cannot be reduced to single categories. By means of this Focus Area, AEGEE aims to tackle forms of discrimination based on gender identity, expression and sexual orientation in combination with other forms of discrimination, thereby recognizing the complexity of social inequalities.

### *CIVIC EDUCATION*

#### *AIM*

Promote civic education by increasing the civic competences of young people and by putting civic education on the political agenda.

There is more to the education of young people than preparing them for the labour market. Civic education is about learning the competences, i.e. the skills, knowledge and attitudes, required to be an active, democratic, responsible and critical citizen. AEGEE believes there is a need for more and better civic education, provided through formal education (i.e. in schools and universities) and through non-formal education (e.g. by youth organizations). In order to promote civic education, we adopt a twofold approach: on the one hand, we organize activities that directly contribute to the development of civic competences of young people. On the other hand, we work towards including civic education on the political agenda on all levels, thereby raising awareness on the importance of civic education and pushing decision-makers to take measures accordingly.

## THEMATIC FOCUS AREAS

# YOUTH DEVELOPMENT

### AIM

Provide young people with opportunities to gain transversal skills and competences that contribute to their personal and professional development.

The challenges that young people face nowadays to become successful in life and work are considerable and manifold. Moreover, many of the skills and competences that young people need to possess in order to get quality jobs are not connected to one particular occupation or sector. Transversal skills and competences are the skills, knowledge and attitudes relevant to a broad range of occupations and sectors. Transversal skills and competences - also referred to as "soft" skills - are the building blocks for the development of the "hard" skills and competences required to succeed on the labour market. By means of providing young people with opportunities to gain these transversal skills and competences, AEGEE thus contributes to the employability and life chances of young people.

# EUROPEAN CITIZENSHIP

### AIM

Empower young people to become active and critical European citizens by educating them on the diversity of European cultures and by enabling them to take an active role in shaping the European project.

The European project is under severe pressure. The image of the European Union as an 'ever closer Union' among the peoples of Europe seems to be a dream of the past, as the Brexit referendum has shown that the integration process is in fact reversible. AEGEE strives for a democratic, diverse and borderless Europe, which is socially, economically and politically integrated, and values the participation of young people in its construction and development. In order to realize this Europe, young people must first of all develop a sense of European belonging by becoming critically aware of both the socio-cultural differences and similarities that characterize our continent. Secondly, young people must become actively involved in European processes and be given the chance to shape them insofar as they affect their lives. It is through intercultural learning, on the one hand, and political education and engagement, on the other hand, that AEGEE contributes to the shaping of active and critical European citizens that Europe needs.



*SECTION B*

# **ORGANISATIONAL IMPROVEMENTS**



# ORGANISATIONAL IMPROVEMENTS

## 1. POLICY AND ADVOCACY

**AIM** Participate actively in policy and advocacy processes related to our Focus Areas and other thematic interests of AEGEE.

- **By August 2018:** Have provided 30% of the locals and members with tools and mechanisms for participation on the local level, supporting AEGEE-Europe's policy work on the European level.
- **By August 2019:** Good practices of local level advocacy processes have supported the work of AEGEE-Europe in carrying out successful advocacy work in relation to at least 50% of the thematic activities of AEGEE.
- **By August 2020:** Have prepared case studies of the relevant advocacy processes and good practices for future advocacy, solidifying AEGEE's work and influence as a relevant political actor.

## 2. AEGEE PROFILE

**AIM** Reposition AEGEE as a network of empowered cities.

- **By August 2018:** Increase AEGEE's involvement in projects focusing on cities in 21st century Europe and have developed a policy paper on the role of cities in the European integration process.
- **By August 2019:** 20% of the AEGEE locals have established relevant ties with their respective municipality and AEGEE is increasingly being positioned AEGEE as an organization strengthening the role of cities in the European integration process.
- **By August 2020:** 40% of the AEGEE locals have established relevant ties with their respective municipality and AEGEE is widely recognized as a network of empowered cities.

## 3. SOCIAL INCLUSION

**AIM** Promote the inclusive communication with and active involvement of members from underrepresented social groups.

- **By August 2018:** Have completed a research on the state of social inclusion in AEGEE and have developed an internal strategy in consultation with relevant external parties.
- **By August 2019:** Mechanisms (such as targeted promotion, SU invitation towards specialized associations, adjusted events etc.) have been developed to foster the recruitment and active involvement of members from underrepresented social groups.
- **By August 2020:** The long-lasting effect of the work of previous years is ensured by the introduction of guidelines for locals and the establishment of partnerships with relevant NGOs.

# ORGANISATIONAL IMPROVEMENTS

## 4. ENVIRONMENTAL SUSTAINABILITY

**AIM** Improve the environmental sustainability of AEGEE activities.

- **By August 2018:** Have developed an internal strategy on reducing the overall ecological impact of AEGEE events in consultation with relevant external parties.
- **By August 2019:** Have provided all the incentives, tools and trainings needed for locals to organize green events; have developed a structured way towards measuring and documenting the ecological impact of AEGEE events.
- **By August 2020:** Have monitored and frequently reported on the ecological impact of AEGEE events; have implemented (compulsory) sustainability standards for statutory and European events; have proposed sustainability aims with benchmarks to the Network.

## 5. KNOWLEDGE MANAGEMENT

**AIM** Improve knowledge management in locals and European bodies

- **By August 2018:** Have performed a research and a review of current tools and practices of knowledge transfer management within locals and European Bodies, and develop a draft strategy on knowledge management.
- **By August 2019:** Have completed a revision and a pilot implementation of the knowledge management strategy for at least 10 locals and 2 European bodies.
- **By August 2020:** Have finalized and published the knowledge management strategy and have it ratified by Spring Agora 2020.

## 6. INTERNAL EDUCATION

**AIM** Improve the internal education of AEGEE members.

- **By August 2018:** Have provided training events and activities for at least 100 members around the Network through online trainings.
- **By August 2019:** Have raised the amount of training events and skilled trainers by at least 20%.
- **By August 2020:** 30% of the members of AEGEE that have attended training events become multipliers in training events provided by AEGEE.

# ORGANISATIONAL IMPROVEMENTS

## 7. IMPACT MEASUREMENT

**AIM** Introduce gradually impact measurement for the Network.

- **By August 2018:** Have tools developed to measure the impact of local events, as well as a database to store them, and introduce pilot events (Spring and Autumn NWM rounds) for impact measurement.
- **By August 2019:** Have impact measurement of Summer Universities, thematic conferences, training events (European Schools, RTCs) and pilot impact measurement for local events in 10 locals.
- **By August 2020:** Have impact measurement in all European events and the possibility to provide impact measurement of local events for all locals in the Network.

## 8. HUMAN RESOURCES

**AIM** Create a long-term Human Resources strategy by revisiting the current HR cycle of AEGEE-Europe.

- **By August 2018:** Have analyzed and assessed the current HR cycle and have collected best practices within locals and European bodies.
- **By August 2019:** Have a draft of the HR strategy ready on the basis of the results of the research, and have consulted it with the Network.
- **By August 2020:** The HR strategy is finalized, published and ratified by Spring Agora 2020.

## 9. SKILLS AND COMPETENCES IN AEGEE

**AIM** Strengthen the internal recognition of skills and competences gained via active membership within AEGEE.

- **By August 2018:** following the guidelines generated by the GR-EAT project, an awareness raising campaign has been executed on the recognition of skills and competences gained via active membership within AEGEE, thereby preparing the ground for the development of an internal tool.
- **By August 2019:** Have created the tool covering all positions within the organization (European positions, local boards and regular members included).
- **By August 2020:** The internal tool is implemented and promoted and its long-term visibility in the Network is ensured.

# ORGANISATIONAL IMPROVEMENTS

## 10. IT INFRASTRUCTURE

**AIM** Introduce Implement the new Online Membership System and proceed with IT independence.

- **By August 2018:** Have implemented and evaluated the new Online Membership System (OMS) and have prepared a plan for continuous development.
- **By August 2019:** Have finalized and implemented the plan for continuous development and maintenance of OMS; have conducted a needs analysis for further development; have explored more opportunities for IT tools that are useful for our members being part of the procedure for IT independence.
- **By August 2020:** A stable maintenance of OMS is ensured by the establishment of long-term corporate partnerships; IT independence is realized and more IT tools are offered to our members.

## 11. INSTITUTIONAL FUNDING

**AIM** Ensure better financial resources for the thematic activities of European bodies and locals of AEGEE by better aligning our work with the European context and resources.

- **By August 2018:** 30% of AEGEE-Europe projects and thematic activities have obtained funding that improves and supports their activities.
- **By August 2019:** 40% of the thematic activities of AEGEE (local events and European bodies' work) are supported by institutional grants.
- **By August 2020:** 50% of the thematic initiatives of AEGEE have developed quality outcomes and increased AEGEE's social impact and outreach.

## 12. CORPORATE FUNDING

**AIM** Ensure the long-term financial stability of AEGEE-Europe by establishing constant flow of financial recourses from corporate relations fundraising.

- **By August 2018:** the final income from private donors in the financial report 2017/18 is 10% bigger than the one of the financial report 2016/17.
- **By August 2019:** the final income from private donors in the financial report 2018/19 is 20% bigger than the one of the financial report 2016/17.
- **By August 2020:** the final income from private donors in the financial report 2019/20 is 30% bigger than the one of the financial report 2016/17.

# ORGANISATIONAL IMPROVEMENTS

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## 13. SECRETARIAT

### AIM

Improve and professionalize the work of AEGEE-Europe by establishing a paid secretariat that supports knowledge management, reducing possible risks associated with the volunteer management of the organisation.

- **By August 2018:** Have submitted applications matching applicable funding opportunities, reflecting the developments in the European context.
- **By August 2019:** Have hired an office director to support the work of AEGEE by improving the general administration work.
- **By August 2020:** Have obtained project grants that ensure the long-term employment of AEGEE staff working on AEGEE initiatives in a full-time paid job.

