



**EuroMed Rights Strategic Framework 2022-2027**

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**December 2021**

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**Bibliographic information**

Title: Improve and Advance EuroMed Rights Strategic Framework 2022 - 2027

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Date of initial publication: December 2021

Pages: 37

ISBN: 978-87-92990-89-1

Original Language: English

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# PREFACE

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The present strategy document is the result of a prolonged elaboration process run jointly by EuroMed Rights' management and Executive Committee between the summer of 2020 and the fall of 2021.

Beyond the management and the Executive Committee, the process has engaged both the Network's members and its staff. It has also involved a number of external stakeholders including key partner organizations involved in our working groups as well as representatives of key donors.

EuroMed Rights' staff has also been involved in the elaboration process from the beginning and in particular contributed directly to analyze the Network's outcomes in the period from 2018 to 2021 and to redraft the strategic objectives for the new period.

Finally, EuroMed Rights' members and partners have been invited to participate in a series of online meetings between the winter 2020 and spring 2021. At these meetings members first provided input ahead of elaborating the new strategy and then commented on a draft of the new strategy document. The strategy was finally adopted by EuroMed Rights' General Assembly on 23 October 2021.

**Rasmus Alenius Boserup**

Executive Director

*Rasmus Alenius Boserup*





## INTRODUCTION

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The opening of a new strategy period for EuroMed Rights coincides with the Network's 25<sup>th</sup> anniversary. Over the past quarter of a century, our member base has grown, and our secretariat has professionalized.

Today, the Network contributes significantly to shaping the discourse and actions on the human rights and democracy in the Southern and Eastern Mediterranean, as well as the policies of major European actors towards these areas.

The need for international collaboration on promoting and protecting human rights and democracy is, however, as strong as ever. In many parts of Europe and the Southern and Eastern Mediterranean, the Covid-19 pandemic has exacerbated already existing challenges. Gender inequalities have risen, authoritarian and illiberal governance patterns have consolidated, socio-economic marginalization remains high, and the repression of civil society organisations and fundamental rights and freedoms has increased in the North, East and South of the Mediterranean.

However, we observe some encouraging openings: new and powerful movements and organisations keep emerging and reinventing the fight for human rights; and powerful allies continue to fight for the international promotion of liberal democracy and human rights in some of the world's most powerful states and multilateral institutions.

Under the heading "Improve and Advance", the present strategy document suggests that, over the coming six years from 2022 to 2027, EuroMed Rights shall combine an improvement of its most successful political and operational achievements with a concerted move towards introducing new work methods and new focus areas that reflect the geopolitical and societal shifts of our time.

The document sets out ten goals to be achieved over the next six years, from 2022 through 2027. Five of these goals are political, the other five are organizational.

The five political goals are:

- that migration and asylum rights are better protected;
- that gender equality is advanced;
- that accountability, justice, and the space available for civil society is increased;
- that democracy and fundamental freedoms are strengthened;
- and that economic, social, and cultural rights are enhanced.

The five organizational goals are:

- that our own member base is energized and mobilized;
- that our visibility and impact is increased;
- that our carbon footprint is reduced;
- that our financial sustainability and diversification are improved;
- and that our internal learning is improved.

Taking the Network's current composition and capacity into account, our geographical focus will be adjusted over the coming six years, gradually moving from South and East to North, in order to first consolidate our current positions in the South and East of the Mediterranean to then further expand in Europe.

Before diving into these issues, the strategy document opens with a presentation of a new and simplified statement of our identity, vision, mission, and values followed by a short introduction to our key work methods. The next two sections of the document provide an in-depth explanation of our ten goals. The document concludes with a summary of how the Network will report up against the strategy during the first three years.

# IDENTITY, VISION,

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## MISSION AND VALUES

EuroMed Rights is one of the biggest and most active networks of human rights organisations in the Euro-Mediterranean region. Our name refers to the vision stipulated in the Barcelona Declaration of an equal partnership between the regions and countries located around the Mediterranean Sea (e.g., North Africa, the Middle East, and Europe).

Operating under Danish law since our creation in 1997, we currently encompass 70 organisations from 30 countries. We have offices in Copenhagen (headquarters), Tunis, and Brussels. Today, we work primarily on promoting and protecting human rights and democracy in the Southern and Eastern Mediterranean regions and on influencing the policies of major European actors towards these areas.

Our vision is human rights and democracy for all in the Euro-Mediterranean region.

Our mission is to strengthen the collaboration between human rights organisations from the South, the East and the North of the Mediterranean, and to increase their influence at home and abroad. We achieve this mission mainly by facilitating the creation of joint strategies and action plans between members, and by conveying their shared analyses and views to decision-makers and to the public.

In our political work we adhere to the following three fundamental values:

- All human rights are universal, indivisible, and interdependent.
- A pluralist democracy acting in accordance with the rule of law is the most legitimate and desirable form of government.
- Independent civil society organisations have a key role to play in monitoring and shaping political decision-making.



In our daily operations we are committed to the following three principles:

- Equality is for all.
- Diversity and pluralism are strengths.
- Sustainability is essential.





# WORK METHODS

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EuroMed Rights works through, for and in collaboration with its members. Besides this, we engage with hundreds of other civil society organisations and with national and international state institutions operating in the field of human rights. We do so by combining the key work methods explained below.

## **Analysis and monitoring**

EuroMed Rights monitors the development of the human rights and democracy situation in the Euro-Mediterranean region through desk-studies, field missions and other forms of data-collection. We also procure or produce fact-checked analyses of key trends and phenomena of relevance for our work. We use the results of the monitoring and analysis to strengthen the capacities and understanding of our members on specific issues and processes. We also use them as input and background for our political positioning and in the planning of our programme and advocacy and communication activities.

## **Collaboration and co-creation**

EuroMed Rights facilitates collaboration and co-creation among its members and stakeholders. In our co-creation processes, we often reach beyond the civil society sector to engage and mobilize national and international state actors and institutions. Most of our work is implemented through the organization of a broad number of working groups, in which our members meet with their peers and with other stakeholders to exchange ideas, receive training, make joint action plans, and take joint decisions. We divide the working groups into two overall categories: national and regional.

National working groups bring together the Network's members, partners, and stakeholders in a specific country member of the Euro-Mediterranean region. National working groups may work on one or more of our strategic goals. Their work focuses primarily on domestic issues, but they may also work internationally in close coordination with the regional working groups.

Regional working groups bring together the Network's members, partners, and stakeholders from the entire Euro-Mediterranean region. The regional working groups are organized around our strategic goals. Their work focuses primarily on the effects that the policies enacted by international actors, such as the European Union and its member states, have on human rights and democracy in the Euro-Mediterranean region.

National and regional working groups work in close coordination on achieving the Network's strategic goals and the outcomes of the work of one feed into the those of the other and vice versa. In parallel with the working groups, EuroMed Rights organises dialogues between civil society, national state authorities, and international actors, such as the European Union.

## **Advocacy and communication**

EuroMed Rights influences and reaches out to decision-makers, policymakers and the broader public through its advocacy and communication work. It does so in close collaboration with our members and partners. Our advocacy actions target international bodies such as the EU, as well as both regional and national governments including the EU member states and governments in the Southern and Eastern Mediterranean.

We organize joint advocacy missions and meetings for our members and partners and enter into dialogue with government actors and policymakers. We also support member organisations in their own advocacy work for example through training or and generating access to decision-makers.

Finally, we communicate our ideas, views, and analyses to the broader public through publications, as well as seminars, conferences, briefings and more, and openly stand in solidarity when our members and partners face persecution and harassment.

## Mainstreaming

EuroMed Rights uses mainstreaming to address issues and concerns that touch the entire organisation. In our mainstreaming we aim to ensure that the issue is addressed within all departments and activities of the Network, from its governance structures and administration to its programmes and activities.

EuroMed Rights systematically conducts gender mainstreaming throughout its work and ensures that freedom of expression, freedom of association, the right to peaceful assembly and movement, and access to decision makers and funding for civil society are addressed in all our programmes.

### Exploring new work and meeting formats

Drawing on our experiences under the Covid-19 related lockdowns, EuroMed Rights will from 2022 and onwards complement its traditional physical work methods with greener, more cost-efficient, and flexible work forms.

Physical meetings will continue and be complemented by online formats. These new work forms will allow us to sustain more regular interactions with and between members as well as launching new initiatives through virtual working groups either at the country level or on specific thematic areas.

# POLITICAL GOALS

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## FOR 2027

In the period from 2022 to 2027, EuroMed Rights will organize its political work around five political goals.

To allow the Network to respond to opportunities outside the five goals for the promotion of human rights and democracy as well as threats to them, EuroMed Rights will in parallel reserve funds dedicated to small-scale incubator activities. Examples of possible themes for upcoming incubator activities include climate rights, youth, social movements, and equality.



## Reinforced Migration and Asylum Rights

Human mobility has steadily shrunk in the Euro-Mediterranean region over the past three years. So has the ability for CSOs in the region to promote and protect the human rights of migrants and refugees. From this perspective, the Covid-19 pandemic has all but strengthened an already existing trend towards blocking trans-border mobility, reducing access to asylum and protection for migrants and refugees, and increasing the use of forced returns and pushbacks across international borders.

In the Maghreb sub-region, Tunisians, Moroccans, and Algerians who migrate towards Europe continue to face human rights violations and risk of deportation upon arrival. At the same time, Maghreb governments themselves violate the rights of migrants arriving in or transiting through the region from Sub-Saharan Africa, systematically harassing and preventing CSOs from effectively mobilizing and organizing collective measures to protect migrants and refugees.

In the Mashrek subregion, geopolitical tensions and economic stagnation have further deteriorated already-poor access to protection and safety for millions of migrants and refugees. In parallel, several Mashrek governments (alongside a few European counterparts) - in direct contradiction of existing evidence – have declared that parts of Syria are “safe” and taken steps to return Syrian refugees at the risk of grave human rights violations.

Given government harassment and the complicated access to information on the ground, CSOs in the sub-region collectively lack the capacity to ensure proper monitoring of the



returnees. With the proposal of its “Migration Pact” in 2020, the European Union confirmed its perception of migration as a threat to its internal stability.

In consequence, EU policy instruments and budgets focus, on one hand, on protecting EU borders especially in the Mediterranean and on return policies, and on the other hand, on developing collaboration with third countries both on migrant readmission and on controlling their own borders.

Finally, climate change, - including desertification, pollution and rising temperatures and sea levels - puts additional pressure on people in the Southern Mediterranean region to migrate and flee unsustainable living conditions. Yet, at present, there is no legal mechanism for ensuring protection and rights for so-called climate migrants and refugees.



**EuroMed Rights' first political goal is that migration and asylum rights are reinforced in the Euro- Mediterranean.**

To reach this goal, EuroMed Rights will strive to achieve the following objectives by 2027:

- An independent monitoring mechanism on the return practices of migrants is established in at least two countries in the Southern Mediterranean region.
- An independent mechanism is established to monitor the EU budgets for migration-related operations to ensure better transparency and accountability of the implementing agents and institutions.
- National regularization procedures of the status of migrants and refugees are established in at least two countries in the Euro-Mediterranean region.
- Human rights and migrant organisations in Europe and the Southern and Eastern Mediterranean have strengthened cooperation and their voices are brought into the debates on migration at national and EU levels.
- The issues of climate refugees are included in the European policy agenda.

To achieve these objectives, EuroMed Rights plans to:

- Monitor and analyze trends and developments in human rights for migrants and refugees in the Euro-Mediterranean region.
- Operate national, regional, bi- and three-party working groups focusing on the human rights of migrants and refugees in the Euro-Mediterranean region.
- Organize communication activities including media actions, conferences, seminars and briefings in which our members, staff, and partners disseminate and exchange with an international public as well as advocacy activities targeting EU institutions, the UN, EU member states, and national governments on human rights for migrants and refugees in the Euro-Mediterranean region.

## Advanced Gender Equality

Inequalities between men and women, discrimination based on gender and sexual orientation, and violation of women's rights have persisted in the Euro-Mediterranean region during the past three years.

Across the region, new political movements, alongside established actors, rejecting the legality and applicability of international human rights framework ensuring the human rights of women and LGBTQI+ persons and targeting explicitly queer and feminist CSOs, have emerged. In multiple cases, the Covid-19 pandemic has aggravated pre-existing structural inequalities and discriminations against women's rights and gender equality.

Recent studies suggest that women in the Southern and Eastern Mediterranean region continue to experience gender-based violence more often than anywhere else in the world. In most countries of the Southern Mediterranean, legislations protecting women from violence are either non-

existent, stalled, or poorly implemented. The situation for LGBTQI+ people is particularly complex as well: in most countries of the region, same-sex relationships are criminalised, trans people can face prosecution under "public morals" or defence against "act against nature" laws, and intersex people are invisibilised. Against this backdrop of legal stagnation, and growing conservatism across the countries of the Southern Mediterranean, an exceptional mobilisation by and in sympathy with women and LGBTQI+ persons have, indeed, taken place over the past three years.

The EU and its member states have adopted the European Strategy for Gender Equality 2020-2025 and the European LGBTIQ Strategy 2020-2025, as well as the EU's Gender Action Plan (GAP III), which cover the EU's external action in third countries, i.e., the MENA. Furthermore, the Istanbul Convention on preventing and combating violence against women and domestic violence, while being a Council of Europe initiative, is open to non-EU countries' accession. These instruments constitute leverage for advancing gender equality in the region.

**EuroMed Rights' second political goal is to promote and participate in advancing gender equality in the Euro-Mediterranean region.**

To reach this goal, EuroMed Rights will strive to achieve the following objectives by 2027:

- Women's rights and the rights of LGBTIQ+ people are introduced into public and political discussions in at least two countries in the region.
- At least two new countries in the region accede to new instruments to combat violence against women (such as the Istanbul Convention to combat violence against women) or lift reservations to existing instruments (such as CEDAW).
- The legal framework, including the constitutions, in at least two countries in the region is harmonised with the international human rights framework pertaining to women's rights and gender equality.
- EuroMed Rights' work is gender mainstreamed, its gender mainstreaming strategy and workplan implemented and evaluated through a gender audit presented to the GA in 2024 showing progress towards enhanced gender equality within the Network.
- Feminist and human rights organisations in Europe and the Southern and Eastern Mediterranean have strengthened cooperation, and their demands and recommendations are considered in debates on gender equality at national, EU and UN levels.

To achieve these objectives, EuroMed Rights plans to:

- Monitor and analyse trends and developments regarding women's rights and gender equality in the Euro-Mediterranean region.
- Operate national and regional working groups focusing on women's rights and gender equality in the Euro-Mediterranean region.
- Organise communication activities, including media actions, conferences, seminars, and briefings in which our members, staff, and partners disseminate and exchange with an international public on relevant and timely gender equality issues.
- Advocate for the promotion and respect of women's and LGBTIQ+ persons' human rights towards EU institutions, the UN, EU member states, and national governments.
- Implement a gender mainstreaming strategy and workplan to ensure the integration of gender equality considerations into EuroMed Rights' organisational structures, activities, decisions, and communications.







## **Increased Accountability, Justice and Space for Civil Society**

The space available for CSOs working to promote, defend and protect human rights in the Euro-Mediterranean region has steadily declined over past three years, as has access to justice and accountability for citizens in the region.

In the Southern and Eastern Mediterranean, the Covid-19 pandemic continues to provide opportunities for authoritarian governments to accelerate the extension of state power at the expense of independent civil society, accountability, and justice. In Egypt, repression, intimidation, and harassment by President Sissi's military-backed government continue to push independent civil society and human rights organisations further into exile or underground. In Algeria, the military-supported President Tebboune is responsible for a return to targeted repression of civil society activists and protesters. In Syria, human rights organisations remain under attack in both government-controlled regions and disputed areas. In Turkey, the legal system remains over-politicized and CSOs are repressed. And in Palestine and Israel, human rights organisations and activists are systematically targeted by Israeli repression and harassment. In none of these countries is justice served or accountability upheld.

This situation is worsened by the endemic corruption in the region. Furthermore, international support to human rights defenders and independent civil society organisations is increasingly criminalized via anti-terrorism laws and administrative obstacles. Finally, the rapid emergence of politically complacent government-created civil society organisations further complicates the ability of independent CSOs to exercise their role in monitoring the application of laws and ensuring accountability for human rights violations.

The European Union, its member states and the Council of Europe have, with few exceptions, failed to counter these developments. Divisions between the EU member states over the status and approach to human rights promotion and fulfilment continue to limit the EU's ability to take action in favor of civil society, justice and accountability. This has come in conjunction with a broader global paralysis of international justice and continuation of impunity as exemplified in diminished support - including from key European governments - to the International Criminal Court or the African Court of Human and People's Rights.

**EuroMed Rights' third political goal is that the room available for civil society is enlarged and that accountability and justice are increased in the Euro-Mediterranean region.**

To reach this goal, EuroMed Rights will, in particular, strive to achieve the below by 2027:

- Human rights organisations in the Southern and Eastern Mediterranean, and notably in Egypt, Palestine-Israel, Algeria, Syria and Turkey, continue to receive political, financial and organizational support.
- Political decision-makers in the European Union and its member states, and in likeminded European states, prioritize the protection and enlargement of the space available for independent civil society organisations and for human rights defenders in the Southern and Eastern Mediterranean including notably Egypt, Palestine-Israel, Algeria, Syria and Turkey; inter alia by constructing alliances in favor of accountability, justice and the role of civil society in politics.
- Legal reforms are adopted in favor of judicial independence and accountability.
- In the framework of its strategic priorities for 2021-2027 Regional Southern Neighborhood cooperation, the EU continues funding and promoting an effective dialogue with regional civil society and takes its recommendations into account.
- In the framework of its new Southern neighborhood policy, the EU sets up regional and national mechanisms to protect human rights defenders and corruption whistleblowers.

To achieve these objectives, EuroMed Rights plans to:

- Monitor and analyze trends and developments in the status of civil society, justice, and accountability in the Euro-Mediterranean region.
- Operate national and regional working groups focusing on the status of civil society, justice, and accountability in the Euro-Mediterranean region.
- Organize communication activities including media actions, conferences, seminars, and briefings in which our members, staff, and partners disseminate and exchange with an international public as well as advocacy activities targeting EU institutions, the UN, EU member states, and national governments on the status of civil society, justice, and accountability in the Euro-Mediterranean region.
- Support the regional structured dialogue between civil society from the Euro-Mediterranean region and the EU to enlarge the space for civil society and promote democracy, good governance, and human rights.







## Strengthened Democracy and Fundamental Freedoms

The status of democracy and fundamental freedoms in the Euro-Mediterranean region has continued to backslide or remained at a negative status quo over the past three years.

The sweeping powers permitted to governments under the Covid-19 pandemic have in many countries exacerbated illiberal and authoritarian trends, and governments and state institutions have often seemed unwilling or incapable of pursuing genuine democratic reforms and protecting fundamental freedoms. The collaboration between civil society organisations, state actors and, in some instances, international actors like the EU, is also increasingly put under pressure from new populist political forces and increasing instability.

In the South and Eastern Mediterranean region timid steps towards political reform have been observed on occasion in Morocco and Lebanon, and the long-term transition away from Ben Ali's autocratic police state in Tunisia remains a potential arena for pursuing democratic reform and protecting fundamental freedoms in spite of setbacks and challenges.

Amongst the most pressing reform issues one finds judicial reform, constitutional reform, reform of the institutions guaranteeing fundamental freedoms and rights, and reform of institutions responsible for prohibiting gender-based violence. Another key arena in Tunisia is the independent public institutions, whose ability to oversee and control government actions depends both on their internal structure and on their capacity to operate.

Elsewhere in the region the challenges to democratic reform and protecting fundamental rights remain high: in Algeria, popular gatherings involving political and human rights movements face repression and unprecedented judicial and police harassment. And in Libya, political stability and respect for human rights remain hard to achieve in the long term despite the political agreement concluded in early 2021 between the different political and military forces.

**EuroMed Rights' fourth political goal is that democracy and fundamental freedoms are strengthened in the Euro-Mediterranean region.**

To reach this goal, EuroMed Rights will strive to achieve the following objectives by 2027:

- The alternative Universal Periodic Review Civil society reports in Tunisia, Algeria, and Morocco are taken into account.
- Existing laws for enhancing the independence of the Tunisian judicial system are protected and new laws further strengthening their independence are adopted and promulgated.
- A national commission to fight against racial discrimination is established in Tunisia.
- Tunisia's constitutional court is established, and transparent processes of electing members is created.
- The Tunisian league of the independent public institutions is institutionalized and a communication and public mobilization strategy is put in place.

To achieve these objectives in Tunisia, EuroMed Rights plans to:

- Monitor and analyze trends and developments of democracy, reforms and fundamental freedoms in the Euro-Mediterranean region.
- Operate national and regional working groups focusing on the trends and developments of democracy, reforms, and fundamental freedoms in the Euro-Mediterranean region.
- Organize communication activities including media actions, conferences, seminars, and briefings in which our members and partners disseminate and exchange with an international public as well as advocacy activities targeting EU institutions, the UN, EU member states, and national governments on the trends and developments of democracy, reforms, and fundamental freedoms in the Euro-Mediterranean region.
- Organize capacity building of the members and staff of a selected number of the public independent institutions.





## Enhanced Economic, Social and Cultural Rights

The realisation of economic, social, and cultural rights (ESCR) has not improved in the Southern and Eastern Mediterranean over the past three years. The region remains one of the most unequal in the world with the top 10% of earners sharing roughly 60% of the national income. Women, youth, the elderly, vulnerable groups, and minorities are particularly exposed to these inequalities. Women in particular are highly represented in sectors that tend to be poorly protected by labour and social security legislation, such as domestic work or agriculture, and in the Southern and Eastern Mediterranean region, the share of women in paid work is the lowest in the world. Often women do not have the same rights as men to make decisions, pursue a profession, travel, marry or divorce, head a family, receive an inheritance, or access wealth and other resources.

Similarly, LGBTIQ+ persons face structural discriminations in accessing employment and are more likely to suffer harassment in the workplace. A well-resourced and accountable State is indispensable to guarantee progress on economic, social, and cultural rights. But in the Southern and Eastern Mediterranean region, a combination of misguided policies, negative cultural stereotypes and internationally encouraged structural adjustment programmes continue to preserve existing inequalities and compromise labor rights.

Further, poorly implemented tax regimes have in many countries undermined the governments' capacities to secure the resources needed to meet urgent social, economic, and cultural obligations. International corporations, foreign investors and financial institutions play a key role in affecting the socio-economic policies in the region. Yet, regulatory frameworks for such entities are weak in many countries and human rights and due diligence obligations are not spelled out, and where they are, enforcement is often inadequate.

Finally, the EU has - as the main trading partner of many South and Eastern Mediterranean countries - a responsibility for this state of affairs notably by failing to properly involve civil society in trade negotiations and investment agreements and by failing to ensure proper assessment of the impact that trade agreements have on economic, social and cultural rights locally.

**EuroMed Rights' fifth political goal is that the implementation of economic, social and cultural rights is enhanced in the Euro-Mediterranean region.**

To reach this goal, EuroMed Rights will in particular strive to achieve the following objectives by 2027:

- CSOs in the Euro-Mediterranean region have increased their capacity to monitor the obligations of the State to ensure ESCR, and to interpret and take action on violations of ESCR.
- CSOs have documented violations of ESCR relating to fiscal policies and underperformances by states and contributed to alternative reports or submissions regarding transnational policies and agreements, and extra-territorial obligations.
- The issue of equality in marriage and inheritance rights for women is recognized as essential for the enjoyment of their ESCR.
- Civil society is consulted during free trade negotiations with the European Union.
- EU institutions promote ESCR as part of their internal and external policies.

To achieve these objectives, EuroMed Rights plans to:

- Monitor and analyze key trends and developments in ESCR in the Euro-Mediterranean region.
- Operate national and regional working groups focusing on ESCR in the Euro-Mediterranean region.
- Organize communication activities including media actions, conferences, seminars and briefings in which our members and partners disseminate and exchange with an international public as well as advocacy activities targeting EU institutions, the UN, EU member states, and national governments on ESCR in the Euro-Mediterranean region.

### **Moving our geopolitical focus over the six-year period of the strategy**

Taking the Network's current composition and capacity into account, we suggest that our efforts to reach these political goals are rolled out geographically in the following way over the coming six years:

During the first three years of the strategy period, from 2022 to 2024, the network will focus on: (a) Upholding its current position in the South of the Mediterranean region (North Africa); (b) Expanding its position in the East of the Mediterranean region (the Middle East); (c) Upholding its ability to influence European and other foreign policies towards these two regions; and (d) Preparing for a deeper expansion into the North of the Mediterranean region (Europe). The document provides a series of concrete avenues which indicate how EuroMed Rights will work to achieve these goals over the coming three years.

During the last three years of the strategy period, from 2025 to 2027, the Network will focus its efforts on: (a) Upholding its position in the South and East of the Mediterranean region; (b) Upholding its ability to influence European and other foreign policies towards these regions; and (c) Expanding deeper into the North of the Mediterranean Region (Europe). The precise focus and implementation of this second phase will draw on recommendations provided in a mid-term review conducted prior to the General Assembly in 2024.



# ORGANIZATIONAL GOALS

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## FOR 2027

Delivering on the aforementioned political goals, from 2022 to 2027 EuroMed Rights will, in parallel, strive to achieve the subsequent five organizational goals.

### **Energized Member Base**

EuroMed Rights is a member-driven network with a broad and diverse membership base. The Network serves as a platform to mobilize and engage our members in policy collaboration, capacity building, and advocacy and communication to jointly work on addressing human rights issues in the Euro-Mediterranean region. As the Network has grown in size and importance over the years, it must actively strive to attract young and active CSO's and to widen its outreach to new audiences such as social movements and youth activists by incorporating new and emerging themes.

**Our first organizational goal is that our member base is energized.**

Our objectives to reach by 2027 are that:

- New ways for members to engage with the Network are introduced through a more flexible, cost-efficient, and greener form of creating and combining online and offline working groups.
- New methods are established for engaging with influential political actors from outside the CSO sector such as social movements, representatives of new rights issues, etc.
- Our outreach to youth organisations is increased, including within the working groups.
- The number of member organisations is increased while keeping the statutory balance between members from the North and the South.
- Our members understand and actively support the Network and its operations.



To reach these objectives we plan to:

- Implement a more diverse and flexible working group model.
- Dedicate resources to follow up on membership issues in both the Executive Committee (e.g., a membership referent) and in the secretariat.
- Adopt a membership strategy and work plan outlining pathways for renewing and expanding membership with a focus on representation at the General Assembly, inclusion of new organisations, mobilization of youth activists, and reinforcement of members' role in mobilizing the Network's member base.
- Introduce new ways of communicating with members with regard to EC meetings, working group meetings and more.

## **Increased Visibility and Impact**

Because of its member structure, Euromed Rights is able to intervene in expert debates as a credible and legitimate source of first-hand information and evidence-based opinions. The Network has good knowledge of, and access to, European Union institutions, its member states and media outlets with interest in the Euro-Mediterranean region.

Yet, the Network lacks visibility outside of specialised circles of experts. While we have recently experienced improvements in our ability to transcend said narrow circles of experts, there is room for improvement to attract more attention and exploit opportunities to reach out to political actors, the media, and the general public more effectively.

**Our second organisational goal is that our visibility and impact are increased.**

Our concrete objectives for 2027 are that:

- Broader and more diversified audiences are reached by our communication and advocacy work.
- The Network has gained recognition as a regional civil society actor that speaks with a clear, unified, and authoritative voice.
- Our members' expertise is used by quality media as a reliable first-hand source of information, analysis, and opinions.
- Decision-makers are compelled by our advocacy and communication work to adopt human rights-based policies.
- Our staff, members, and partners' capacity to advocate and communicate effectively is increased.

To reach these objectives we plan to:

- Develop a 'hub' for members as a two-way entry point which provides access to policymakers and the media. This will include both assisting members with coordinating messages and connecting media and officials with members.
- Re-brand EuroMed Rights' identity, including its visual branding, to clarify our profile among target audiences including CSOs, policymakers, IGOs, donors, businesses, the media/journalists, think tanks, academics, and the public more widely.
- Increase our presentation of evidence-based human rights narrative and storytelling with adequate, catchy outputs adapted to the audience, i.e. social media posts, mini-campaigns, face-to-face meetings, briefings, infographics/videos, Op-Eds, interviews, podcast series' etc.
- Develop a digital strategy addressing both advocacy and communication challenges such as message circulation, contact database, website appeal, social media use.
- Organise online and offline trainings on advocacy and communication for our staff, members, and partners.



## Reduced carbon footprint

Climate change constitutes a global emergency that already impacts the rights and freedoms of people all over the world. EuroMed Rights' traditional operational setup including international air travel and hotel accommodation incurs a relatively heavy Co2 footprint and its procurement chains have not been selected based on green criteria.

If left unaddressed, this might both contribute to increasing the threat to the rights and livelihood of our members and weaken our eligibility with key donors. Drawing on the recent experiences during the Covid-19 related lockdowns, EuroMed Rights will complement our traditional physical work methods with greener and more flexible and cost- efficient online work forms.

### **Our third organisational goal is that our CO2 footprint will be substantially reduced.**

Our concrete objectives for 2027 are that:

- Our Co2 footprint is reduced substantially compared to the pre-pandemic level.
- Our administrative set-up, including all procurement chains, is climate mainstreamed.
- Our activity portfolio - including all working group activities, Executive Committee meetings, secretariat meetings and others - is climate mainstreamed.

To reach these objectives we plan to:

- Organise a climate audit of a traditional pre-pandemic operational year to serve as a baseline to report up against.
- Reduce the number of annual physical encounters requiring international air travel by 50%, including Executive Committee meetings, secretariat meetings, seminars, advocacy missions, international conferences, and other international gatherings.
- Stop delivering print handouts at physical meetings and gatherings and migrate towards paperless daily work at staff level.
- Build strong technical online capacities in the secretariat to enable staff to assist members in using proposed online solutions.
- Ensure that all procurement chains (service contracts, travel arrangements, catering, etc.) are climate friendly.

## Improved financial sustainability and diversification

EuroMed Rights has enjoyed steady growth in its annual income over the past years. While this testifies to a sound economic base, it also increases the complexity of the Network's financial management and calls for stronger financial management. It also heightens the necessity to build a sound reserve, manage long-term liabilities, and expand and diversify our donor base.

**Our fourth organisational goal is that our financial sustainability and diversification is improved.**

Our concrete objectives for 2027 are that:

- Funds are mobilized to ensure the implementation of the present strategy document.
- The funding portfolio is retained and further diversified through the addition of new donors and the prioritisation of long-term and flexible financial support.
- Equity (continuity reserve) is increased to ensure organisational sustainability.
- Compliance with financial regulations and conditions of donor grants are continually ensured.
- Long-term financial liability of rental and service contracts is decreased.

To reach these objectives we plan to:

- Involve Executive Committee members in strategic donor-diplomacy and mobilize more broadly willing members organisations.
- Enroll staff in all departments in ongoing fundraising activities.
- Improve grant management through clarified guidelines and training.
- Further strengthen our financial management procedures and formats.
- Save funds for equity wherever possible without jeopardizing our political and operational goals.



## Improved Internal Learning

Over the past four years, EuroMed Rights has built a new framework for monitoring and evaluating its activities. The so-called PMEAL (Planning, Monitoring, Evaluating, Accounting for and Learning) enables the Network to better monitor the progress of our programmes, identify our goals, improve links between these goals and our activities, and to adjust our work and ensure accountability.

The last pending step in rolling out the PMEAL framework is to ensure that the Network is enabled to use the lessons learned from the PMEAL framework in the planning and targeting of our programme activities and working methods.

**Our fifth organisational goal is that EuroMed Rights increases and systematizes its internal learning.**

Our concrete objectives for 2027 are that:

- The PMEAL-framework is fully implemented as an annual cycle.
- The PMEAL-framework itself is evaluated and adjusted.
- Staff, management, Executive Committee, and members understand and take ownership of the new framework.
- Quality reporting to key stakeholders including the Executive Committee, our donors, members, and external partners is provided.

To reach these objectives we plan to:

- Secure human resources for the full implementation of the annual cycle of the PMEAL-framework and organize evaluation and adjustment of the PMEAL-framework.
- Develop and implement a clear organisational set-up that allows key stakeholders to take ownership over the framework.
- Provide adequate training to staff and other relevant stakeholders.
- Include recurrent internal and external evaluations of programmes and their contribution to the achievement of the strategic goals with an aim to learning and acting upon acquired learnings.

# TOWARDS THE NEXT

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## GENERAL ASSEMBLY

Throughout the six years covered by the present strategy document, the EuroMed Rights secretariat will keep the Executive Committee, members, donors, and other relevant stakeholders well informed about the progress towards achieving the ten political and organisational goals listed in the document.

The overall reporting will be organized as follows:

- Regular communications to the Executive Committee on achievements and updates on all goals, based on the PMEAL framework,
- Online publications - e.g. newsletters, flash reports on our website and social media - to members, donors, and external stakeholders,
- Annual reports to inform all stakeholders, including the wider public, about results achieved,
- Annual audit reports to the Executive Committee, and relevant stakeholders upon request,
- Financial and activity reporting at the General Assembly in 2024.

Prior to the General assembly in 2024, the secretariat will conduct a mid-term review of the Network's work towards achieving the ten strategic goals. The recommendations from this review will form part of the basis for elaborating an adjusted strategic framework document and a supporting series of work avenues for the last three years of the strategy phase (2025-2027).

# GLOSSARY

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**CEDAW:** Convention on the Elimination of All Forms of Discrimination against Women

**CSO:** civil society organization

**EC:** Executive Committee

**EU:** European Union

**ESCR:** economic, social, and cultural rights

**LGBTQI+:** Lesbian, gay, bisexual, transgender, queer and intersex

**MENA:** Middle East and North Africa

**PMEAL:** Planning, Monitoring, Evaluating, Accounting for and Learning

**UN:** United Nations

# ACKNOWLEDGEMENTS

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EuroMed Rights would like to acknowledge and thank the following donors for their financial support:

- Church of Sweden
- Danish-Arab Partnership Programme
- European Union
- Fondation de France
- Heinrich Böll Foundation
- Norwegian Ministry of Foreign Affairs
- Open Society Foundations
- Sida (Swedish International Development Cooperation Agency)
- Sigrid Rausing Trust
- Swiss Confederation



