

# EuroMed Rights' Strategic framework 2025 – 2027

<b>PREFACE</b>	4
<b>INTRODUCTION</b>	5
<b>VISION, MISSION, VALUES AND IDENTITY</b>	7
Our Identity	8
Our Vision And Mission	8
Our Values	9
Mainstreaming Gender And Youth	10
<b>WORK METHODS</b>	11
Analysis And Monitoring	11
Collaboration And Co-Creation	11
Advocacy	12
Communication	12
<b>POLITICAL GOALS FOR 2027</b>	13
Goal 1: Reinforced Migration And Asylum Rights	13
Goal 2: Increased Gender Equality	16
Goal 3: Strengthened Justice And Accountability	18
Goal 4: Safeguarded Freedom, Democracy, And Space For Civil Society	20
Goal 5: Enhanced Economic And Social Rights	22
Balancing Our Geopolitical Focus	24
<b>ORGANISATIONAL GOALS FOR 2027</b>	25
Goal 1: Energised Member Base	25
Goal 2: Increased Visibility And Impact	26
Goal 3: Reduced Carbon Footprint	28
Goal 4: Improved Financial Sustainability And Diversification	30
Goal 5: Improved Internal Learning	30
<b>TOWARDS THE NEXT GENERAL ASSEMBLY</b>	32

# Preface

The present strategy document sets goals and objectives for EuroMed Rights' work in the period from January 2025 to December 2027. This corresponds to the second half of the period covered by the strategic framework document entitled "Improve and advance" that was adopted during the Network's General Assembly in October 2021.

The document is based on a firm belief that the ten strategic goals that the Network set out to achieve in 2021 remain as relevant as ever. Consequently, the present document does not set new goals for our work: Instead, it brings the strategy document up to date with key developments within the Network as well as the external environment in which it operates.

This new document differs from the first version in two key respects: Firstly, it presents updated descriptions of the internal and external environments that surround the Network and condition its efforts to reach its political, organisational, and geopolitical goals. Second, it clarifies some passages of the first version which were unclear or difficult to put into operation – in particular the demarcation between some of the political goals and the framing of the Network's identity statement.

We began updating the strategy document in late 2023 by appointing a taskforce comprised of Executive Committee members and select Secretariat staff. Having elaborated an internal analysis of the results of our work in 2022 and 2023, the taskforce made propositions for amendments to the strategy document that were discussed with members of the Network and with the body of the Secretariat staff. Enjoy reading.

**Rasmus Alenius Boserup**  
Executive Director



# Introduction

Since EuroMed Rights' General Assembly adopted a first version of this strategy in 2021, the conditions for defending and promoting human rights and democracy in the Euro-Mediterranean region have changed.

In the European North, the decade-long trend of rising political influence of illiberal and populist movements and actors has intensified. With varying degrees of success, these actors challenge the universality of international human rights norms and the idea of liberal democracy. Recognising the shifting internal power balances across Europe, key institutions within the European Union have –momentarily at least – responded by decreasing their commitment to foreign policies in the Euro-Mediterranean region that directly contribute to protecting and defending human rights and democracy.

In parallel over the past three years, in the Southern and Eastern Mediterranean, authoritarian governments have further consolidated their grip on power. Across the region, political elites have channeled unprecedented resources into criminalising and crushing the aspirations for a rights-based and democratic political order that millions of protesters called for a decade ago. Benefitting from an increasingly pragmatic international political environment, these leaders have weaponised judicial systems and imposed populist-authoritarian norms not only on the political systems, but across all key sectors of society including media, education, administration, culture and economics (to mention but a few).

EuroMed Rights does not take these changes as a sign of defeat, but as a call for further action. Our 30 years of experience in fighting for human rights and democracy in the Euro-Mediterranean region have taught us both to persist and to adapt.

The present version of our six-year strategy has been updated with the aim of doing exactly that:

Persisting by insisting that the goals we set out to achieve over six years back in 2022 are more relevant now than they were three years ago. Rarely have we observed a moment in which the struggle to mobilise international support for justice and accountability has been more urgently needed. Seldom have our struggles for women's rights and gender justice and the rights of LGBTQI+ persons been more warranted – offline, online and throughout the region.



The struggle for freedom, democracy and livable space for civil society itself is more pressing than ever: From European courtrooms stifling the freedom of expression and association to the closing space for engagement in today's Tunisia. The rights of migrants and asylum seekers to protection have unquestionably continued their sad rise on the policy agenda – not just in nationalist-xenophobic circles in the European North, but also and increasingly among opportunistic populist instigators in the South. Not since the economic collapses in the decades following decolonisation and the end of World War II have economic and social rights been more preoccupying.

Our conviction that youth should play a larger role in our work and that the burning questions of climate justice and artificial intelligence should have their place in our priorities has proven to be timely and urgent. Finally, our efforts to gradually and persistently expand the geographical reach of the Network throughout the Euro-Mediterranean region remain essential to ensure the balanced and consolidated development of an appropriately-sized organisation.

Persisting in our pursuit of these goals and objectives, we recognise, however, the need to adapt our struggle to respond to changes in our surroundings. In this strategy document, this is expressed in the increasing emphasis placed on “protection” and “defense” of human rights and democracy. While the external environment of our operations in 2021 (when the first version of this strategy was drafted) inspired hope that we could strengthen, promote and develop the scope of human rights and democracy in the region, we are today increasingly dedicating ourselves to defending, preserving and protecting the achievements of the human rights movement over the past decades. This is not defeat. It is our purpose.

Before giving a concise overview of the revised goals and objectives for the coming three years, the present strategy document opens with a presentation of EuroMed Rights' new and simplified identity statement followed by our vision, mission, and values. Having described our key work methods, the document presents our ten updated political and organisational goals and the corresponding objectives set under each of these. The document concludes with a summary of how the Network will report up against the strategy in the last three years of its validity period.





# VISION, MISSION, VALUES AND IDENTITY

## OUR IDENTITY

EuroMed Rights is one of the biggest networks advocating for human rights and democracy in the Euro-Mediterranean region (Europe, North Africa, and the Middle East).

Our work brings forth the analyses and demands developed by frontline human rights defenders and pro-democracy activists working for our 70+ member organisations and 100+ partner organisations in more than 30 countries.

Our name — EuroMed Rights — refers to the vision of an equal partnership between countries and peoples in Europe and the Southern and Eastern Mediterranean set out in the Barcelona Declaration in 1995. Operating since 1997 under Danish law, we have offices in Copenhagen (headquarters), Tunis, and Brussels, and we have colleagues posted in several other countries in the region.

## OUR VALUES

In our political work we adhere to three fundamental political 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 adhere to three organisational values:

- Equality
- Diversity
- Sustainability





## OUR VISION AND MISSION

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

Our mission is to strengthen collaboration and solidarity 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.

## MAINSTREAMING GENDER AND YOUTH

EuroMed Rights uses mainstreaming to ensure that our organisational values – diversity, equality, and sustainability – are respected and upheld throughout our structures and operations and that discrimination is prevented and short-sighted policies are not implemented.

For more than a decade, we have pursued gender mainstreaming to ensure that we live up to the highest standards for equality in our organisational setup and in our operations. This has led to the creation of institutions and procedures that today ensure gender balance in our government structures, activities, representation and decision-making bodies.

In the coming period, we will expand our value mainstreaming with initiatives in support of diversity and sustainability.

Building on concrete action and progress over the past three years, the Network will launch initiatives to ensure wider diversity by increasing the participation of young human rights defenders in our activities and by empowering young persons in our decision-making and operations.

In parallel, we will launch initiatives to increase our contribution to environmental sustainability by further greening our operations and reducing our carbon emissions (for more on the latter, see section 4 of the organisational goals).

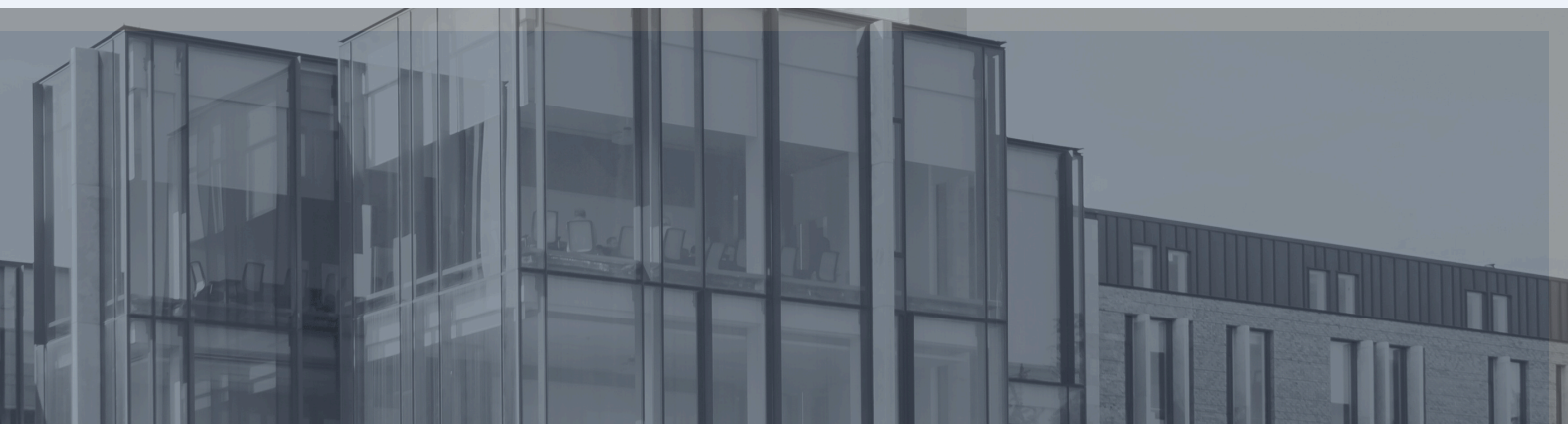
To reach these goals, EuroMed Rights will elaborate strategies and workplans for our mainstreaming work on gender and youth and ensure their implementation. Furthermore, EuroMed Rights will guarantee that its mainstreaming efforts will be audited, and the results presented at the Network's General Assembly meeting in 2027.



# Work methods

EuroMed Rights generates change by ensuring that highly credible human rights organisations develop shared policy demands and present these to influential decision-makers and relevant publics.

EuroMed Rights works through, for, and in collaboration with our members and partners. We also interact in a sustained way 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 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 mobilise national and international state actors and institutions.

An important part of our work is implemented through the organisation of a broad number of working groups in which our members meet with their peers and with other stakeholders to exchange ideas, participate in 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 and although their work focuses primarily on domestic issues, 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 across the Euro-Mediterranean region. The regional working groups are organised 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 towards 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

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 organise 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 through, for example, training and the facilitation of access to decision-makers.

## Communication

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 with our members and partners if and when they face persecution and harassment.



# Political goals for 2027

In the period from 2025 to 2027, EuroMed Rights will continue to organise its work around the five political goals identified in 2021.

To allow the Network to respond to opportunities outside these five goals, EuroMed Rights will reserve a tailored pool of funds dedicated to small-scale incubator activities.

## Goal 1: Reinforced Migration and Asylum Rights

The rights of migrants and refugees are recurrently violated and challenged throughout the Euro-Mediterranean region.

Governments continue to cooperate on blocking trans-border mobility, curtailing access to asylum and protection, and conducting forced returns and unlawful pushbacks.

Organisations and institutions working to protect migrants and ensure that their rights are respected, have found it increasingly difficult to operate. In some cases, they have been administratively threatened, publicly harassed and experienced their staff and allies being physically bullied. In practice, their activities have been criminalised, undermining both their work and the external community's ability to access credible information and analysis from watchdog agencies and specialists in the field.

These trends occur at a time when the dramatic effects of climate change are likely to further pressure people to flee from increasingly unsustainable living conditions arising from desertification, pollution, rising sea levels, and rising temperatures.

In North Africa, governments continuously violate the human rights of migrants from Sub-Saharan Africa arriving in or transiting through the region. Governments' agents have also forcefully prevented CSOs from mobilising and organising collective measures to protect migrants and refugees, and in some case outrightly incited violence against migrant communities.

In the Middle East, conflict escalations and economic stagnation have contributed to an erosion of already-stretched protection and safety mechanisms for millions of migrants, refugees and internally displaced people (most notably and alarmingly in Sudan and Gaza). In parallel, governments have disregarded evidence and moved to declare parts of Syria to be "safe zones", ignoring the overwhelming evidence that the Syrian government and non-state actors operating in some of these areas continue to threaten the lives of returning refugees and migrants.



In Europe, immigrants originating from countries in the South and East of the Mediterranean face human rights violations and the risk of deportation upon arrival. With the adoption of a new “Migration Pact” in 2024, the European Union confirmed and entrenched its decade-long policy of treating trans-border migration as a threat to internal stability. Consequently, EU policy instruments, including recently signed bilateral agreements with several countries in the MENA region, increase internal border control, reinforce external third-country migration management mechanisms and seek ways to legalise the forced return of migrants. Among the concrete instruments recently introduced, artificial intelligence operated screenings at border checkpoints threaten to massively jeopardise adherence to human rights in border management. Finally, a number of European governments have adopted a hyper pragmatic approach on the migration dossier based on deep collaboration with repressive and authoritarian regimes in the South – most worryingly exemplified in the contra-factual declaration by some European governments of safe zones in Syria to which migrants and refugees can lawfully be returned.

## **EuroMed Rights’ first political goal 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 practices of returning migrants in the Mediterranean region is established.
- An independent mechanism to monitor the EU budgets for migration- related operations to ensure better transparency and accountability of the implementing agents and institutions is established.
- National regularisation procedures of the status of migrants and refugees and access to legal pathways for migration across the Euro-Mediterranean region are increased.
- Collaboration between human rights and migrant rights organisations in Europe, North Africa and the Middle East is strengthened and their analysis and views have impact on relevant public debates at national and EU levels.
- The issues of human mobility in the context of disasters, climate change, and environmental degradation are included in the European policy agenda.

**To achieve these objectives, EuroMed Rights plans to:**

- Monitor and analyse trends and developments in human rights for migrants and refugees in the Euro-Mediterranean region.
- Operate national, regional, bi- and three-party/tri-partite working groups focusing on the human rights of migrants and refugees 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 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.





## Goal 2: Increased Gender Equality

Despite receiving heightened attention from governments across the Euro-Mediterranean region, gender-based violence and discrimination persist. Across the region, the aggravating effects of the Covid-19-related lockdowns in 2020 continue to uphold long-lasting structural discrimination and to block women's access to equal rights and opportunities.

In parallel, social and political movements continue to virulently oppose the universal values of the human rights framework targeting, in particular, LGBTQI+ persons as well as the organisations and institutions that promote and protect their rights.

The Middle East and North African subregions remain marred in legal stagnation and growing conservatism. Women continue to experience gender-based violence - including forms of economic violence - more often than anywhere else in the world. In some countries legislation protecting women against violence is poorly implemented; in others, it simply does not exist.

LGBTQIA+ people face particularly grave prospects in the MENA-region and in most countries same-sex relationships are criminalised. Trans people may face prosecution for breaching "public morals" or acting "against nature" and are increasingly the targets of online gender-based violence. And intersex people systematically avoid public attention out of fear of reprisals. Against this backdrop, online solidarity activism has, however, grown more vocal and visible.

Across Europe, conservative norms, structural discrimination and domestic violence continue to hamper women's access to equal opportunities and rights. In some countries LGBTQI+ persons and organisations experience increasing pressure from conservative movements and campaigns. In this context, the European Union's legal framework continues to provide leverage and a basis for promotion and protection of gender equality throughout the Euro-Mediterranean region, despite growing pressure from anti-gender movements. Inside the Union, the European Strategy for Gender Equality and the European LGBTQI Strategy are key instruments, while outside the EU, the so-called Gender Action Plan and Istanbul Convention on preventing and combating violence against women and domestic violence represent the key standard-setting tools.

**EuroMed Rights' second political goal is that gender equality is increased in the Euro-Mediterranean region.**

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

- Women's rights are considered in the public and political discussions in at least two countries in the region.
- The rights of LGBTQI+ people are considered in the public and political discussions in at least two countries in the region.
- An independent alert mechanism on anti-gender backlash is established to monitor resistance to gender justice in the Euro-Mediterranean region.
- 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, such as the Istanbul Convention and CEDAW.
- 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, gender-based violence and gender equality in the Euro-Mediterranean region.
- Operate national and/or regional working groups focusing on women's rights, gender-based violence 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 and gender-based violence issues.
- Organise capacity building activities for actors involved in combatting gender-based violence.
- Advocate for the promotion and respect of women's and LGBTQI+ persons' human rights towards EU institutions, the UN, EU member states, and national governments.



## Goal 3: Strengthened Justice and Accountability

Governments throughout the Euro-Mediterranean region continue to perform poorly on delivering justice and accountability.

The unlawful Israeli occupation of Palestine remains a key obstacle to ensuring progress on these issues. Palestinians are collectively and individually denied access to justice and fair trials. Impunity remains endemic for crimes committed by Israeli officials and private actors in the Occupied Territories and in 1948 Israel. The extent of war crimes – potentially meeting the legal threshold for genocide – committed by the Israeli army in Gaza in response to Hamas' attacks on October 7, 2023, threatens to further erode justice and accountability in the region. The popular pressure on governments throughout the Euro-Mediterranean region to call on implicated parties to cease the hostilities, as well as initiatives to press charges against Israel and its leaders at the International Court of Justice and the International Criminal Court do, however, offer potential avenues for strengthening justice and accountability.

Beyond the Israeli-Palestinian arena, Middle Eastern and North African national judicial frameworks remain highly politicised and judges and prosecutors often work under dual pressure from government officials and security agencies. In consequence, the region continues to have high numbers of political prisoners and prisoners of opinion. Many have been tried in military courts or in flawed civil proceedings.

Furthermore, MENA governments have systematically avoided delivering accountability for crimes committed by representatives of state agencies and institutions, whether in times of civil war or in more stable political environments. The movements expressing solidarity with political prisoners and uncorrupted judges and lawyers which arise with increasing frequency throughout the region offer potential avenues for strengthening justice and accountability.

While the European Union and its member states have generally remained committed to ensuring justice and accountability within the borders of the Union and its individual members states, these issues have rarely been prioritised in foreign policies. Furthermore, diverging opinions among EU members on external human rights promotion continue to limit the Union's ability to take decisive action in favour of justice and accountability and have, in some cases, prompted specific member states to distance themselves from the International Criminal Court or the African Court of Human and People's Rights.

**EuroMed Rights' third political goal is that justice and accountability is strengthened in the Euro-Mediterranean region.**

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

- Civil society organisations in the Euro-Mediterranean region continue or increase their work on achieving justice and accountability for old and new crimes committed in the region.
- International mechanisms such as the International Court of Justice and International Criminal Court continue or increase efforts to deliver justice and accountability on the key issues in the region.
- The European Union and its member states increase pressure on governments in the Euro-Mediterranean region to ensure fair trials, to liberate political prisoners and prisoners of opinion, and to end politically motivated pre-trial detentions.

One or more MENA governments pursue reforms guaranteeing the independence of the judicial system.

**To achieve these objectives, EuroMed Rights plans to:**

- Monitor and analyse trends and developments in the status of justice and accountability in the Euro-Mediterranean region.
- Operate national or regional working groups focusing on justice and accountability in the Euro-Mediterranean region.
- Organise conferences and seminars bringing together civil society actors as well as official representatives on issues of justice and accountability.
- Organise communication and advocacy activities targeting EU institutions, UN institutions, EU member states, and national governments on the issue of justice and accountability in the Euro-Mediterranean region.



## Goal 4: Safeguarded Freedom, Democracy, and Space for Civil Society

Freedom, democracy, and the space for civil society has continued to erode across the Euro-Mediterranean region.

In most countries of the Middle East and North Africa, authoritarian governments have consolidated their grip on power. In a bid to control domestic political and the social dynamics, these governments have harassed, imprisoned, tortured and killed actors from civil society – from pro-democracy political activists to independent human rights defenders, and members of loosely knit social movements. In parallel, governments in the Middle East and North Africa have criminalised the freedom of expression, assembly and association and passed draconian laws incriminating the work of independent civil society organisations, in particular those working in solidarity with international peers.

In Europe, freedom of expression and freedom of association have also come under increasing pressure. Political movements, parties and, in some cases, governments have called for tighter regulation of the laws governing these freedoms. And in some cases, they have systematically undermined the ability of civil society to operate and express itself freely.

While the European Union has supported and defended freedom, democracy and the space of civil society inside the European Union, it has increasingly downgraded its priority in foreign policies towards countries in the Middle East and North Africa. This is particularly evident in the low priority given to safeguarding freedom, democracy and space for civil society in the bilateral agreements that the Union has signed with a number of governments in the Middle East and North Africa over the past three years.

**EuroMed Rights' fourth political goal is that freedom, democracy and space for civil society is safeguarded in the Euro-Mediterranean region.**

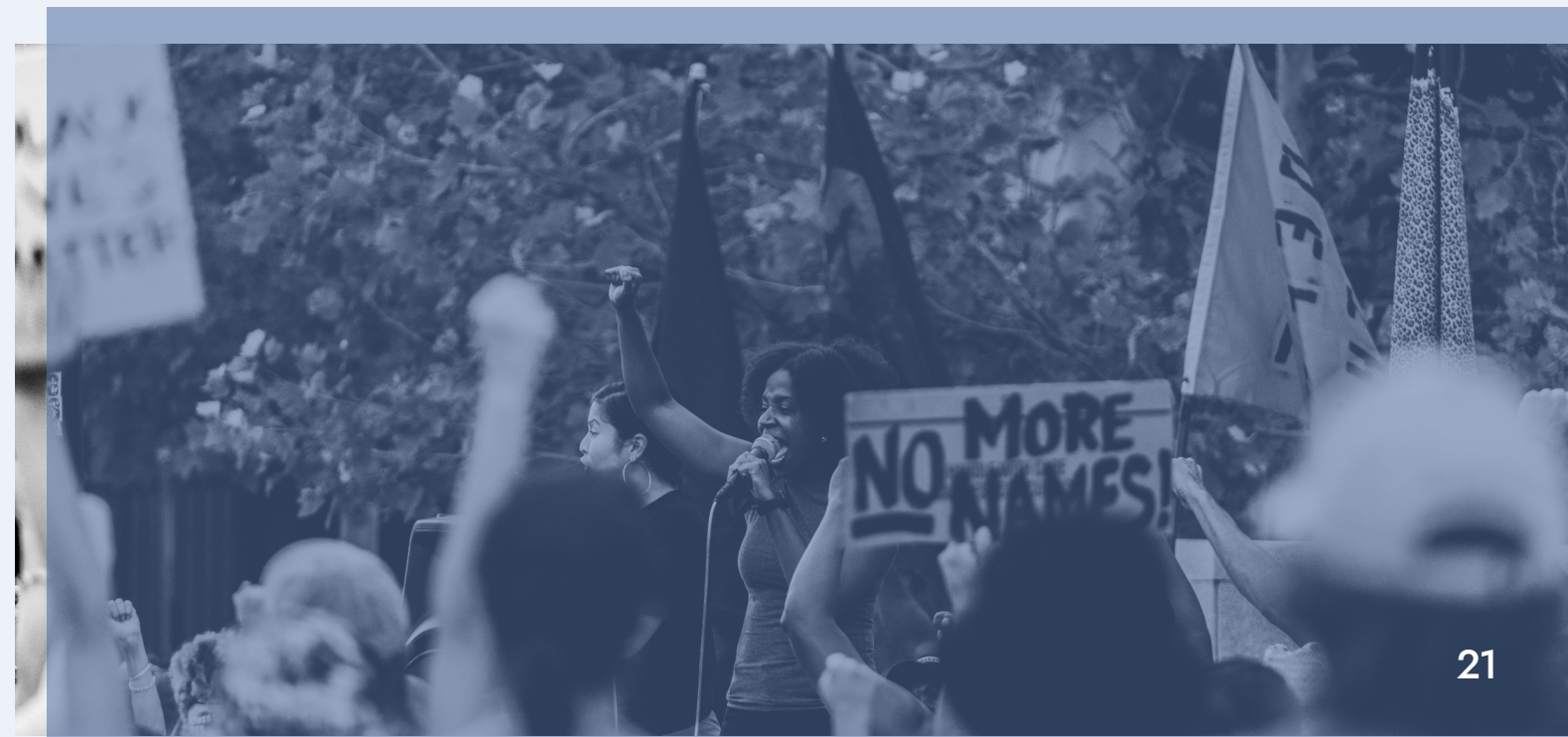
**To reach this goal, EuroMed Rights will strive to achieve the following objectives by 2027:**

- Human rights organisations in the Euro-Mediterranean region continue to receive political, financial
- and organisational support from stakeholders at the international, national, and private sector level.
- Political decision-makers in the European Union, its member states and at relevant UN institutions prioritise actively working to safeguard freedom, democracy and space for civil society in the Euro-Mediterranean region.

- The European Union operates an effective dialogue with civil society and takes its recommendations into account in its policy-making.
- The EU, its member states and the UN set up regional and national mechanisms to protect human rights defenders and whistleblowers in their home countries and in the diaspora.
- Independent public watchdog institutions continue to operate in countries in the MENA region.

**To achieve these objectives, EuroMed Rights plans to:**

- Monitor and analyse trends and developments in freedom, democracy and space for civil society in the Euro-Mediterranean region.
- Edit/Author/Publish policy briefs and studies on freedoms, democracy and civil society spaces.
- Operate national and/or regional working groups focusing on the trends and developments in freedom, democracy and space for civil society in the Euro-Mediterranean region.
- Organise capacity building of civil society representatives, members and staff of public independent institutions in the Euro-Mediterranean region on freedom, democracy and space for civil society as well as on advocacy and communication.
- Organise communication activities including media actions, conferences, seminars, and briefings in which our members and partners disseminate and exchange with an international public.
- Organise advocacy activities targeting EU institutions, the UN, EU member states, and national governments on the trends and developments in freedom, democracy and space for civil society in the Euro-Mediterranean region.





## Goal 5: Enhanced Economic and Social Rights

Governments in the Euro-Mediterranean region continually fail to deliver on economic and social rights despite their growing urgency.

The Middle East and North Africa remains one of the most economically unequal regions in the world.

The top 10% of earners share roughly 60% of the national income. Inequality in the region has been exacerbated by economic collapses, hyperinflation, and endemic corruption. Poorly implemented tax regimes have also undermined governments' capacities to levy the resources needed to meet urgent social, economic, and cultural needs.

International corporations, foreign investors and financial institutions play a key role in affecting the socio-economic policies in the region. Yet, regulatory frameworks for these are weak in many countries and human rights and due diligence obligations are often not spelled out or, when they are, are inadequately enforced.

While the European Union and its member states have tended to invest heavily in economic development and have developed profound trade agreements with the countries in the Middle East and North Africa, they have not taken decisive steps to ensure respect for economic and social rights therein. As the main trading partner, the Union has failed to properly involve civil society and instead prioritised negotiating directly with government representatives.

EuroMed Rights' fifth political goal is that economic and social rights are increased in the Euro- Mediterranean region.

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

- Civil society in the Euro-Mediterranean region has increased its capacity to monitor the obligations of states to ensure economic and social rights and to take action in the event that they are violated.
- Civil society in the Euro-Mediterranean is consulted by transnational actors including the European Union, its members states, and international financial institutions on the effects that their policies in the region have on populations' access to social and economic rights.
- Civil society in the Euro-Mediterranean has documented violations of economic and social rights and advocated for measures mitigating these effects.

To achieve these objectives, EuroMed Rights plans to:

- Monitor and analyse key trends and developments in economic and social rights in the Euro-Mediterranean region.
- Operate national and/or regional working groups focusing on economic and social rights in the Euro-Mediterranean region.
- Organise communication and advocacy activities on economic and social rights targeting EU institutions, the UN, EU member states, and national governments in the Euro-Mediterranean region.





## Balancing our geopolitical focus

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 six-year course of the Strategy:

During the first three years of the strategy period, from 2022 to 2024, the network focused 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 preparing for a deeper expansion into the North of the Mediterranean region (Europe).

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 document provides a series of concrete avenues which indicate how EuroMed Rights will work toward achieving these goals over the coming three years.

## ORGANISATIONAL GOALS FOR 2027

From 2022 to 2027, EuroMed Rights will continue its work to achieve the five organisational goals detailed below.

### Goal 1: Energised Member Base

A network's ability to pursue its mission of increasing human rights in the Euro-Mediterranean region depends intrinsically on the quality, competence and engagement of its members and partners. A study of Euromed Rights' member base conducted in 2023 showed that a large majority of its members considered the Network to be an important actor for advocating both in Brussels and toward European member states. It also showed that a majority of the members are strongly aligned with the Network's vision, mission and strategic goals. However, the assessment also revealed a need for further engaging and mobilising the Network's member base and finding new avenues for members to contribute to the Network's activities outside the framework of its traditional working groups. Finally, it revealed an opportunity for the network to expand its member base in Europe as well as to include new human rights organisations from countries in the Southern and Eastern Mediterranean.

**Our first organisational goal is that our member base is energised.**

Our objectives for 2027 are that:

- The Network's member base is expanded and consolidated throughout Europe and in particular in Central and Eastern Europe.
- New high-performing Human Rights organisations from the Southern Mediterranean region are integrated into the Network.



- New ways for members to contribute to the Network's mission and goals are established as alternatives to the traditional physical working group meetings.
- Information provision and communication with the member base is increased and members' contribution to the Network's activities is boosted.

#### To reach these objectives we plan to:

- Draw the Executive Committee's attention to membership issues by appointing a political referent for membership supported by the Secretariat and by earmarking human and financial resources for the purpose.
- Appoint a taskforce to conduct mobilising work among potential new members in Europe.
- Implement new working models which leverage the competences of the Network's members.
- Increase communication with members.

## Goal 2: Increased Visibility and Impact

Presence, access and credibility are key aspects influencing our ability to impact policy-making. Over the past years, EuroMed Rights has built a strong presence, access and credibility among key political institutions and decision-makers in Brussels and in key European member states. This has positioned the Network to stand out today as a key-actor influencing decision-making at a European level.

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

#### Our objectives for 2027 are that:

- Relevant European policy-makers have continued to take our demands and analyses into consideration.
- Our visibility in and impact on relevant and influential media outlets have increased.
- Our demands and analysis have impacted the public discussion in relevant media outlets.
- Our staff, members, and partners' capacity to advocate and communicate publicly and effectively has increased.

#### To reach these objectives we plan to:

- Continue to leverage the expertise and credibility of our members and partners operating on the ground to influence relevant decision-makers in the European Union, the UN, and in relevant states in the Euro-Mediterranean region
- Re-orient our communication efforts to target relevant and influential media outlets and publics.
- Create initiatives to ensure that the demands presented by our members and partners operating on the ground impact the public opinion in the Euro-Mediterranean region.
- Organise trainings for our staff, members, and partners on advocacy and communication.



## Goal 3: Reduced carbon footprint

The Euro-Mediterranean region hosts some of the areas in the world that are most vulnerable to carbon emission driven climate changes. If left unaddressed, this might both contribute to increasing the threat to the rights and livelihoods of our members and weaken our eligibility with key donors.

EuroMed Rights does not, in itself, operate a big carbon emitting production system. Its carbon emissions originate primarily from international travel and hotel accommodation related to its core activities. During and after the Covid-19 lockdowns, the Network nevertheless made a considerable and lasting reduction of its emissions by transforming numerous activities from physical to online encounters. Hence, a 2022 baseline study of the Network's carbon emission showed that its annual carbon emissions per person were slightly below the levels of those of comparable organisations and structures such as, for instance, relevant UN agencies. The study also pointed out concrete steps that the Network could take to further reduce its emissions, including greening its procurement chains.

**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 initial assessment (2022).
- Our administrative set-up, including all procurement chains, takes environmental impacts into account.
- Our activity portfolio - including all working group activities, Executive Committee meetings, Secretariat meetings and others - takes environmental impacts into account.

**To reach these objectives we plan to:**

- Organise a climate audit in 2026 to assess our progress compared to the baseline carbon footprint in 2022.
- 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.





## Goal 4: 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 complexity and calls for stronger financial management. It also heightens the need 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 earmarked to ensure the sustainability of the organisation outside of the political and organisational goals.
- 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.

To reach these objectives we plan to:

- Involve Executive Committee members in strategic donor-diplomacy and, more broadly, mobilise willing member organisations.
- Improve grant management through clarified guidelines and training.
- Further strengthen our financial management procedures and formats.
- Save funds for equity wherever possible without jeopardising our political and organisational operations.





# Towards the next General Assembly

In the second half of the six-year period covered by the present strategy document, EuroMed Rights' Secretariat will keep the Executive Committee, members, donors, and other relevant stakeholders duly informed about the progress towards achieving the ten political and organisational goals listed in the document.

The overall reporting will be organised as follows:

- Regular communications to the Executive Committee on achievements and updates on all goals, based on the PMEL framework.
- Online publications - e.g. newsletters, flash reports on our website, and social media content –shared with 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 2027.

Prior to the General assembly in 2027, the Secretariat will ensure the elaboration of a review of the Network's contributions towards achieving the ten strategic goals. The recommendations from this review will form part of the basis for elaborating a new strategic framework document for the next period.

