



# The European Minimum Income Network (EMIN) - 2013-2014

## Evaluation of the project

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<http://emin-eu.net>

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# 1. Introduction

## 1.1 Objectives and focus of the evaluation

The European Minimum Income Network (EMIN) is a two-year project (2013-2014), whose aim is to build consensus towards the progressive realisation of adequate and accessible minimum income schemes (MIS) in 30 European countries. The project, sponsored by the European Parliament and funded by the European Commission, is managed by the European Anti-Poverty Network (EAPN).

The EAPN has commissioned this independent evaluation to assess the extent to which the EMIN project objectives and expected outputs have been reached, and specifically to assess the achievements and lessons learned of the EMIN partners in terms of collaboration, awareness raising and roadmap definition. The nature of the evaluation is formative, being undertaken at the end of the two-year implementation period of the project.

The following evaluation questions form the basis of the present report:

1. Collaboration: Has the project helped to increase the number of organisations/actors mobilised in campaigning for adequate and accessible minimum income schemes?
2. Awareness raising: Has the project helped to raise the awareness of the audience/s targeted on the need for and adequate and accessible minimum income scheme?
3. Roadmap: Has the project helped national partners to decide on clear (SMART) objectives for an adequate and accessible minimum income schemes and for a road map for progress on cooperation at the EU level for the progressive realisation of adequate minimum income schemes?

The evaluation draws the main lessons learned and findings from the highlighted evaluation questions and suggests recommendations. While the information gathered through the questionnaires is nationally focused, the evaluation makes a thematic analysis of the data, taking a horizontal approach across countries/partners. The main focus of the evaluation is on the achievements at national level in all the countries, with more in-depth interviews of four selected countries. Nonetheless, the report also provides a brief assessment of the achievements at European level of the project, based on the national responses, input from the European Management committee and European institutions and brief desk review of existing material.

The primary target audience of this evaluation are the funders of the project, specifically the European Commission. The evaluation is also targeted at EAPN as the coordinating body of the project, and at the partners to the project, who all contributed to the implementation of the planned activities.

## 1.2 Methodology

The evaluation report is based on the following methodology:

1. Draw findings based on responses contained in part 1 and 2 of the evaluation questionnaires sent by the EMIN Secretariat in the autumn of 2014. The questionnaires

were formulated by the EMIN secretariat prior to the appointment of the evaluation team. The questionnaires were received from twenty-nine of the thirty national partners, two thematic partners and the European Management Committee of the EMIN Project.

2. Conduct follow-up interviews with four national partners. The selected partners are Denmark, Italy, Poland and the UK. The selection is based on geographical spread, balance between partners participating for one or two years in the project and reflecting the typology of countries as defined in the synthesis report which divides countries into four categories in relation to the presence and adequacy of minimum income schemes.
3. Evaluate input from the European level questionnaire submitted by the project Management Committee and interview the coordinator of the project at European level.
4. A semi-structured interview with representative/s of the Commission was undertaken to assess their views on the findings gathered through the evaluation
5. Cross analysis of the information gathered in the questionnaires against inputs from the EU level, interviews and a desk review of other relevant documents relating to the EMIN.

### 1.3 Limitations to the evaluation exercise

The main limitations to the present evaluation exercise are related to the following factors:

- While the EMIN work programme defines a very broad scope for the evaluation (achievement of the objectives, effective organisation of activities, quality of deliverables, effectiveness of the communications/dissemination activities linked to the deliverables, impact...), it was agreed to narrow the scope of the present evaluation given the limited time and resources.
- The main source of data informing the present evaluation is the feedback from the questionnaires. Since the questionnaire was prepared prior to the contracting of the evaluator, the format of the evaluation had to be shaped around the set questions. Any additional sourcing of information was therefore limited to a fixed number of interviews and a desk review of existing documentation.
- Time and resources did not allow for sufficient triangulation of findings.
- The content of the evaluation questionnaires is almost exclusively qualitative, which did not allow for a quantitative comparative assessment and overview of achievements. This may be related to the nature of the activities in the project. The lack of baseline indicators against which to assess progress also hindered the comparative assessment across countries of the results achieved.
- Two pieces of thematic work were completed under the project, one on non-take-up by FEANTSA and the other on Adequacy of Minimum Income for older people by the AGE Platform. While this work was integrated into the National Reports and the European Synthesis report no separate evaluation of this work was done as part of this evaluation.
- At the time of conducting the evaluation survey the Coordinator of the Estonia EMIN work was unavailable to complete the evaluation questionnaire. Nonetheless, according to the information gathered through their final activity report, all work packages were completed in the country in line with the requirements of the project.

## 2. Background to the Project

### 2.1 Policy context

The European Minimum Income Network (EMIN) is a two-year project (2013-2014), whose aim is to build consensus towards the progressive realisation of adequate and accessible minimum income in Europe. The project is sponsored by the European Parliament, funded by the European Commission, and promoted by the European Anti-Poverty Network (EAPN).

The EMIN project was created as a response to rising concerns relating to the tightening of eligibility for MIS in many Member States of the EU. The project seeks to maintain a policy focus and build consensus at EU and national level on the importance of adequate and accessible Minimum Income Schemes.

The project aims to “foster solutions that ensure ownership, commitment and delivery” of the 1992 EU Council Recommendation and the European Commission Active Inclusion Recommendation of 2008<sup>1</sup>. The project is also in line with the Europe 2020 strategy and forms an integral part of the European Platform against Poverty and Social Exclusion. In recent years, other initiatives by the European Parliament – who sponsored the creation of EMIN – have also contributed to the creation of EMIN. The project also built on the 2013 Opinion of the European Economic and Social Committee on European minimum income and poverty indicators.

The subject of the European Commission (EC) tender was to support, through a pilot project, the constitution of a network for mutual learning and exchange of best practices on minimum income. The tender specified that *‘Members of the network should be national, regional and local administrations, trade unions and associations, including non governmental organisations’*.

The planned aims of the network were to:

- support the implementation of the Commission Recommendation on the active inclusion of people excluded from the labour market, with a special focus on the provisions concerning adequate income support;
- raise awareness of the role of minimum income in combating poverty, and advance knowledge on the specific topics identified by the 2009 synthesis report on minimum income.
- be open to knowledge-building, mutual learning and exchange of best practices, including about old-age income support schemes.

As mentioned in the work programme of the EMIN project, the rationale for the Project is based on the notion that Minimum Income support is often the only financial support available for people experiencing hardship, both for people who cannot access paid work and for those who have worked and are at the end of their coverage period for unemployment benefits.

EMIN supports and promotes the notion that access to adequate Minimum Income Schemes provides an important basis for participating in the life of the community, that it is a key entry point in reconnecting with the world of work and living a life in dignity. Against the backdrop of a bleak financial and economic situation in Europe, the difficult context of rising poverty levels

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<sup>1</sup> European Commission, Recommendation 2008/867/EC on the ‘Active inclusion of people excluded from the labour market’, 3 October 2008

and prejudice, cuts in social spending, the impact of conditionality and activation measures that are not measured against social inclusion, the EMIN Project is considered to be relevant and timely by all stakeholders involved, both funders and implementers. It promotes the notion that MIS are a significant contribution to an inclusive economic recovery, supporting people who will in turn support the economy, by contributing to increased purchasing power and local demand.

On the basis of the classification of the EU Network of Independent Experts on Social Inclusion<sup>2</sup>, and of the synthesis report<sup>3</sup> of the project, and as a backdrop to the evaluation, the participating countries can be classified into four broad categories:

1. countries with relatively simple and comprehensive schemes for individuals with insufficient means to support themselves (AT, BE, CY, CZ, DE, DK, FI, FR, IS, LU, NL, NO, PT, RO, SE)
2. countries with quite simple and non-categorical systems, but rather restricted eligibility and coverage, due to the low level at which the means-testing is set (EE, HU, MK, LT, LV, PL, SK)
3. countries with a complex network of different, often categorical, and sometimes overlapping schemes, which cover most people in need of support (ES, IE, MT, UK)
4. countries with very limited, partial or piecemeal schemes which are restricted to narrow categories of people and fail to cover all those in need of support (BG, EL, IT, RS).

## 2.2 The EMIN Project

The proposal for the two-year Project (2013-2014) was submitted in 2011 by the European Anti-Poverty Network (EAPN), in response to the Tender VT/2011/100 “Pilot project – Social solidarity for social integration” issued by the European Commission and sponsored by the European Parliament. EAPN submitted its proposal in partnership with the following entities:

- Two European-level NGO networks: AGE-Platform and FEANTSA;
- Two European-level organisations, the European Trade Union Institute (ETUI), and the the Observatoire Social Européen (OSE);
- two national entities: the Public Planning Service Social Integration, Anti-Poverty Policy and Social Economy (PPS Social Integration) in Belgium and the Agence Nouvelle des Solidarités Actives (ANSA) in France;
- one transnational coalition, the Social Inclusion Regional Group (SIRG);
- and representatives from the five countries in which MI networks were being established, namely Belgium, Italy, Ireland, Hungary, Denmark.

The Project is coordinated by a team in Brussels, hosted by the European Anti-Poverty Network as the lead partner and is steered by a Management Committee made up of representatives of the networks and partners as well as of international experts.

While the project in the first year had a limited focus on five pilot countries, meeting the minimum requirement in the Commission tender, it further extended in its second year to involve cooperation with a network of national partners (EAPN members) in thirty countries comprising all EU Member states except Slovenia – where no EAPN anti-poverty network exists - as well as Iceland, Norway, Serbia, and FYROM.

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<sup>2</sup> Frazer H and Marlier E, Minimum Income Schemes across Member States, October 2009

<sup>3</sup> Van Lancker A, Synthesis report “Toward adequate and accessible Minimum Income Schemes in Europe Analysis of Minimum Income Schemes and roadmaps in 30 countries participating in the EMIN project”, December 2014

The project is funded by the Employment, Social Affairs and Inclusion Directorate General of the European Commission, based on a funding line sponsored by the European Parliament. The total funding for the project is €995 950 for the two-year period.

### 2.3 Objectives and activities of the project

As presented in the work programme of the project, the planned objectives of the European Minimum Income Network for the 2013-2014 period are the following:

1. Analyse current trends and obstacles and propose improvements regarding coverage, adequacy and (non) take-up of Minimum Income Schemes, through the reports of National Minimum Income Networks and two thematic reports on adequacy of old age Minimum Income Schemes and coverage and (non) take-up by homeless people.
2. Present and exchange on 'good' and 'unsatisfactory' practices and promote learning and transfer of knowledge.
3. Raise awareness on the EU current frameworks, including the 1992 Council Recommendation and the 2008 Active Inclusion Recommendation.
4. Build consensus on the necessary steps towards the progressive realisation of adequate and accessible Minimum Income Schemes in Member States as well as Norway, Iceland, Serbia and FYROM and support the implementation of these steps.
5. Contribute to the identification of common EU level definitions and criteria for adequate Minimum Income Schemes, and the potential for a strengthened EU framework for cooperation in this field.

The project included the following activities in its two-year work programme:

1. Establishment and Launch of the European Minimum Income Network with the participation of a wide range of diverse stakeholders;
2. Establishment of five National Minimum Income Networks in Denmark, Ireland, Belgium, Italy and Hungary;
3. Reports on Analysis of Minimum Income Schemes in the five identified countries based on a common framework and drawing on existing research;
4. Thematic work on adequacy of minimum old age income Schemes, led by AGE Platform in France, Belgium and Poland;
5. Thematic work on take-up by vulnerable groups, in particular homeless people, led by FEANTSA, in Italy, France, Hungary, Romania, Ireland, United Kingdom, Finland and Poland;
6. Peer Review sessions, aimed at exchanging findings and identifying key learning points gathered in the reports in the five countries identified;
7. European level Conference (Year 1), to analyse and disseminate the key learning points from the work in the five countries and the two thematic approaches;
8. Reports on Analysis of Minimum Income Schemes in remaining 25 countries based on the experience of developing these reports in the 5 identified countries;
9. Support for implementation of steps towards the progressive realisation of adequate Minimum Income Schemes in the 5 identified countries;
10. Thirty national level Conferences to help build consensus towards adequate and accessible Minimum Income Schemes in each of these countries;
11. EU level Conference (Year 2) to present suggestions for enhancing EU level coordination in the field of Minimum Income Schemes, including the proposal for a common EU level definition and criteria for adequate Minimum Income Schemes.

The five partners having participated in Year 1 of the project received around €70 000 for the two-year period, whereas activities of the remaining partners were supported with approximately €11 000. Given that the project is supported through a tendering procedure, no cofinancing was required of the partners for the activities supported.

### 3. National-level achievements and lessons learned

The national partners were asked in the questionnaire and interviews to share their achievements at national level and the lessons learned during the process. Questions focused in particular on the key aims and activities of the project, as stated in the proposal: increasing collaboration, raising awareness, devising a roadmap and developing capacity.

A look at the overall achievements of the partners against the expected deliverables in the tender documentation in the project contract for the national level, shows the following:

1. The first year pilot phase yielded the establishment of national platforms, known as ‘European Minimum Income Networks’ in Denmark, Ireland, Belgium, Italy and Hungary. These reflected a balance between countries that have been active in implementing minimum income schemes and have recently introduced reforms, and countries that have little or no experience with minimum income schemes.
2. Following the pilot phase, year two saw the creation of more flexible Minimum Income Networks in all twenty-five remaining countries. While no formal legal entities were established, these platforms allowed for structured collaboration on the theme of adequate Minimum Income between actors previously collaborating and new stakeholders engaged or interested in the topic. These new forms of collaboration were initiated and driven by the existing local anti-poverty network, and reached out to different degrees to stakeholders from both within and outside the NGO sector, on the specific topic of Minimum income;
3. Based on a common framework and drawing on existing research, comprehensive analytical reports on the state of Minimum Income Schemes were produced and published for all 30 countries participating in the network. The reports were compiled in the synthesis report “Toward adequate and accessible minimum income schemes in Europe” published in March 2015;
4. National Conferences involving a broad range of stakeholders to discuss the issue of minimum income and in particular to initiate a debate on the findings of the national report, were held in all thirty participating countries;
5. All networks engaged in the process of defining a roadmap at national level, including identifying obstacles and solutions towards the progressive realisation of adequate Minimum Income Schemes.
6. The pilot countries in the first year and subsequently all networks in the second year attended the European level Conferences to discuss the key learning points from the work of the network, share practices based on the findings of the Synthesis report and discuss the European roadmap.

This section of the report will present the findings on the different achievements and lessons learned shared by the national partners based on the four areas of investigation. A separate section will briefly look at the overall achievements and lessons learned at European level.

## 3.1 Collaboration

The European Commission tender document refers to the following deliverable when it comes to collaboration: “Development of platforms or fora in at least five Member States to foster debates and discussions and produce quality information materials related to the specific objectives”<sup>4</sup>. Collaboration in the context of this project is intended as building alliances on the topic of minimum income both within the existing anti-poverty networks and beyond, fostering alliances to gain greater consensus on minimum income schemes, their availability and adequacy.

*“Collaboration between a variety of partners is an absolute precondition to achieve the building of a broad, efficient system to fight poverty and social exclusion in Luxembourg.”*

The basis of the development of national ‘Minimum Income networks’ in the context of the EMIN project has been the European Anti-Poverty national branch in each participating country. This has involved in many cases an enhanced focus within the network and among its members on the topic of minimum income, as well as a broadening of the collaboration with non-member NGOs and other relevant stakeholders.

### 3.1.1 Increased collaboration

Increasing the number of organisations supporting and being involved in the activities of the project has been a key priority in terms of achieving greater impact and consensus building nationally on the issue of minimum income. The responses received to the questionnaire do not allow for a quantitative cross-assessment of the actual increase, since in most cases the reference indicators suggested were not reported on by the partners. In most countries nonetheless, an increase in terms of stakeholders involved was noted, although the scale of such an increase varied across the board.

While some reported increases by a few, others, like in *Serbia* reported that the number of EAPN network members involved in MIS discussions doubled during the course of the project, although the number of organisations nationally involved in the debate on take-up and extended outreach only increased modestly.

In *Romania*, the initial group involving academics, interested trade Unions, EAPN national network member organisations, representatives of central authorities in charge of the MIS payments was further broadened to include public authorities as well as beneficiaries of MIS themselves, through interviews and focus groups. In the *Czech Republic*, participants increased manifold to include more independent experts and representatives from denominational and independent organisations.

Increased collaboration appears to have been achieved mainly thanks to the consultation and visibility activities planned in the project, such as the national report and the national conferences, at which many networks reported high levels of participation that often consolidated collaborations developed during the process (see following section).

*‘No formal UK collaboration – yet – too early’*

In other countries, the increase in stakeholders involved was less notable. In the *UK*, the partner reported that the collaboration is in its early stages and it is too early to say whether it can develop into something more systemic. Nonetheless, a broader audience was engaged in the

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<sup>4</sup> European Commission, Invitation to tender n. VT/2011/100 for a Pilot project on Social solidarity for social integration, 2011

national conference, including among others the Child Poverty Action Group, the Centre for Research on Social Policy, Citizen's Advice and other researchers, NGOs, community groups and faith action groups. *Sweden* also mentioned that it is too early in the implementation of the Project to say whether new collaborations will further develop.

### 3.1.2 Diversifying alliances

Partners state that successful collaboration entails keeping in touch with the key players, having well defined goals, knowing who has influenced the current situation and how, and how to alleviate differences and enforce general interests and common good. Using every chance to talk/lobby about the matter is important, such as through forums, conferences, round-table discussions... as well as seeking allies, not only in the social sphere but also in the field of education, culture, media and health-care.

Overall, the Project appears to have positively allowed the EMIN partners to develop and diversify contacts and collaboration, both with NGOs and beyond. The main stakeholders that the EMIN partners mention as engaging in such collaboration are:

- other social NGOs;
- other national-scale NGOs;
- people experiencing poverty and in particular recipients of Minimum Income schemes;
- NGOs initiating campaigns relevant to the minimum income debate;
- Trade Unions;
- social workers;
- academic experts and researchers;
- Universities;
- The media.

Many networks also succeeded to initiate collaboration with public entities and the political sphere, although for others the latter proved to be rather difficult, often due to the current political context in the country. Such collaboration involved for example:

- Social Affairs Ministries;
- Other Ministries with competences related to the implementation and delivery of MIS;
- Local authorities;
- Politicians;
- Members of the national and/or European Parliament;
- National statistical offices;
- National employment agencies/offices;
- Other international public agencies and organisations.

Some examples include *Spain*, where meetings were organized with several Ministries (Health, Social services and Equality), with a group of MEPs and with the UNICEF Spanish committee on child benefits. In *Portugal* the project guaranteed the involvement of the two most important national trade unions (CGTP and UGT) and also sought the opinion and ensured involvement of the Economic and Social Council (ESC).

*Romania* pointed to the great opportunities that arise in the cooperation with Trade Unions, as well as through the cooperation with national representatives of the European Economic and Social Committee. The partner reported that the latter's engagement has allowed a further pinning down of the main campaign issues towards the expected reforms. Positive collaboration with Trade Unions, particularly in light of their involvement in tripartite dialogue, was also seen as a key achievement in *Poland*.

In *Cyprus*, respondents state that the media has also become more actively engaged in the discussions of the Focus Group on Minimum income. In *Greece*, EMIN has allowed dialogue even within opposing positions of stakeholders, which was considered as a great achievement.

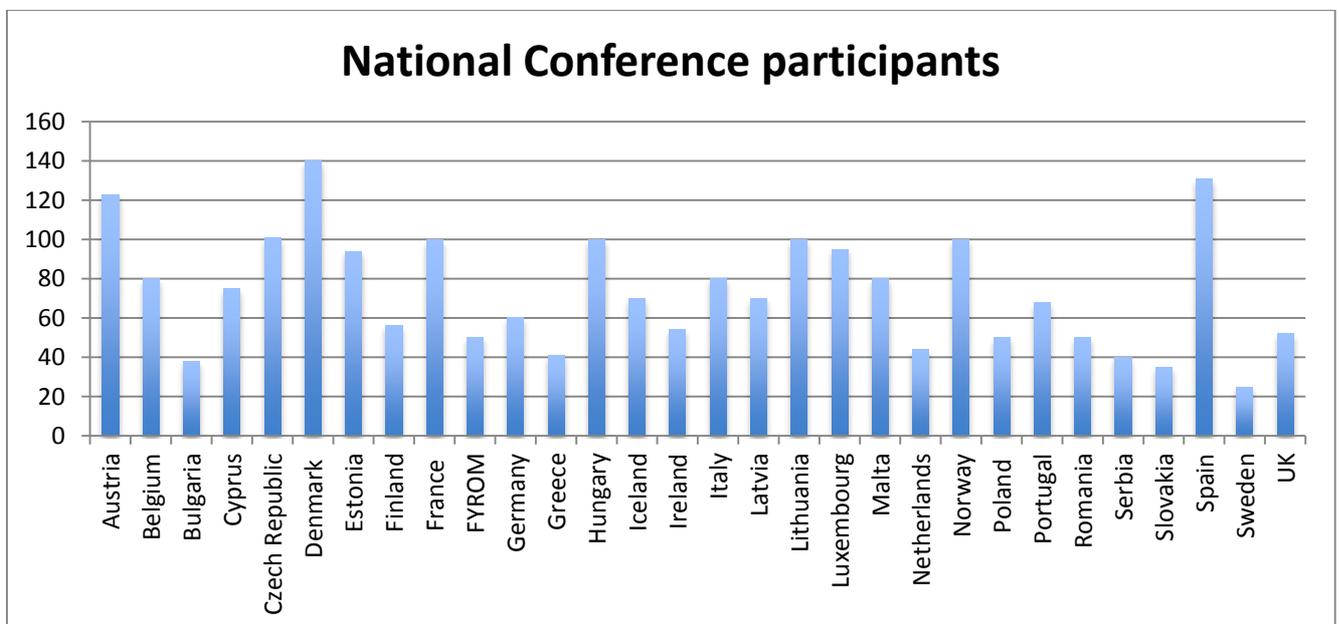
Denmark referred to the cooperation with Women’s organisations/lobby as a success of the project, engaging them in a debate that had not been addressed by them previously, yet is closely connected to their concerns.

Collaboration outside the national framework with organisations such as the International Labour Organisation (ILO) and the Council of Europe (CoE) allowed some partners to strengthen their activities and ensure a broader rights-based approach to issues related to MI which can support the arguments put forward at national level.

### 3.1.3 The National Conferences

All EMIN partners organized national conferences as planned in the work programme of the Project. From the analysis of the information received it appears that the Conferences represented the culmination of the work in terms of developing collaboration between the networks and their partners, other stakeholders or the wider public and provided a needed sounding board for the concerns raised through the Project. The Conferences also provided a forum to create a high-level interest in the MIS debate, with political representatives either engaged or hosting the event. Moreover, they provided a focal point for the work, which was then reproduced in some countries at a more local/regional level, thus ensuring the appropriate level of dissemination, such as in *Spain*.

The turnout at the national Conferences was varied. The countries with the highest level of participation include Austria, Denmark and Spain ranging from 120 to 140 participants.



Some countries had a relatively low attendance of around 40, such as Bulgaria, Greece, the Netherlands, Serbia and Slovakia, with Sweden recording the lowest level of participation at 25.

The average attendance was around 70 participants. In all, the Conferences succeeded in bringing together over 2200 experts across all countries.

In terms of political involvement, *Romania's* event included high level participation from the Senate and Parliament and in the *Czech Republic* the Conference attracted 101 participants, of which half were NGOs and a quarter Ministry and Municipality representatives. The event was held under the auspices of the Deputy Leader of the Senate. The Conference in *Spain* attracted 100 participants and provided an interesting example of collaboration and awareness raising, since the event was also repeated at regional level in six of the autonomous communities.

*Luxembourg* had set itself as a target to work with social workers operating at the local level and managed to achieve a 66% participation by these at its conference, which was considered very successful. The *Swedish* network, with 25 attendants, managed to attract only a limited range of actors, including NGOs, Ministries and the national insurance company.

In most cases the participation at the conferences was relatively varied, with a strong participation of NGOs, but also involvement of the other sectors networks engaged with, as mentioned above. All conferences involved people experiencing poverty and recipients of minimum income schemes and some had limited or no participation from the relevant national ministries. Conferences in most cases involved input from representatives from at least one other EMIN country, and from the EU level, including in some cases representatives from the European institutions.

#### **3.1.4 Increased legitimacy of the sector**

The recognition of the NGO sector, with its focus on involving people experiencing poverty, is a key point highlighted by different countries in relation to building collaboration. Social workers supporting recipients of minimum income have greater knowledge of the reality, far from the 'myths'. They are also considered to be politically neutral.

Through the project some networks have achieved increased recognition as 'reliable' public actors. The *Italian* network specifically referred to the new-found 'legitimacy' achieved through EMIN for the network, which has existed now for 25 years. The report produced, debates generated and proposals made, as well as the awareness generated through a professionalised social media coverage have all provided more visibility and legitimacy for the anti-poverty network. The network feels it is considered an independent expert in Italy on issues of MI since launching the project.

Close cooperation between EMIN and the EAPN network at national level – using the network of contacts and visibility acquired by the national branch and often sharing personnel and resources was an advantage in achieving the results of the Project in the countries and gaining recognition. The anti-poverty network helped attract collaboration on MIS demands for example in the *FYROM*, where the energy poverty demonstration organized by the network there helped draw attention to MI concerns raised by the EMIN project.

Some chose to work with other better resourced organisations with the same goals to 'sharpen goals and strengthen efforts together'. In other cases, wide spread recognition of one of the network's member organisations strengthened their capacity for collaboration.

#### **3.1.5 Building alliances with existing initiatives**

The EMIN project allowed for synergies to be developed with other initiatives, both at European and national level. In the *UK* for example, EAPN will raise awareness of EMIN demands on adequate minimum income within campaigns including End Child Poverty, the Scottish

Campaign on Welfare Reform and the 'Who Benefits?' campaign. The partner clearly states it was not the intention of EMIN to supplant other existing campaigns around poverty, but rather to build alliances with these.

In Italy, alliances were created with the Ban Poverty 2018 campaign as well as with the Misericordia Ladrone campaign developed by Libera, an anti-mafia movement.

EAPN Ireland coordinates a Europe 2020 Working Group, made up mainly of national NGOs representing different groups and sections of society including unemployed, lone parents, Travellers, people with disabilities, migrant workers, older people and Trade Union representatives. The group provided an important space for engaging in discussions related to Minimum Income and acting as a driver for the work of the Minimum Income network.

Seeking inspiration from successful ideas and campaigns of other countries has been helpful to partners – some references include 'Lemon day' campaign in *Austria*, an initiative on calculating the future costs of not having an adequate MI (*Poland*), or the development of a provocative campaign through the help of artists in *Denmark*.

### 3.1.6 Fostering change

While it is not within the scope of this report to evaluate the policy achievements of the EMIN project, it is worth noting that some concrete developments in terms of policies have been mentioned. It is nonetheless not possible for partners to positively confirm that any changes at national level are directly connected to the work of the EMIN project as such.

In some cases the EMIN work managed to introduce a relatively new 'agenda' for the anti-poverty movement and represented a new opening at national level, such as in the *Czech Republic*. In other cases it rather consolidated an existing significant focus on the theme by EAPN, as was the case in *Portugal* and *Austria*.

In *Spain*, after a debate organised through EMIN with the Trade Unions, an agreement was reached with the Ministry of Employment to extend the non-contributory MI to the long-term unemployed with family. Many respondents also stated that the Project provided more structure to previous efforts, and as the *Austrian* partner mentioned, it provided more opportunities for meetings, which in turn accelerated exchange and progress.

### 3.1.7 Data and reporting

The publication of national reports on MIS was the main deliverable achieved through the project and had a direct link to the collaboration established through the project. All partners saw the report as adding great value and supporting the collaboration and awareness efforts through comparative and researched data. *Spain* pointed to how the report produced helped map the situation at national and regional level, which fuelled the debate, attracting more stakeholders and interest in the topic and leading to initiatives including in the European Parliament. In *Italy* the report provided much needed evidence to successfully communicate on the importance of a MI debate. This has both helped attract the needed alliances to support the process and provided legitimacy for the work of the network on MI as well as on poverty issues more broadly.

In the *UK*, the participatory interview process to inform the national report was in itself a tool to develop collaboration and raise awareness. *Sweden* noted that it hoped the report would help to describe the situation of poverty in the country and lead to contact with new members in the national network in support of anti-poverty measures including on minimum income.

### 3.1.8 Transnational collaboration

The project appears to have supported some level of collaboration between participating countries. At a national level, all networks invited speakers from at least one other participating country to attend and share experiences at their conference.

The Nordic Network examines whether there are common conditions for minimum income and a specific Nordic perspective to feed into the EMIN work.
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A noteworthy example of increased collaboration can be noted among *Iceland, Sweden, Finland, Norway and Denmark*. The partners joined forces and created a Nordic network to evaluate possible cooperation on a Nordic perspective to the work of minimum income given the specifics in these countries. One meeting took place to share experiences and perspectives during the second year of the project.

Several networks describe the benefit of learning from the transnational process in the project: exposure to so many different examples enhanced their understanding of good practices and approaches. Some mentioned the rights approach and the focus on a dignified level of adequacy for example, while others mentioned tools such as reference budgets.

Nonetheless, several countries pointed to the fact that while there was regular information flow to and from the European level i.e. vertically, the horizontal flow of information and sharing between countries was rather more sporadic. Some countries mentioned this as a limiting feature of the project. While exchanges of information and practices occurred through the synthesis report and at the European-level meetings and Conferences, it was felt that more informal sharing could have been encouraged and facilitated during the project implementation.

While information on policies was shared through the document sharing database (Basecamp) and in the final synthesis report and conference, more sharing would have been beneficial when it comes to practices in collaboration and awareness raising. The information gathered for the purposes of this evaluation might complement some of the gaps in question.

The 'Basecamp' database in particular was created as a repository of information from the different stakeholders in the project and allowed sharing of documentation. Partners felt that while it provided an information platform, it did not represent the needed communication channel required in the project for sharing on experiences between countries as such. It is possible that increased moderation could have allowed this.

### 3.1.9 Collaboration: the challenges

Collaboration on minimum income is not easy in some countries: interest in minimum income can be very low for politicians, organizations and even within national networks. Reaching the politicians was sometimes difficult, particularly those who may be afraid to tackle the issue. Timing is also important, when some member states are on the point of having major changes in social security, and MI especially.

Resources (financial and personnel) were mentioned as a difficulty in the majority of countries. *Slovakia* states that 'without sufficient financial support (renting rooms, paying travel costs, accommodations and rewarding people) no sustainable collaboration can be built'. They relied on academic experts with a fixed income, who are more inclined to provide voluntary collaboration and are dedicated to the adequate MI objective, more than on NGO representatives, who suffer from lack of finances and have to make various pragmatic choices, including conformism to authorities.

In some cases key stakeholders did not participate, which affected the opportunity for achieving steps forward in the objectives of EMIN, as was the case in *Portugal* where the absence of the social security institute from the debate was seen as a tangible hindrance in taking the discussions forward. Denmark noted the lack of involvement of employers' organisations. In the *UK*, the network decided not to involve the political level yet, rather formulating its own position through a broad stakeholder consultation, which it aims to discuss with government after the 2015 elections. In *Poland*, the Social Ministry, who had developed its own set of proposals on MI, did not engage in a discussion on the EMIN proposals.

**Prejudice, a barrier for collaboration:** *“Stakeholders have different views on the role of minimum income schemes in social development. Minimum income schemes are mainly treated as passive anti-poverty measures. The human right to minimum income is neglected and understanding of the Social investment approach is too narrow... NGO competition for financial support from the Government and municipalities also creates barriers for coordination activities of NGOs in building collaboration for minimum income scheme support” . (Lithuania)*

## 3.2 Awareness-raising

Awareness raising is one of the main objectives of the project, and the national networks were required to contribute to this by initiating activities that would guarantee increased visibility and awareness around the topic of adequacy and accessibility of minimum income schemes. As the Portuguese network mentioned, the purpose is to *'raise awareness to act, act to ensure dignity, dignify to integrate'*. As noted in the section earlier on 'collaboration', NGOs were seen in the project as legitimate partners for awareness-raising in many countries.

### 3.2.1 Reaching the target audience

The groups to be reached through the national efforts of the EMIN project ranged from MI recipients, including the unemployed and long-term unemployed, pensioners, working-poor, self employed to politicians, think tanks, academics, the judiciary, parliaments, social organisations, social workers, and public officials. Moreover in their activity reports, national partners also mentioned other target audiences of the activities, including some who attended the national Conferences such as banks, students, schools, businesses, hospitals and health centres, as well as the general public, through broader media and visibility efforts.

A few countries explicitly mentioned the importance of the achievements of the project in raising awareness among people experiencing poverty and MIS recipients of the campaign, as well as more concretely raising awareness of their rights and the extent of non-take-up.

The awareness raising ambitions and achievements of the partners were varied. Some networks reported targeting an audience of mainly social NGOs who would better support the ideas of the project, although they are ultimately seen as having less influence than less like-minded stakeholders. This was the experience described by the *Danish* partner. Equally, in *Sweden* the focus was mainly placed on awareness raising among NGOs, with some efforts started vis-à-vis trade unions. Social NGOs were the main target of the awareness activities in *Poland*, where such organisations had been relatively reluctant to engage in the MI campaign in 2009 but finally engaged in the national EMIN Conference in 2014.

For many, the main target audience was the general public, countering the mainstream perception that people on benefits are 'lazy' and don't deserve help – several conferences were seen as helping in this direction, emphasizing that people experiencing poverty should be supported and empowered.

*"The report became part of a process of awareness-raising and consensus-building. It involved substantial interviews with 22 high-profile experts from academic, trade union, non-government organizations and local government, who were each able to comment on report drafts" – EMIN UK*

In terms of new audiences targeted, *Belgium* highlighted that the discussion on the inadequacy or inaccessibility of the existing schemes was broadened through the project, engaging stakeholders who had not previously participated in this discussion. *Hungary* provides a similar experience, having involved a new audience of trainers, community developers and organisations working with the homeless. In *Italy* the number of stakeholders involved in the meetings doubled during the project period (9 to 18) including new actors such as trade unions (metalworkers) and research and development departments in Universities. In *Latvia*, the network was pleased to have targeted and received feedback from local MEPs.

In *Norway* the project allowed for improved connections and awareness raising among the social workers' trade union which had been targeted specifically, as well as with the UN Economic, Social and Cultural rights Committee.

### 3.2.2 Growing awareness

Not all members responded in quantitative terms to the question regarding the level of increased awareness raising generated through the work of EMIN. Nonetheless from the replies received it is possible to confirm a general increase in organisations targeted in most countries.

“Awareness was certainly raised, although the extent to which this is directly linked to the project cannot be confirmed” – EAPN Denmark

Smaller countries such as *Luxembourg* saw an increase in the number of stakeholders engaged and attending the conference, and the project allowed to mobilise actors on the ground, including local social offices who, having engaged in the project activities have now developed closer ties to local NGOs operating in related fields. In *Norway* the number of NGOs who attended the conference and supported the demand to make social assistance rights-based more than doubled compared to the initial figures. Many report stretching awareness raising efforts beyond the circle of ‘usual suspects’ and like-minded stakeholders and allies, although the impact of these efforts is varied, some developing into firm collaborations, others generating little change or even unwillingness to engage.

### 3.2.3 The voice of people experiencing poverty

An important aspect in raising awareness was to ensure that the activities of the project allowed for the participation and active engagement as experts of people experiencing poverty and recipients of minimum income schemes themselves. In *Ireland* participants emphasised the need to argue from social solidarity (“it could be me/us”) and to allow the voice of people affected to be heard.

“Testimonials for a dignity income”  
Short clip containing interviews with people experiencing poverty on the importance of securing a MI - EAPN Portugal awareness raising campaign

Many examples were provided of how networks engaged with people experiencing poverty in developing outputs. The interview process in developing the *UK* report strongly relied on input by recipients of MI as key experts.

Their involvement also helped raise awareness of the personal stories behind MIS. ‘Putting a face to poverty’ as mentioned by the *German* partner, was a way of increasing potential impact of awareness raising activities on the designated target groups.

### 3.2.4 Focusing on key issues

A specific focus of the awareness raising efforts was on addressing existing ‘myths’ on people on benefits. In the *Czech Republic*, a shift was noticed in the way the media conveyed information on MIS, including a changed approach in describing people on benefits, toning down the level of contempt previously expressed.

‘They don’t deserve contempt but help’ – Shifting perspectives in CZ media

In *Portugal* the ambition was relatively broad, including to reduce stereotypes, enhance active participation of beneficiaries; raise awareness of the importance of an adequate minimum income among professionals; provide information and give a voice to Beneficiaries of MIS and finally provide data and information and lobby Trade Unions.

In *Germany* efforts did not aim particularly at building a bigger alliance with other stakeholders but rather at getting several viewpoints on board to ensure that the arguments and positions have been thoroughly assessed in a country where MIS are considered by most as adequate.

The aim was also not to create a new anti-poverty movement in the country but rather to showcase existing efforts.

*Ireland* decided to focus less on cuts and conditionality and more on creating positive conditions for MI as a way of achieving greater visibility and impact. In *Finland*, EMIN awareness raising led to the media picking up on the chosen topic of non-take-up, whereas in *Romania*, representatives from both central and local level were very responsive to the issue of increasing the adequacy and accessibility of MIS. In *Serbia*, CSOs joined the protest against the introduction of new conditionality rules for MI. The *Danish* partner particularly emphasized the importance of EMIN in raising awareness, both among the public and within the political circles of the extent to which national decisions are connected to European level decision-making, something which they realized was 'surprising for many'.

### 3.2.5 Tools and processes

Most networks used mainstream and social media as tools to channel information on the project and their proposals, and also report coverage as a result of the projects efforts, including following the report publication and the conferences.

'On The Line - conversations about poverty in Ireland and Europe' - EAPN Ireland myth-buster blog includes section on MI

A few countries, such as *Malta* referred to the importance of the research produced as a good tool contributing to awareness creation on the topic. Data collection provided an evidence-based approach and filled a gap in knowledge and understanding of the context at national level. The *Irish* network refers to its 'myth-buster' blog as a useful tool in support of the MIS work. In *Norway* several articles, radio interviews and social media coverage supported the work of the network. One of the knock-on effects of the awareness raising work in some countries was also for the EMIN partners to, in turn, be invited to other conferences to speak on EMIN and MIS.

The MIS issue was taken up in the election programme in 2014 in the *FYROM* and engaged leading social institutions working on MIS as well as lead NGOs from the sector.

**Awareness-raising tailor-made for target groups:** *Latvia* devised specific awareness raising based on the target group such as: systematic provision of information and development of discussions towards NGOs; engagement in decision making processes towards local municipalities; personal meetings with managers of institutions of the public sector, provision of information and data for the media.

Some partners noted that they experienced greater impact and achievements through personal meetings than through media and social media. In *Portugal*, awareness and information workshops for social workers about the Social Insertion Income were promoted by District Centers of EAPN Portugal. In the *UK* it was felt that the interview process set up to develop the report represented in itself the best awareness-raising effort in the project at national level.

Several countries agree that 'real life' experience is needed to enhance awareness-raising around minimum income, particularly through the involvement of people experiencing poverty and recipients themselves. Many agreed that life stories can help demonstrate how poverty can affect anyone, and can help dissipate myths. It was also felt that the expertise of scientists and researchers as well as of professional experts such as social workers considerably supported the project outputs in terms of awareness-raising.

Repeating the message, simplifying the message or using one (simple) story at a time, were seen as efficient approaches that avoid overwhelming the audience, thus losing their attention.

In many countries, working hand in hand with other organisations contributed towards better awareness-raising, by building on the knowledge of other partners and bigger organisations. Some mentioned they decided not to spend so much resources on their own website, more on using others, who have much more capacity. Awareness raising of EMIN concerns was also channeled through other existing campaigns, which the partners engaged in as mentioned above

*Ireland* has a joint platform: the project has been most useful in ‘building awareness among large and small NGOs of how their issues fit into the broader national and European picture and building awareness among politicians of the impact of minimum income decisions on people’s lives’. Tools used for awareness-raising include surveys, relevant data, and statistical analysis. Working together can also strengthen NGOs, who can ‘make (a) louder voice when united’, particularly when ‘different members of the network can build coalitions in different areas’.

### 3.2.6 Working with the media

Most partners acknowledge the importance of working with the media and have included communication strategies as part of their plan, yet experiences vary. The *Polish* network sees this as a fundamental element in supporting the objectives set for the roadmap in 2015. The partner in *Finland* on the other hand highlights the difficulty of shifting the perception of MI as a national issue, particularly in the media, and questions how this can be changed.

Organising media attention around the EMIN national conferences and other events appears to have been fruitful. Some shared that online newspapers, events with social NGOs and committees were more effective for awareness-raising than newspapers and journals. Some suggest that developing contacts with the media requires a) recognised experts cooperating with NGOs; b) ability to provide fresh and attractive (shocking, touching, appalling) information and c) professional skills in presentations. The *Italian* partner hired a communication officer to deal with social media and great attention was drawn thanks to this to the work of EMIN, although not in the mainstream media.

Some teams had greater difficulty in working with media: for example in *Greece* limited interest on behalf of the media and lack of political will taught them that the campaign on MIS has to take into consideration the characteristics of the different audience groups (adults, youth, politicians, academics, people living in poverty), the different decision making levels, and the need to identify alliances at both national and European levels, while using a different language at different levels.

In *Poland* awareness raising around the draft report was encouraged through consultations at the network’s General Assembly (academic experts and 30 social NGOs), at the Executive Council and within the EAPN Poland Council of Experts (academics, experts and practitioners). The final version was discussed at the EMIN conference among members, two trade union federations (NSZZ Solidarność, OPZZ) and the main Social Assistance Offices.

The *Slovak* network referred to the final conference as receiving good media attention. Nonetheless it also pointed to the fact that the event mainly reached and engaged those already convinced of the importance of adequate MIS, and did not have much impact on those most hard to get on board, in particular policy-makers.

In the UK, while the partner cannot confirm any direct link to the project, there is evidence of a recent rush of articles on working age benefits, and specific aspects of MI, which it is hoped will translate into hearings after the elections.

**Influencing policy-makers.** *“Raising public awareness ensures that by reaching the citizens on the importance of an adequate income, deconstructing the prevailing prejudices about it, a strong base of influence over policy-makers can be built. The ultimate goal is to reach policy makers, influencing them to achieve results and changes that, in turn, strengthen the public awareness”.* (Portugal).

### 3.2.7 Awareness raising: the challenges

Each country has developed its own awareness-raising strategy. However, common challenges included the national political context within which the project was developed, insufficient time and resources, particularly for media coverage, and attracting the attention of non-like-minded audiences.

In the *UK* the main challenge is considered to be the political climate and media-influenced public attitudes on cutting welfare, the impact on NGO willingness to campaign publicly and for MPs to risk careers. As the network described *‘no-one – including trade unions, mainstream journalists, big NGOs – has been able to influence the current political climate in favour of the poor’*. This difficulty is also the view in *Slovakia*, whose expert has achieved regular visibility in poverty debates in the national press, yet has not seen any impact of this personal input in terms of concrete outputs.

“EMIN has its own name but cannot financially survive alone” EMIN UK

In *Poland* the partner mentioned that the project had been a ‘one-shot awareness’ effort, and more needed to be done to maintain the momentum. More resources for campaigning and visibility could have increased the impact of the outputs to date.

Some networks particularly in countries with an established MIS, where this might be taken for granted, attracted fewer new stakeholders in the meetings. This was the case in the *Netherlands*. Awareness raising remained limited in *Denmark* where the coordinator notes that the group did not broaden due to the small organisations running the initiative.

### 3.3 Developing roadmaps

One of the objectives of the EMIN project at national level is to make steps in developing a roadmap for the progressive realisation of adequate MIS in collaboration with other actors. Partners were asked whether the project helped to decide on clear (SMART) campaign objectives.

In the evaluation questionnaire, a set of examples of indicators was provided and respondents were asked to state their top two advocacy objectives for 2015, specifying for each objective their 'ask', which decision maker can act on it and when, what the three best arguments are to convince this decision maker to act and how they plan to measure success by the end of 2015. It should be noted as a general remark that few of the networks provided detailed replies to the framework provided in the questionnaire. The information shared nonetheless shows some level of coordination and achievement in the definition of current obstacles, in target-setting and success measurement.

Overall there is a general sense that, while the project provides a framework for progress, it is still early days in the development of campaigns and roadmaps in the field of MI in most countries. The work on defining roadmaps, while clearer in the countries having benefitted from two years of funding, is still rather fragmented. Many partners referred to the need to ensure flexibility in their campaigns in order to be responsive to the changing political context. Roadmaps are seen as useful, but cannot be rigid.

#### 3.3.1 Developing concrete plans

A few countries provided detailed plans of their roadmaps. In the *UK*, while the network admits that it is too soon to report on a formal partnership with specific campaign objectives, it has nonetheless fixed for 2015 a core focus of its policy work on adequacy of minimum incomes and wages. It intends to increase awareness and activity on EU principles on adequate minimum income by holding a national roadmap meeting in April 2015, followed by regional awareness-raising in Scotland, the English Midlands and London; increasing social media activity beginning February 2015 with blogs; targeting key MPs and committees before the May 2015 General Election and approach Ministers after election on EU-level demands on adequate minimum incomes.

In the case of *Spain*, the partner has defined how to reorganize and streamline the MI systems at the state level and at the Autonomous Communities level, including introducing MI as a core proposal for the 2016 National Elections, particularly by drawing from the findings of the Spanish Report on MI.

The following indicators of success have been defined to assess progress in Spain: a) changes in regional legislation (in 2015) b) political parties who have adopted EAPN's proposals as part of their agenda for the national elections c) Level of harmonization of both systems (state and regional) d) Level of consideration of MIS within the Semester (CSR and NRP). The network also intends to push forward a Directive for MI at the EU level, and is working with Spanish MEPs to promote this.

In *Sweden*, concrete plans for 2015 include inviting the Swedish Minister of Social Affairs to discuss MIS and sharpen recommendations and raise the question of MIS with the National Board of Health and Welfare and their user Council.

#### Shaping the roadmap – questions from Ireland

1. Why do we need an adequate and effective minimum income system?
2. How do we design it?
3. How much is adequate?
4. Where are we starting from?
5. What changes are needed?
6. What do we do next?

Other countries such as *Serbia* and *Slovakia* have both mentioned they have not developed concrete plans as yet.

### 3.3.2 Seizing existing opportunities

Roadmaps and campaign plans on MIS adequacy and accessibility have in some cases been developed riding on the momentum of existing policy developments. This has been the case in *Poland* where the Ministry of Labour and Social Policy is trying to pass a social assistance reform since 2013. EAPN Poland in cooperation with trade unions federations and social assistance offices agreed on the list of 18 concrete proposals for minimum income reform to present in this context.

The current government in *France* has decided to raise its level of MI (RSA) in its 5 year plan, and the EMIN partner will therefore be working around this new initiative in its roadmap. Public authorities in *Romania* on the other hand have agreed to hold more public debates on MIS in 2015, co-opting NGOs in the reform process, a positive opportunity for EMIN partners to engage.

Follow up of the European Year against poverty is also mentioned as a useful momentum, which helped create links now being used to develop the roadmap in some countries. In general, using EU standards to argue for national improvements is also something the networks draw on in their advocacy efforts. The current discussions on the possibility of an EU Directive on Minimum income are of course an argument which many networks have referred to in their national efforts to define roadmaps.

National elections also represent a key momentum and partners are using the public and media attention which these draw to focus the discussions on issues of MI. This is the case in *Norway* where municipal elections in the autumn 2015 provide an opportunity to advocate for improvements to what is perceived as a weak welfare system for the most vulnerable groups. EAPN *Portugal* has also planned to develop position papers and documents with recommendations for the political parties for the 2015 elections.

*“MIS would ensure some level of security which could help people focus their energy towards applying for jobs instead of begging the public authorities every month for small amounts of money.”* EMIN Norway

Finally, several countries mentioned that defining a roadmap was a way of guaranteeing continuity of existing efforts on promoting MIS or improving the scheme where this already exists. Some campaigns among the public and in the media such as in *Austria* will simply be continued to showcase what is not working, highlighting the obstacles, and making inadequacies of the system more apparent.

### 3.3.3 A clear ‘ask’

Many networks see the importance of clarifying their ‘ask’, setting a specific angle or demand that will make progress on MIS more tangible, for example by focusing their attention on non-take-up or accessibility of affordable social housing and related benefits.

**Defining the objectives.** The development of achievable objectives, often defined in terms of research, must always imply in its construction, validation procedures by the various actors who are involved in them. The achievement of objectives results from integrated and consensual interventions, being essential to this instrument of legitimacy, namely a European Directive. In this area, an important measurement of objective results requires, first, standardization of benchmarks [national and European average] (What is an adequate minimum income? How much? What is included?). (*Portugal*)

The objectives should 'neither be too big nor too unimportant', i.e. small goals. Also, being specific can help: some networks mentioned that promoting general improvements of basic income is a hard sell, , whereas focusing on minimum income for young people and better support for those living below the poverty line more specifically has more impact.

The national reports are mentioned by several countries as being helpful in creating interest and support, as well as clarifying their 'ask' and what are the achievable small steps ("minimum objectives") that can be made to improve a minimum income scheme.

Serbia highlights that objectives should be based on the human rights approach and that wider consensus can be gained through setting major objectives. Also, affected people need to be involved in the development of the roadmaps. Being a European, national and local structure puts EAPN *Portugal* on several fronts, enhancing their role of spreading messages and also of capacity building and mediation procedures in order to implement the guidelines included as the messages spread.

In *Belgium*, the partner has agreed to focus its 'ask' around ensuring a 'real' increase in levels of MI, above the poverty line.

'Public debates should be maintained at a regular pace' – EAPN Greece

The Project also helped to define clear advocacy objectives for 2015 in *Latvia* where the focus will be on the Bill on a directive, streamlining employment and social policies at EU level and maintaining discussion at national level including with support of the Latvian MI report. In *Ireland*, the partner will focus on an all-encompassing strategy in particular on the adequacy and take-up coverage campaign for 2015, addressed at media, public and politicians. The Draft Bill for a Directive on MI and integrating social and labour law will also be the priority of the roadmap in *Italy*.

The *FYROM* partner has centred its campaign on MIS as a way out of poverty in a country where poverty and infant mortality is still very high, and pushing for much needed reforms to social protection systems that date back almost 50 years.

The partner in *Denmark* has focused on young people under 30 living below the poverty line. Young people under 25 are also the focus of the campaign of the *Luxembourg* partner, who is also working on achieving more individualization of rights, not just connected to households. The latter issue of individualization of rights is also highlighted in the *Slovak* roadmap. In *Germany*, the network asks for an increase in the current level of MI.

EAPN *Portugal* will seek to mobilise new structures/actors for the campaign, by disseminating the Roadmap and enhancing awareness raising activities particularly toward the Non Governmental Forum for Social Inclusion and the Working Group for the National Strategy to fight poverty and social exclusion.

*Denmark* saw the project as effective in showcasing the importance of the European level in national politics. *Poland* rather highlighted that while common MI objectives in the EU are important concrete efforts need to be put into the ratification by Poland of the European Social Charter of the Council of Europe on rights to social assistance.

*Serbia* admits it is still too early for its network to develop a roadmap although it will aim to focus advocacy on MI around withdrawing of conditionality particularly.

### 3.3.4 Roadmap: the challenges

It emerges clearly that in order to progress with a roadmap at national level, cooperation among stakeholders – including recipients, legal experts, policy makers, trade unions, business representatives - is vital and requires continuity. The issue of sustainability of the collaboration at the end of the project, maintaining the momentum and generating continued commitment towards the roadmap outside the project remains a challenge in many countries, despite the progress achieved during its implementation.

Time constraints and the limited timeframe of the contract are seen as a challenge in ensuring SMART roadmaps that guarantee sustained momentum. These need to be flexible, constantly evolving, which cannot be done within the scope of a limited project. Differences were noted in the level of development of the roadmaps between the pilot countries benefitting from two years of implementation and the remaining countries, which had one year or less to deliver.

The political climate represents in many countries a common challenge when it comes to promoting the MI agenda. The network in *Slovakia* admits that it is a difficult exercise to influence decision makers when in a situation of budgetary deficit and prevailing negative opinion about the welfare system. According to the figures provided, 80% of the Slovak population is against providing MI benefits that are not conditioned by work.

**Solidarity the basis of the road map.** In *Ireland* the development of a medium-term roadmap has been the core of the project, using research, analysis, discussions with politicians etc. and refinement by the partners and the participants in the conference. The main conclusion has been the need to combine measures based on needs (reference budgets) and on social cohesion (at risk of poverty line) and to incorporate particular costs for groups, such as the cost of disability.

In *Belgium* patience and consultation are called for, to find compromises and reconcile different opinions, as well as involving all the partners actively to be responsible for concrete parts of the project, with concrete tasks, and especially to ‘never forget the world outside the project’ (i.e. political reality).

Common understanding about the basic concepts (minimum income, minimum wage, basic income, basic security benefits, social security etc.) is seen by partners as essential to making progress, especially when working on EU level, yet this remains a challenge in defining both the national and EU roadmap.

A major obstacle to achieving the objectives of the roadmaps is the lack of understanding and acknowledgement of general and specific issues related to MIS such as non-take up for example. Partners also highlight that it is also important to develop a deep

**Understanding non take up** In the Netherlands non-take-up is a very big issue. Many people in severe debt refuse to apply for or even accept the supplements, since it does not give them relief. Others do not know about all the support or do not understand the information.

understanding of the complexity of legislative, organizational and financial frameworks of minimum income and resulting different interests and the positions of the main stakeholders, which requires time. In *Lithuania* there still appears to be fragmented knowledge about aims, methods of social support and role of minimum income scheme across the stakeholder community, which makes it difficult to agree in building a roadmap.

The partner in *Cyprus* raised the issue of lack of indicators as a challenge in assessing impact of the roadmaps at national level.

Finally, regional differences are mentioned as making the definition of a roadmap more challenging. In *Spain* for example, the calculating of the cost of living using participatory methodologies has to be specific to each of the 19 regions. In *France*, the decentralization of competences currently underway makes changes difficult, although the current process of simplification in structures may at the end prove favourable to positive developments in MIS.

## 3.4 Project management capacity

### 3.4.1 Managing the project

Countries have outlined different approaches to managing the project: some using existing structures, some increasing capacity for the purpose of the project. Others worked with other, better-resourced organisations. Across the board, resources in terms of funds and personnel are clearly highlighted as a limiting factor and partners often state that more could have been achieved if more time and financial support had been available.

Even where a network is mainly based on volunteering and therefore faces difficulties in the implementation of projects, they noted, as was the case for *Cyprus* that they 'have managed well'. Many established a project team and/or a steering committee responsible for the activities, information communication and dissemination of results of each activity.

The *FYROM* partner appointed a coordinator for overall project activities, while the Secretariat was responsible for promotion of the project, and the ExCo responsible for developing partnerships. In *Latvia* the Management Group of EMIN project was selected from the Network volunteers. The *Netherlands* invited a sociologist to work with whereas in *Iceland* a few members of EAPN managed the project. EAPN *Serbia*, just established as a legal entity and with limited management capacities 'borrowed' human and technical resources from other member organisations for the purposes of the project.

In *Slovakia* the project relied on expert and academic experience (and willingness to work free of charge) due to the restricted budget, and to allow for other actors that were needed to input in the project. The same person carried out 'all managerial, accountant, organizing and expert work personally, pointing to the problem of the scarce resources available for the work required'. *Denmark* cooperated closely with a like-minded NGO, which had more capacity to organize events.

Some networks such as *Portugal* and *Austria* had more resources and experience in organizing events and conferences and made use of existing systems to record working hours, bills, payments, etc., having used these for previously funded projects.

*Bulgaria* noted that the capacity to deliver projects depends on the project attractiveness (its aim, social significance, social impact), as well as its financial support, which is often not directly proportionate.

Several networks mentioned the value of other contributions received towards supporting the project, such as volunteering, financial support and free input from the academic sector and free venues provided by partners or members for events.

### 3.4.2 Cooperation

Key to advancing the capacity to deliver on the project has been the level of cooperation initiated in several countries with other bodies. *Hungary* is participating in the actions of other civil actors to strengthen reciprocity and solidarity. In *Ireland*, where the resources were vital to allowing the research and analysis, the two years were needed to lay the groundwork for a bigger campaign. EAPN *Ireland* was well placed to coordinate because 'we don't have as big a public 'brand' as most others and therefore can be a neutral space'. *Norway* created a working group with discussion partners, although meetings are not frequent.

**The United Kingdom context and delivery learning.** *“EAPN in the United Kingdom has little money of its own and has big and linked disadvantages in the UK (EAPN England, Wales and Northern Ireland lost funding and regional organisations when local government in poorer areas got 40% budget cuts). Problems arose in the project due to public attitudes on welfare and the EU. Having people experienced with cross-national projects and prior acquaintance between some EU and UK personnel was essential to delivery in the time-frame. The EU EMIN European management was effective but given the constraints, project learning was more vertically-oriented than horizontal; more horizontal learning opportunities in any future EMIN would be welcome. Basecamp is considered to be a good repository of information, but a less good communication tool.”*

### 3.4.3 Capacity: the challenges

Capacity ‘needs’ to take forward the learning and outputs of the project, as expressed by the partners include time, financial resources, and staff, but also more specific requests. Many countries request more time: *Belgium, Czech Republic, Germany, Spain, and Hungary, specifically for media work*. Both year 1 pilot countries and the remaining countries have experienced that the time given to the project, whether one or two years, could have been longer to ensure sustainability and effectiveness at national level and also follow developments at European level adequately.

Permanent staff is also needed in most networks, for example: *Cyprus, Latvia, Netherlands, Poland and Slovakia* as well as assistants for data collection, organising focus groups and involving policy makers (*Lithuania*). Equally sustainable funding is important for *Greece and Norway*. Other needs expressed include more professional marketing (*Denmark*), involving more actors from one country for the different parts (*Germany*), a technical base, with permanent meeting premises, transport; maintenance of website and newsletter (*Latvia*), and an EMIN-provided toolkit to ensure accurate, consistent messages on EU level demands (*UK*).

More skills would include flexibility, improved knowledge of the contents and the sector of the project, previous expertise on European projects, knowledge and skill in local development (*Italy*), and ‘the capacity to make proposals that cannot be refused’. For *Bulgaria* this capacity depends on two basic resources - adequate knowledge and adequate moral values. In *Serbia*, where 4-5 organizations make up the core of the network, respondents state that what is needed is ‘more engagement from other members in order to increase capacity for project winning and delivering’.

As well as expressing their needs, some countries expressed what could improve in any future project. *Austria* proposed to improve communication between board and bureau, and better distribution of tasks at the beginning of a project. For *Norway* project management should have clarified and defined the tasks ahead and ‘not come up with new orders underway that are not described and agreed in advance’.

Finally, most partners agree that additional resources for communication and campaigning activities would have greatly benefitted the project, enhancing the message and ensuring greater reach-out of the project achievements at national level.

## 4. Lessons learned and achievements at European level

The scope of the present evaluation is mainly to look at achievements of the national partners in terms of collaboration, awareness raising and roadmap design. The remit of such achievements nonetheless goes beyond the national level to support and strengthen the achievement of the European-level objectives of the project. In light of this, the present section of the report briefly summarises the findings as regards the European achievements of EMIN. The following findings are based on the response to the questionnaire submitted by the EMIN secretariat, desk research as well as on interviews with both the EMIN Secretariat and the European Commission DG EMPL, who commissioned the EMIN project.

Overall, the project promoter coordinated and achieved the expected outputs related to all the work packages included in the contract with the European Commission. In particular, coordination was focused on ensuring the establishment of the national partners, the finalization, sign-off and publication of the national reports and European level synthesis report, the organisation and attendance at national and European events and the development of advocacy, communication and visibility tools to support the achievements of the project.

### 4.1 European-level collaboration

According to the project promoter, the project allowed for increased collaboration on the topic of MIS at European level, although it is difficult to evaluate the extent of such an increase.

The main stakeholders engaged in collaboration with the project include the following:

- Project partners, as set out at the beginning of the project (European level NGOs, governmental actors, academics, Trade Unions, regional authorities and people with direct experience of poverty);
- The European Commission;
- The European Parliament;
- The Council of the European Union;
- The European Economic and Social Committee;
- The European Trade Union Confederation;
- The Social Platform.

As regards the increase in scope of collaboration, while the group of project partners remained unchanged throughout the project, some of the related groups such as the civil society advisory group and the advisory group in the European Parliament broadened the range of actors engaged.

As regards the European institutions, it is difficult to confirm the correlation between the EMIN activities and developments in the field of MI at European level. The EMIN Secretariat nonetheless notes certain positive developments such as the enlargement of the emerging cross-party support group on adequate Minimum Income within the European Parliament, led by Spanish MEPs, to include representatives from other countries, and the increased focus on poverty and minimum standards in speeches by the new Employment and social affairs Commissioner.

On the other hand, while the project has allowed to continue collaboration with the Council of the EU, where the topic of MIS has remained on the agenda of the Social Protection Committee,

it is felt that *“there are no public champions for adequate Minimum Income Schemes coming from the National Governments or in the Council”*.

Collaboration with and support from the ETUC has, according to EAPN, been prominent in the work of EMIN and beyond, with a commitment to make a joint statement on the issue in the early part of 2015. Moreover, the input from the EMIN project into the statement by the Social Platform at the Informal EPSCO Council in Greece in April 2014 was prominently highlighted.

The final conference of the EMIN project attracted over 130 people in November 2014, reflecting the level of collaboration achieved with the relevant stakeholders both nationally and at European level.

Collaboration within the EMIN project also provided visibility and input to other initiatives supporting adequate and accessible MIS, for example the work of the International Labour Organisation (ILO) on the ‘social protection floor’ and the coalition to follow up this work, the work on access to benefits promoted by the European Foundation for the Improvement of Living and Working Conditions, and the Council of Europe ongoing work on the implementation of the European Social Charter. The European Commission’s DG Research has also increased requests to EAPN to take part in related research projects.

Collaboration between the European Commission (EC) and EAPN as the promoter, has been ongoing throughout the project and is viewed as supportive, both at a working level and in terms of participation at events and conferences. While the EC attended several events, it is felt that more involvement could have been beneficial – although lack of time and resources may have prevented this.

The role of the Commission in the management committee of the project on the other hand appears to have been less clear, possibly for lack of clear guidelines. This leaves an open question as to the possibility of creating more opportunities for a working level dialogue or a focus group with the EC and other institutions on the ongoing achievements of such a project during its implementation, and the possibilities these open up in the European agenda, riding on the momentum raised at national level. This type of collaboration could be beneficial if a longer timeframe is considered.

There is an underlying sense that while the project represented a joint initiative between the EC, the promoter and partners, the fact that the project results naturally moved beyond procedural objectives and factual gathering of data to proposing political and advocacy oriented outputs (roadmaps for example) implied that the involvement and signing off by the Commission became more complex.

Finally, a question remains regarding the extent to which the project opened up to dialogue and awareness raising of its achievements beyond the stakeholders involved in contributing input to the project outcomes. It is possible that more visibility and discussion could have been generated through additional outreach, beyond like-minded stakeholders, yet within the capacity and means provided.

#### **4.2 Awareness raising**

The EMIN project aimed to support, through collaboration, further awareness raising of a range of issues. The promoter is of the opinion that the project supported:

- a deepened understanding of Minimum Income Schemes, adequacy, coverage and take up and the differences between the different realities in EU member States through the national and the European synthesis reports;

- Awareness on specific thematic issues such as realities behind non-take-up and adequacy in older age through the thematic reports by FEANTSA and AGE Platform respectively;
- visibility of the linkages between adequate wages and adequate MIS and the emergence of the idea of adequacy throughout the life cycle;
- increased argumentation to counter misinformation, and state why Minimum Income matters;
- the argumentation from different perspectives as to why adequate MIS are good not only for those who need them but also for society as a whole;
- The importance of listening to people's direct experience, through the production of several DVDs;
- The importance of alliances to push forward adequate Minimum Income Schemes.

Several tools have helped increase awareness, primarily meetings, conferences and the publication of informative reports on the topic. The website also helped disseminate related information and provided updates on the project activities and has received 17000 views since its creation.

An open question raised by the EC remains, regarding the comparability of data contained in the thematic reports given the differences in methodologies used such as data collection and limited geographical spread. This nonetheless does not affect the value of the documents as tools to raise awareness of a specific country situation or particular topic.

In the European context, the increased focus on Minimum income in the European Parliament hearing of the new President of the European Commission and in the new report on the European Semester 2015 is an important indicator of visibility that has been generated on the topic. Considering the timing of both of these, it is legitimate to see a possible connection to the momentum generated by the EMIN project.

The project promoter has also received an increasing number of spontaneous requests to speak at events on the topic of adequate Minimum Income Schemes, for example from the social protection working group of the ETUC, the Council of Europe and other national and international organisations.

While it is not within the scope of this evaluation to assess the balance within the project between coordination of national efforts and inputs and engagement in European-level awareness raising, it is worth considering what measures could be introduced in a future call, to redress any possible imbalance.

### 4.3 Roadmap

The European context and outlook during the period of implementation of the project has not always been favourable to the development of an ambitious roadmap on accessible and adequate MIS. The project promoter nonetheless considers that the outputs of the project allowed for holding ground and in its own words *'It is safe to say that without the focus the project brought on this topic, the reality might be even worse'*.

The project ensured the development of a European-level roadmap, which includes three key demands:

- 1) More awareness raising and public debate;
- 2) A call for a Directive on Adequate Minimum Incomes;
- 3) Integrating the follow-up of the project into the ongoing EU processes (Mid-term review of 2020, European semester, new Commission priorities, discussions on the European

Monetary Union, implementation of the regulations in relation to Structural Funds and the Social Investment Package).

While it is difficult to provide actual evidence, the promoter feels that the project may have had some impact in relation to certain developments, such as a more comprehensive proposal for the new Minimum Income scheme in Cyprus or stronger support for the argumentation in favour of a European Directive.

The proposal from the European Parliament on a second round of support for work on adequate Minimum Incomes, which appears to be confirmed at the time of drafting this report, may also be a reflection of the work achieved through the EMIN project, and can be considered as a positive sign which could secure sustainability of the results and an ongoing and increased emphasis on the subject of minimum income schemes at European and national levels.

From the EC perspective, the roadmap was certainly the most complex output to validate, given that its content includes proposals for both mobilization processes and specific advocacy lines, which may not reflect the position of the institutions.

## 5. Conclusions

Based on the findings of the evaluation, a certain number of conclusions can be drawn about the functioning, effectiveness and efficiency and sustainability of the EMIN Project in the period 2013-2014. In general, the evaluation of the project shows that it is still early days to effectively assess the results of the project. Many of the activities started a process, which is still ongoing.

The nature of the activities at national level, implies that they are strongly connected to and affected by the political context they fit into, which is constantly evolving. In this respect, the project provides a snapshot at a given time of the situation. It also highlights the diversity that exists across Europe when it comes to minimum standards and minimum income, as well as the diversity in approaches and responses to these standards.

**A magnet and a key** – “EMIN was both a magnet in attracting allies to support the idea of a MI, and a key to enter that debate” EMIN *Italy*

### Relevance

- The project appears to have been **timely and necessary**, both at European and national level;
- EMIN represents a **proactive response** to the current social and economic perspective, particularly with regard to the situation of poverty and social exclusion in Europe and the context of austerity measures and reduced budgets;
- EMIN provided a needed **forum for discussion**, networking and alliance building among a variety of stakeholders at different levels;
- While the project may be strongly **NGO-driven**, due to the nature of the promoter, it has in many cases gained support from beyond the NGO sector;
- Where collaboration was not achieved, this has highlighted the reality and scope of the **obstacles in achieving consensus** on MI;
- The analysis of the national context, particularly through the formulation of national reports, has provided a good overview and much needed **evidence** to support the efforts initiated by the project towards making progress on MI;
- EMIN provided in many cases a **new impetus** to discussions in countries where this was a relatively new, difficult or uncoordinated effort;
- The fora created to discuss and put forward joint proposals have contributed inputs to emerging **European-level** discussions;
- The project has also generated a relevant and dynamic **collaboration and engagement with stakeholders and experts**, including recipients of MI and people experiencing poverty;
- The relevance of the initiatives goes beyond the scope of the project and is part of an ongoing discussion, which requires **sustained commitment** from all sides. The dedication of the existing networks to pursue collaboration on the issue of MI and the commitment by the EP to initiate a new funding stream to pursue the effort is encouraging.

### Effectiveness

- All the activities at European and national level have been undertaken according to the **work packages** defined in the contract with the European Commission including network establishment, data collection and reporting, awareness-raising meetings and stakeholder consultations, roadmap definition, national and European conferences;

- The fact that the EMIN project was driven by **existing networks with experience** in the field may have provided greater legitimacy and a more dynamic approach to the project than if the approach had been centralized, with less local ownership;
- Existing alliances within the anti-poverty networks helped ensure greater effectiveness of activities of the network. In particular, the **prominent role given to experts**, and particularly engaging people experiencing poverty and recipients of MIS is considered to add great value to the results;
- The project helped to **increase the number of organisations/actors** mobilised in campaigning for adequate and accessible minimum income schemes in all countries and across many different sectors and segments of society;
- Effectiveness, including of the roadmaps at both national and EU level, could be increased through a stronger focus on collaboration and awareness-raising beyond usual allies or **like-minded stakeholders**, which could challenge and therefore strengthen the proposals. The tendency in some cases not to reach beyond this arena may be connected to the existence of links within the anti-poverty network before the project, which were in some cases privileged over new collaborations;
- At the broader level, the project contributed to the **strategic positioning, legitimacy and visibility** of civil society as a driver in promoting developments in the MIS agenda at national and EU level;
- **The data collection and awareness raising**, including the publication of the reports, has allowed for consolidated arguments and definitions to be developed that positively support efforts in favour of the project's aims;
- EMIN allowed for a **deeper understanding** of Minimum Income Schemes, adequacy, coverage and take up, as well as of the role of the EU in this context;
- The awareness-raising generated at all levels could remain a **'one-shot'** if no continuity is guaranteed. In this context, more resources for adequate **communication** and campaigning could have further increased the impact of activities.

### Efficiency

- The project has delivered increased collaboration on the issue of minimum income far beyond the initial requirement of developing fora 'in at least five EU countries', by coordinating **efforts in 30 countries**, including non-EU member states;
- The project benefitted from being driven by **on-the-ground experts** (national anti-poverty networks) with existing networks of contacts and members who are more likely to support and promote the objective to build consensus towards the progressive realisation of adequate and accessible minimum income schemes in the countries and ensure **ownership and drive** at national level;
- EAPN networks proved to be well suited and to have the **ability to engage** relevant EU and national actors, through existing and new alliances;
- The project was efficient in ensuring **outreach** to different segments of civil society and beyond, to a variety of actors with a stake in promoting MIS across Europe;
- None of the partners noted that **capacity issues** limited them from implementing the planned work to any considerable extent, although greater emphasis on capacity needs would be welcome;
- There is nonetheless a connection between the level of project outputs and the **capacity** of the partners at national level which affects the project outcomes and could be further investigated (big/small, experienced/weaker networks, presence or not of a network affecting implementation of the project such as in Slovenia);
- The project seems to have created a momentum, which is being sustained beyond the project implementation period as an **own-initiative** by many partners;

- Funding covered part of the activities undertaken by the national partners, many of which also relied on **volunteering** to maximize impact and ensure optimization of outputs;
- The project achieved considerable outputs in a very **limited timeframe**;
- National partners, particularly those involved only in year 2, ensured that the outputs of the project were achieved despite receiving relatively **limited financial resources**, particularly to support visibility and communication efforts around the activities and findings;
- The project allowed for **100% funding** of activities strongly focused on mobilization which, given their nature, could otherwise have proved difficult to co-finance;
- **Media** and communication work are fundamentals and could have been further supported;
- While the emphasis was very much on vertical sharing of information to feed into the process of developing an EU roadmap, the project could have benefitted from more facilitation of **horizontal learning**, providing more space and opportunities for sharing on experiences and facilitating communication between countries, beyond the pure sharing of documentation;
- While the value of the national reports in terms of raising awareness at country level is clear, **differences in the final reports** across countries, despite the provision of a template and the uniform use of MISSOC data, points to a possible need for more briefings and follow-up to ensure greater coherence across countries;
- Challenges in terms of **language**, definitions and translation, including lack of resources to address these, affected in some countries the smooth development of the reports.

### **Impact and sustainability prospects**

- While the project **short-term perspective** does not allow for an assessment of the long-term impact of activities, some developments at national and European level have been noted which may be related to the project;
- The commitment of the existing networks leading the project nationally to **pursue efforts** initiated through EMIN beyond the timeframe of the project provides some guarantee that the topic will remain on the agenda and continue to receive the support needed to maintain the level of awareness and collaboration achieved, including with the engagement of other stakeholders;
- The project appears to have generated the necessary momentum which can be maintained if a **sustainable commitment** is clear on pursuing these efforts further;
- **Fragmentation** can be noted in the work on the roadmaps both in terms of realities on the ground and of knowledge. This may represent an obstacle to the smooth development and further implementation of such roadmaps nationally;
- National Minimum Income networks have the potential to support and benefit from other **related initiatives and campaigns**, such as the EU funded Reference Budget project as another pillar to maintain the momentum around strengthening or introducing adequate Minimum Income schemes;
- The **Conferences** were good instigators of visibility and collaboration
- **Clearer baselines** – particularly in terms of increased collaboration - could have been defined from the outset to ensure a more adequate assessment of achievements at the end of the project;
- **Cross-learning** and sharing of lessons learned transnationally could increase the sustainability of individual/national efforts;
- At European level, the possibility of ensuring a more **ongoing working level**/focus group discussion between the promoter and European institutions throughout to the project

on the learning gained could have generated more alliances beyond those already confirmed;

- **Roadmaps** represents a way of ensuring sustainability of the project, yet the political context does not allow for something rigid to be defined. A flexible and continuous process is required to achieve results.
- **European consensus** around roadmaps is complex since the exercise goes beyond mobilization processes to include political recommendations.

## 6. Recommendations

In evaluating the achievements of the project and in light of the conclusions drawn, a few recommendations are made relating to the 2013-2014 project and the possibility of a new tendering process for the continuation of the EMIN project.

### Scope and modalities

- Ensure sustainability of the EMIN results through a strategic follow-up **tender** at European level based on the lessons learned from the first project;
- Focus on the need to maintain and develop **diversified alliances** and collaboration at national and European level in order to achieve and maintain the momentum around the EMIN objectives;
- Ensure that the future project guarantees **national ownership** and is rooted in existing initiatives on MI;
- Maintain the level of commitment and focus on **awareness raising and mobilization activities**;
- Focus the next phase of the project rather on mobilization with **less emphasis on data gathering**;
- Ensure **structural engagement** of stakeholders outside the circle of like-minded entities;
- Facilitate more **horizontal learning** between countries, including more active moderation;
- Facilitate **more European-level dialogue** among stakeholders at EU level and including representatives of the European institutions (Council, Parliament and Commission) in an ongoing **focus group** discussion on the leanings of EMIN, and ensuring this level of dialogue as an integral part of the project in its next phase;
- Maintain **flexibility** in the definition and use of the roadmaps;
- Ensure connections with **existing campaigns**/other related projects and initiatives by international organisations outside the EU institutions (ILO, CoE...)

### Operations and procedures

- Pursue efforts to ensure **participatory approaches** in the activities of the future project, including engaging people experiencing poverty and MI recipients;
- Ensure participatory and **comparable data gathering** where required;
- Consider providing a **longer timeframe** for implementation of activities both nationally and at European level;
- Maintain a system where this type of mobilization activity receives 100% funding, with **no co-financing requirements**;
- Consider a more realistic **share-out of funding** between countries based on actual local costs;
- Provide increased **funding for communication**, campaigning and visibility efforts;
- Provide a **logical framework** with clear indicators and baselines for evaluation of future progress;
- Provide for more opportunities for **horizontal exchange** and learning during the project;
- Develop the use of tools such as **Basecamp** to cater for communication needs between partners, not just for sharing of documents;
- Consider introducing a **moderator** role in Basecamp to encourage efficiency and usage for communication purposes;
- Ensure that adequate consideration is given to **language and translation** needs.

## Annex I - EMIN Evaluation Questionnaire outline (autumn 2014)

### 1. ACHIEVEMENTS

#### 1.1 Collaboration

**Has the project helped to increase the number of organisations/actors mobilised in campaigning for adequate and accessible minimum income schemes?**

Example of indicators:

Compare the list of organisations/actors attending meetings of the coalition (or/and officially joining the coalition): at the start of the project / at the end of the project

**Have other types of relevant collaboration grown during this phase of the project?**

#### 1.2 Awareness raising

**Has the project helped to raise the awareness of the audience/s you targeted on the need for and adequate and accessible minimum income scheme?**

Example of indicators:

- state your 1 or 2 "priority" target audiences
- give 3 reasons (by target audience) why this particular group is instrumental for the success of your campaign
- provide three pieces of evidence (by target audience) that this particular audience was reached during the course of the project

**Other examples of awareness raising that happened through the project**

#### 1.3 Roadmap

**Has the project helped national partners to decide on clear (SMART) campaign objectives for an adequate and accessible minimum income scheme?**

Example of indicators: state your top two advocacy objectives for 2015, specifying for each objective:

- your 'ask'
- which decision maker can act on it and when
- what are your 3 best arguments to convince this decision maker to act
- how you plan to measure success by the end of 2015

### 2. LEARNINGS

#### 2.1 Collaboration

**What have you learned in relation to building collaboration?**

In terms of finding the right approaches?

In terms of your capacity to build collaboration?

#### 2.2 Awareness raising

What have you learned in relation to awareness raising:

In terms of what works in relation to awareness raising?

In terms of your capacity to do awareness raising?

#### 2.3 Roadmap

What have you learned in terms of building road maps for the progressive realisation of adequate Minimum Income Schemes in collaboration with other actors?

In terms of developing realisable objectives

In terms of your capacity to mobilise to achieve the objectives?

#### 2.4 Capacity development

What have you learned in terms of your capacity to deliver projects?

Can you give examples of systems you put in place to help manage the project?

What capacity needs have you identified that you need to develop to deliver projects?

### 3. FUTURE WORK OF EMIN

Ideas for Advocacy work to make progress on the National and/or European Road Map (Be as specific as possible)

Ideas for building of National Minimum Income Networks and/collaboration with a broad range of actors

Ideas to build public support for adequate Minimum Income Schemes (please include ideas other than reports and conferences)

## Annex II – EMIN evaluation questionnaire - Respondents

	<b>Name</b>	<b>Country</b>
1.	Robert Rybaczek-Schwarz - EMIN Coordination	Austria
2.	Elke Vandermeersch - BMIN National Coordinator	Belgium
3.	Maria Jeliaskova - EMIN Bulgaria co-ordinator	Bulgaria
4.	Nicos Satsias - EMIN National Coordinator Eleni Karaoli	Cyprus
5.	Dagmar Kocmankova - EMIN project coordinator	Czech Republic
6.	Per K. Larsen, project manager - EMIN.DK/Denmark	Denmark
7.	-	Estonia
8.	Jaakko Kiilunen - EMIN Finland Coordinator	Finland
9.	Sylvie Hanocq - project manager Agence Nouvelle des Solidarités Actives Laurent David - Conseil général de l'Hérault – RSA manager	France
10.	Mila Carovska - Macedonian Anti poverty platform	FYROM
11.	Julia Zürcher - Caritas Germany	Germany
12.	Maria Marinakou - Coordinator	Greece
13.	Johanna László - program coordinator	Hungary
14.	Vilborg Oddsdóttir - EAPN Iceland	Iceland
15.	Robin Hanan - Coordinator - Irish Minimum Income Network	Ireland
16.	Nicoletta Teodosi - National coordinator - CILAP EAPN Italy	Italy
17.	Laila Balga - EMIN National Coordinator Lelde Calite - Expert	Latvia
18.	Romas Lazutka - National Expert	Lithuania
19.	Nathalie Georges and Robert Urbé (Caritas Luxembourg, on behalf of EAPN Luxembourg, member of the EMIN Partnership)	Luxembourg
20.	Leonid McKay Saviour Grima	Malta
21.	Jo Bothmer - expert (Y2) - EAPN Netherlands	Netherlands
22.	Dag Westerheim - EMIN Coordinator Norway	Norway
23.	Ryszard Szarfenberg - EMIN national expert in Poland, EAPN Poland	Poland
24.	Liliana Pinto, Paula Cruz, Elizabeth Santos - EMIN Project Team	Portugal
25.	Raluca Manaila - EMIN national coordinator Daniela Mihaita - EMIN national expert	Romania
26.	Danilo Vukovic – EMIN national coordinator	Serbia
27.	Zuzana Kusa – EMIN national coordinator	Slovakia
28.	Graciela Malgesini, PhD. - EMIN Coordinator	Spain
29.	Johan Holmdahl - Author of Swedish EMIN-report	Sweden
30.	Katherine Duffy - EMIN UK report author on behalf of UK Steering Committee	UK
31.	Fintan Farrell – Project coordinator (questionnaire approved by the EMIN Management Committee)	European Management Committee

## **Annex III – Interviews**

### National level:

Per Larsen, EAPN Denmark, 11 March 2015

Nicoletta Teodosi, EAPN Italy, 12 March 2015

Ryszard Szarfenberg, EAPN Poland, 12 March 2015

Katherine Duffy, EAPN UK, 12 March 2015

### European level:

Bérengère Steppe and Susanne Conze, European Commission DG EMPL, 20 March

Fintan Farrell, EMIN Secretariat, 5 and 25 March 2015

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EMIN Secretariat, Draft final report to the European Commission “EMIN project 2013-2014”, March 2015

EMIN website [www.emin.eu](http://www.emin.eu) and related national EMIN partner websites  
EAPN website [www.eapn.eu](http://www.eapn.eu)