



# ENIL STRATEGIC PLAN 2022 – 2025

September 2021

## Part 1: Background information

### 1.1. Introduction

The European Network on Independent Living (ENIL) is a Europe-wide<sup>1</sup> network of disabled people<sup>2</sup>, with members throughout Europe and beyond. ENIL is a forum for all disabled people, Independent Living organisations and their non-disabled allies on the issues of Independent Living. ENIL represents the disability movement for human rights and social inclusion based on solidarity, peer support, deinstitutionalisation, democracy, non-discrimination, self-representation, cross disability and self-determination.

The Strategic Plan will be used to guide the work of the organisation over the next 4 years, from 2022 – 2025. It sets out the context in which we work, our main goals and objectives, the relevance of our activities, and the way we are organised internally. The Plan also explains how we will monitor and evaluate the effectiveness our work, our communications and membership strategies. The Strategic Plan includes a multi-annual action plan, while a risk management strategy is available in a separate Annex.

This Strategic Plan was developed in close consultation with ENIL's organisational and individual members, following a set of regional consultations in May 2021. We are thankful to everyone who took time to provide input, in person or in writing.

### 1.2. Mission statement, vision and purpose

ENIL's **vision** is of Europe where all disabled people are able to exercise choice and control over their lives, on an equal level with others; where they are valued members of the community and can enjoy all of their human rights, as set out in the UN Convention on the Rights of Persons with Disabilities (CRPD) and other human rights treaties.

ENIL's **mission** is to advocate and lobby for Independent Living values, principles and practices, namely for a barrier-free environment, deinstitutionalisation, provision of personal assistance support and adequate technical aids, together making full citizenship of disabled people possible. ENIL's activities target European, national and local administrations, politicians, media, and the general society. ENIL works to strengthen the empowerment of disabled people, mainly through providing resources for peer support and peer-to-peer training. ENIL enhances the European disability sector by providing an arena for the sharing of disabled people's experience of services and in providing economical, logistics and technical expertise on independent living. ENIL prides itself on providing a strong platform for grassroots activists and organisations.

ENIL is a pan disability organisation, which means that we promote Independent Living for all disabled people. We work directly with disabled individuals and disabled

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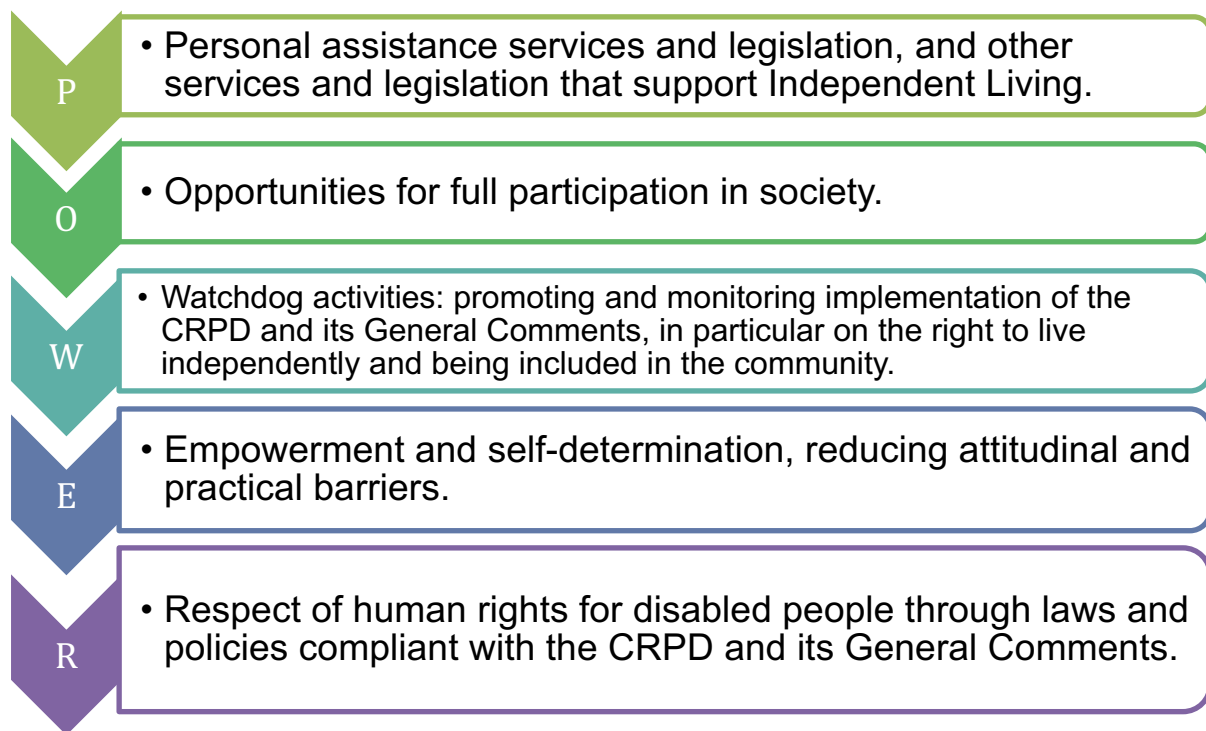
<sup>1</sup> ENIL covers the entire Council of Europe area, as opposed to just the European Union.

<sup>2</sup> We use the term 'disabled people', rather than 'persons with disabilities' or 'people with disabilities', to reflect the fact that people are disabled by the environmental, systemic and attitudinal barriers in society, rather than by their impairment. This is in line with the social model of disability.

persons' organisations (mainly Centres of Independent Living), in Europe and globally. We also work with non-disabled people and mainstream human rights organisations, whom we consider to be important allies to disabled people's rights movement.

That which makes ENIL different from other European disabled people's organizations is its make-up of grassroots organisations and individuals, guided by the social model approach; the dedication of us as members to promote, advocate and lobby for social change (empowerment of disabled people to take control over their lives); and the transferability of the Independent Living principles into applicable practices.

ENIL's **purpose** is to develop and support the Independent Living Movement in Europe through advocating for and/or providing:



### 1.3. Definition of Independent Living

ENIL places great importance on the correct understanding on the terminology related to the right to independent living, and aims to prevent these terms being misappropriated to promote and justify policies and services which discriminate against disabled people. For this reason, in 2012, ENIL developed definitions of key terms, including independent living, personal assistance, deinstitutionalisation and community-based services. In addition to its own definitions, ENIL uses and promotes definitions set out in the CRPD and its General Comments, especially General Comment 5 on Article 19 CRPD.

ENIL defines independent living as:

“The daily demonstration of human rights-based disability policies. Independent living is possible through the combination of various environmental and individual factors that allow disabled people to have control over their own

lives. This includes the opportunity to make real choices and decisions regarding where to live, with whom to live and how to live. Services must be available, accessible to all and provided on the basis of equal opportunity, free and informed consent and allowing disabled people flexibility in our daily life. Independent living requires that the built environment, transport and information are accessible, that there is availability of technical aids, access to personal assistance and/or community-based services. It is necessary to point out that independent living is for all disabled persons, regardless of the gender, age and the level of their support needs.”

## Part 2: Context of the strategy

This strategy is being written at a time when Europe and the rest of the world grapples with the impact of the COVID-19 pandemic, with the long-term consequences still hard to predict. Disabled people have been disproportionately affected and excluded from the emergency response, and many have lost their lives. The pandemic has once again exposed the dangers of segregating people in institutions; as a result, in many European countries, disabled and older people in institutions make up the majority of fatalities from COVID-19. We have seen disabled people denied emergency treatment, with their lives considered to have no value. The effects of climate change are also felt more and more, and once again, we are seeing disabled people left behind.

For an organisation that promotes Independent Living and is against institutions of any kind, the context in which find ourselves – with thousands of disabled people in institutions and social welfare systems under threat - presents many challenges. On one hand, we can build on public awareness of the dangers of institutional care and more empathy for those whose lives are restricted and who are denied the ability to move freely due to the barriers that exist in society. We can use to our advantage the realisation that it is possible to work remotely and flexibly; this might make it easier for more disabled people to find employment. On the other hand, we are seeing a return to the medical model, with disabled people considered vulnerable, with calls for further investment in institutions, the creation of isolation rooms and hiring of more staff. Despite the funding made available to EU governments for post COVID recovery, there are no guarantees it will be used to provide disabled people with the opportunities to live independently.

The Strategic Plan seeks to address the barriers disabled people face in countries across Europe, in exercising their human rights, through activities at the European, national and local level. In view of this, ENIL organised four regional consultations with our organisational and individual members in May 2021. The issues raised during the four consultations are summarised here, by region, and provide a framework for ENIL's work in the next four years.

### 2.1. Regional overview

**Central and Eastern Europe:** In this region, ENIL members noted there was lack of progress towards deinstitutionalisation, outdated laws continue to be in place and overall, there is lack of proper implementation of the CRPD. There were also complaints of governments controlling and interfering with DPOs, which resulted in a lack of independent advocacy. Most countries agreed on a lack of personal assistance or poor understanding of what personal assistance meant. Lack of opportunities for litigation, and legal advocacy, was another major issue brought up. With regard to policies and decisions that concern disabled people, there is a tendency not to consult disabled activists, instead preferring consultations with non-disabled stakeholders. There is a lack of mechanisms for incorporating the CRPD into national law, with guidance and good practice needed on how such mechanism could be established and implemented. There is also a need to change how public funding works at municipal levels, in order to ensure all disabled people get access to personal assistance regardless of their impairments.

**Northern Europe:** There is a lack of knowledge of personal assistance, and DPOs find themselves alienated from other organisations if they are seen as too ‘radical’ in their outlook. In some countries, there is a reluctance to implement the CRPD, as well as confusion over the different competencies allocated to different areas of government (central government vs municipalities). This makes it difficult to understand what the attitude towards disability rights is as a whole.

**Southern Europe:** In this region, DPOs are also struggling with a lack of interest and development of personal assistance schemes, which causes a loss of independent living. In a number of countries, residential care is seen as the preferred option to independent living, with a significant proportion of disabled people in some form of regulated or segregated housing. Accessible housing was also raised as an issue, as well as a lack of accessible technology. There is a need for more education about CILs, how to establish one, and their role in supporting the right to independent living.

**Western Europe:** Problems caused by austerity have restricted many disabled people’s ability to enjoy independent living, while forced institutionalisation of persons with psychosocial disabilities is a major concern. The COVID-19 situation has caused a fear of the return of institutionalisation, as more money is being funnelled towards institutional settings. At the same time, lack of accessible and affordable housing, along with funding directed towards institutions rather than disabled people, means that the efforts to live independently and get adequate personal assistance are difficult in some countries.

## 2.2. A growing movement of disabled people

ENIL is a globally recognized Disabled People’s Organisation (DPO) which meaningfully puts into practice the slogan ‘nothing about us, without us!’. In 2019, we celebrated our 30th Anniversary, which we marked by looking back at the key moments in the history of our movement. We continue to grow, with members in 44 countries in Europe, and beyond. In 2024, towards the end of this Strategic Plan, we will celebrate our 35th Anniversary.

We have a small but dedicated Secretariat in Brussels, and staff and volunteers spread out throughout Europe. This has ensured that we have a better insight into the problems and good practices in different European countries, and can work more closely with our members in those countries where our staff and volunteers are based.

ENIL advises the EU institutions, the Committee on the Rights of Persons with Disabilities, the UN Special Rapporteur on the Rights of Persons with Disabilities, the Council of Europe Human Rights Commissioner, national and local governments, in order to try and achieve the best outcome for disabled people. We also have an active youth wing, which has been successful in building the capacity of young disabled people and co-opting them into the Independent Living movement. Our flagship events – the Freedom Drive and the European Day of Independent Living – on May 5<sup>th</sup> - are hugely important for engaging with our member organisations and understanding what they expect of ENIL.

### 2.3. Dealing with unforeseen challenges

Of course, it is not always possible to stick to routines and plans must sometimes change. We learned this with the outbreak of the COVID-19 pandemic, which has drastically changed how we operate, not just at ENIL but across all sectors of society throughout the world.

The pandemic has highlighted and brought to the forefront a lot of problems that disabled people already faced; such as institutionalisation, lack of accessible housing, lack of accessible transport, lack of access to personal assistance (PA). These issues have not gone away and, in fact, in some cases seem to have intensified. Smaller institutions continue mushrooming up around Europe, in place of the bigger ones. A turn towards economic conservatism in the pre-COVID era, with policies such as austerity, has done nothing to help in the situation we now find ourselves in. Many of the victims from COVID-19 have been disabled, with deaths in care homes and institutions skyrocketing at the height of the pandemic in Europe. This highlights the urgent need to accelerate the process of deinstitutionalisation across the continent and beyond, and to implement and embrace the full meaning of the CRPD.

ENIL has been forced to adapt to the COVID situation by postponing its 2021 Freedom Drive and General Assembly until 2022. Despite the difficulties caused by the pandemic such as social isolation, restrictions on movement, and other, our work continues, and we find ourselves facing bigger demand to engage with our members, the European policies and with independent living activists globally.

## Part 3: Realising our vision and mission

### 3.1. Legal and policy context

In 2021, we marked 10 years since the European Union ratified the CRPD. By now, all 27 Member States have also ratified the Convention. Article 19 of the CRPD, as well as General Comment 5, remain at the core of ENIL's work. The European Disability Strategy (EDS) 2021 – 2030, launched in March 2020, is a key document we will engage with in the coming period. With one of the key themes of EDS being independent living, ENIL is well placed to contribute to its implementation.

In addition to the CRPD and EDS, a number of other legal and policy documents have relevance to our work, and these are set out below:

#### *International level*

- **UN Convention on the Rights of Persons with Disabilities** –Drafting a Shadow report on the implementation of Article 19 CRPD, and other articles key to Independent Living, in the European Union. [The CRPD Committee is expected to adopt the List of Issues for the European Union in March/April or August/September sessions in 2022.] Supporting the CRPD Committee in the process of preparing guidelines on deinstitutionalisation, as part of the Global Coalition on Deinstitutionalisation, and dissemination/training. [The guidelines will be published in 2022.] Taking part in the implementation of the UN OHCHR 10-year strategy on deinstitutionalisation. Promotion of the Human rights indicators on the CRPD, produced jointly by the UN OHCHR and the International Disability Alliance, among ENIL's membership.<sup>3</sup>
- **General Comments** – Developing resources and providing training on the General Comments, in particular General Comment 5 on Article 19 CRPD.
- **UN Convention on the Rights of the Child and the related guidelines** - Promoting the adoption of new standards which support the right of children to grow up in a family, as part of an informal coalition of disability rights and children's rights groups. Increasing the capacity of our members to submit shadow reports to the CRC Committee.
- **Sustainable Development Goals (SDGs)** – Building the capacity of our members to engage with the SDGs in their countries, and raising awareness among development organisations and funders on independent living.
- **Older people** – Contributing to efforts to improve human rights protection of older people, in particular access to community-based support and deinstitutionalisation.

#### *European Union*

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<sup>3</sup> See: <https://www.ohchr.org/EN/Issues/Disability/Pages/SDG-CRPDIndicators.aspx#Indicators>



ENIL plans to contribute to the implementation of the following **strategic documents and policies at EU level**, and will monitor the extent to which they facilitate access to the right to live independently and to be included in the community.

- European Disability Strategy 2021 – 2030
- European Pillar of Social Rights & the Action Plan
- EU Strategy on the Rights of the Child and the European Child Guarantee
- Cohesion Policy 2021 – 2027 (European Social Fund+, European Regional Development Fund, European Agricultural Fund for Rural Development) & Next Generation EU (Recovery and Resilience Facility)
- European Semester
- Erasmus+
- EU Charter on Fundamental Rights & EU Strategy to strengthen the application of the Charter of Fundamental Rights
- EU Youth Strategy
- Green paper on Ageing
- Long Term Vision for Rural Areas
- European Green Deal
- Horizon Europe

#### *Council of Europe*

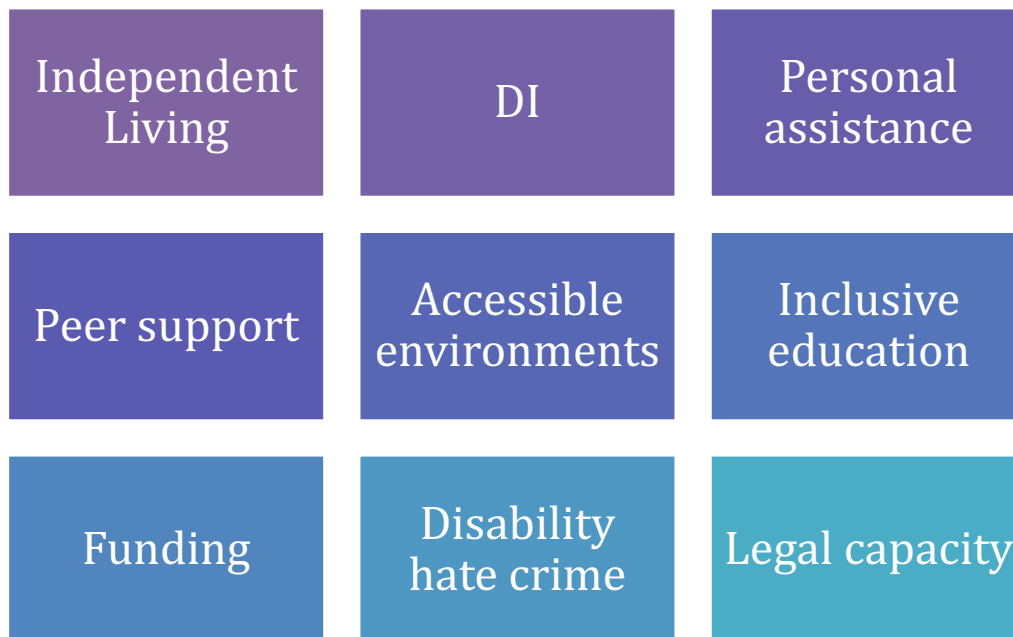
- European Convention on Human Rights and the Revised Social Charter
- CoE Youth Sector Strategy 2030
- Draft CoE Strategy on deinstitutionalisation (coordinated by the Committee of Ministers)
- CoE Strategic Action Plan on Human Rights and Technologies in Biomedicine (2020 – 2025) and the Oviedo Convention
- Reports and Issue papers by the CoE Human Rights Commissioner

In the next four years, we also plan to engage with several processes, namely:

- The European Parliament elections, which are taking place in 2024; the new European Commission will also be formed then.
- European Council Presidencies – the following trios will be holding the rotating Council Presidency over the period covered by the strategy: France, Czech Republic and Sweden (2022 – 2023), Spain, Belgium and Hungary (2023 – 2024), Poland, Denmark and Cyprus (2025 – 2026)
- Election of members to the CRPD Committee, scheduled for December 2022

### **3.2. Thematic areas of work**

In order to realise its vision and mission, ENIL will be working on a number of thematic areas over the coming period. Some of these are among the core areas that ENIL has been working on since the beginning, while others were added following consultation with our members. They are:



### 3.3. Methodology

ENIL undertakes the following types of activities, to work on these thematic areas, and to achieve its goals and objectives:

- **Awareness raising activities**, such as the Freedom Drive, the European Independent Living Day on the 5th May, and the EU Funds for Our Rights Campaign;
- **Advocacy activities**, targeting the EU institutions, the UN human rights treaty bodies and other mechanisms, the Council of Europe, other intergovernmental bodies and the national Governments, through position papers, briefings, submissions, letters, complaints, meetings, hearings, other events and expert groups;
- **Training and capacity building activities**, such as seminars, study sessions, trainings, training modules, webinars and the leadership programme for young disabled people;
- **Mutual learning and exchange activities**, such as conferences, study visits, webinars and regional meetings;
- **Analytical activities and data collection**, including surveys, studies, fact sheets, manuals and toolkits, as well as the Independent Living Research Network;
- **information and dissemination activities**, including website, social media, members' mailings and online newsletters;
- **Networking activities**, such as memberships in other organisations, partnerships, coalitions and the work done through the World Independent Living Network (WIN).

### 3.4. Goals & objectives

By implementing this Strategic plan, ENIL aims to achieve the following goals and objectives:

**Goal 1:** Full implementation of the European Disability Strategy 2021 – 2030, the CRPD and other relevant laws and policies at the European level, ensuring enjoyment of all disabled people of the right to independent living and being included in the community, as set out in Article 19 of the CRPD and the General Comment 5.

**Objective 1.** To advocate for full implementation of Article 19 (the right to live independently and being included in the community) and other CRPD articles in Europe, through:

- 1) Monitoring the implementation of relevant laws and policies, which promote independent living, by European Union and its Member States, and calling for action to ensure compliance;
- 2) Providing input into strategies and guidelines on deinstitutionalisation and Independent living, at the European and international level;
- 3) Monitoring the economic and social policies in Europe, especially in the context of the post-COVID recovery, and advocating against austerity measures and the regression of social and economic rights;
- 4) Capacity building of those responsible for implementing deinstitutionalisation reforms, to ensure adequate understanding of the right to independent living and deinstitutionalisation;
- 5) Promoting inclusion in the open labour market of disabled people and challenging the use of sheltered workshops and work capacity assessments, through examples of good practice.

**Objective 2.** To promote access to Personal Assistance for all disabled people that require it, through:

- 1) Raising awareness about the importance of Personal Assistance, as defined by ENIL and the General Comment 5;
- 2) Monitoring the quality of Personal Assistance schemes in Europe, using the PA Checklist;
- 3) Monitoring and evaluation of Personal Assistance schemes funded by the EU;
- 4) Promoting the role of assistive (incl. digital) technology in Independent Living, in combination with Personal Assistance and other support services;
- 5) Promoting funding mechanisms, such as personal budgets and direct payments, that give disabled people control over their support.

**Objective 3.** To promote the use of European Union and other funding for projects that support the right to Independent Living, in Europe and globally, through:

- 1) Monitoring how the EU Funds, including the Recovery and Resilience Facility, are being used and taking action when this implementation is in conflict with the CRPD and the EU Charter of Fundamental Rights;
- 2) Monitoring the implementation of enabling conditions, set out in European Structural and Investment Funds Regulations, by the Member States;
- 3) Sharing good practice in the use of EU Funds when it comes to supporting independent living;
- 4) Capacity building on Independent Living, aimed at those involved in the implementation, monitoring and evaluation of EU Funds at the local or national level;
- 5) Promoting the participation of disabled people in all phases of EU Funds use.

**Objective 4.** To advocate for access of disabled people to accessible mainstream services and facilities, in line with Article 19 CRPD, through:

- 1) Promoting good practice in providing inclusive, accessible and affordable housing;
- 2) Promoting adequate social protection programmes for disabled people and human rights based disability assessments, to address poverty and to prevent social exclusion;
- 3) Promoting accessible transport at national levels, through lobbying activities, data collection and awareness raising;
- 4) Promoting the implementation of the European Accessibility Act.

**Objective 5.** To advocate for the right to inclusive education, in line with Article 24 CRPD and General Comment 4, for all disabled children and young people, as a precondition for Independent Living, through:

- 1) Promoting good practice on inclusive education and raising awareness about its importance for independent living and prevention of institutionalisation at the EU level;
- 2) Monitoring exclusion of disabled children and young people from mainstream education.

**Goal 2:** Increased awareness of the right to independent living among disabled people, their families, policy and decision makers and other stakeholders.

**Objective 1.** To advance the cause of independent living at local, national, European and international levels, through:

- 1) Promoting a common understanding of independent living at the European and international level, by organising a range of events during the ENIL Freedom Drive and other meetings and events, and by acting as the regional representative for Europe in the World Independent Living Network (WIN).
- 2) Using the European Independent Living Day – 5th May to bring our demands and messages closer to broader audience.
- 3) Promoting definitions of independent living and highlighting the impact of the misuse of terminology on the right to independent living;
- 4) Highlighting barriers in the freedom of movement experienced by disabled people in the EU and advocating for the right to move freely, using the European Elections in 2024 to highlight this issue;

- 5) Raising awareness about the impact of climate change on Independent Living;
- 6) Monitoring access to Independent Living by disabled refugees, and building the capacity of our members in this area;
- 7) Supporting and disseminating research on Independent Living, through the Independent Living Research Network;
- 8) Promoting a common understanding of independent living at the European and international level, by developing resources on Independent Living for different audiences.

**Objective 2.** To promote better recognition of disability hate crime and prevention of disability hate crime, through:

- 1) Raising awareness of hate crimes against disabled people, including disabled people from an intersectional background;
- 2) Promoting good practice in tackling disability hate crime, especially as developed by our members.

**Objective 3.** To promote the right to equal recognition before the law (Article 12 CRPD and General Comment 1), through:

- 1) Raising awareness about the links between Article 12 and Article 19 CRPD;
- 2) Promoting good practice in supported decision making, through creating opportunities for exchange among our members and other stakeholders;
- 3) Challenging legislation and policy which is not compliant with Article 12 and Article 19 CRPD.

**Goal 3:** Improved capacity of ENIL members to contribute to the implementation of the European Disability Strategy 2021 – 2030, the CRPD and other relevant laws and policies at the local and national level

**Objective 1.** To promote Peer Support as key to Independent Living and deinstitutionalisation, through:

- 1) Collecting information about Centres for Independent Living (CILs) and user cooperatives;
- 2) Building the capacity of our members to advocate for and provide peer support, through organising study sessions and study visits and sharing good practice;
- 3) Organising training for members to get involved in legal advocacy, in order to protect and promote the rights guaranteed by the CRPD in their countries;
- 4) Encouraging leadership among young disabled people and building their capacity to become advocates for Independent Living;
- 5) Promoting ENIL and ENIL Youth ambassadors across all regions of Europe.

**Objective 2:** To support our members in advocating more effectively for Independent Living, increasing their capacity to take part in the drafting of relevant laws, policies and strategies, as well as service delivery, through:

- 1) Creating opportunities for ENIL members to support each other with best practice advice on deinstitutionalisation, accessible and affordable housing, community-based support services and self-directed funding;

- 2) Sharing best practice in Personal Assistance legislation and policies amongst members and other stakeholders;
- 3) Creating opportunities for our members to meet and exchange best practice ideas in monitoring of EU Funds use and the related advocacy;
- 4) Establishing a Martin Naughton Prize, on the occasion of ENIL's 35th anniversary, for an IL organisation which has had the biggest impact (through advocacy) at the national or local level in the past 2 years, to be given during the Freedom Drive 2024.

**Goal 4:** A stronger and unified movement of disabled people on Independent Living and deinstitutionalisation at the European and global level.

**Objective 1:** To improve ENIL's ability to address barriers to independent living and to provide a platform for independent living organisations and activists from across Europe, through:

- 1) Facilitating the participation of members in the General Assembly and organising elections to the Board every two years, ensuring it is representative of the diversity of disabled people;
- 2) Supporting the work of the Board and ensuring it is representative of the diversity of disabled people;
- 3) Providing opportunities for staff development and maintaining a good working environment, with a positive work-life balance;
- 4) Diversifying funding and strengthening mechanisms for financial management of the organisation;
- 5) Adopting internal policies currently lacking, to streamline the work of the organisation and improve transparency;
- 6) Maintaining an up to date risk management strategy, and carrying out risk assessment on a regular basis;
- 7) Ensuring that members are kept informed about the work of the Secretariat and the Board, and are able to contribute to the work of the organisation;
- 8) Providing information in diverse (written, audio and video) and fully accessible formats, so as not to exclude anyone from the work we do and to appeal to a broad audience.

**Objective 2:** To apply an intersectional approach when advocating for the rights of disabled people, through:

- 1) Advocating for the rights of women and girls with disabilities, children and older people to live independently and to be included in the community;
- 2) Promoting the participation of young disabled people, through supporting the work of the ENIL Youth Network;
- 3) Encouraging disabled people who face multiple discrimination to speak out, and assist them in doing so by creating inclusive spaces and mechanisms in ENIL;
- 4) Encourage greater representation within ENIL and our members of individuals from diverse communities such as people of colour, ethnic minority, LGBTQIAA+, refugees, etc;

- 5) Encourage greater representation within ENIL and our members of activists with intellectual impairments, autistic advocates, users and survivors of psychiatry, people with chronic illnesses and all those currently underrepresented in the organisation, while abiding by the social model of disability.

### 3.5. Target groups

The following groups are covered by ENIL's Strategic Plan:

- **Disabled people** – as a cross-disability organisation, ENIL's work targets disabled people as covered by the CRPD, regardless of age, gender, impairment, background or any other characteristic. ENIL also recognises the different identities disabled people have, and the fact that some experience multiple discrimination on that account. We recognise that not all disabled people are equally represented in the Independent Living movement and work to address this.
- **Young disabled people** – while included in the previous point, ENIL considers young disabled people as a separate target group, given their importance for the future of the movement Europe-wide and in their own countries. Our Youth Network is a semi-autonomous organisation, with its own Board, and is supported by ENIL.
- **Organisations of disabled people (DPOs)** – we value partnerships with other organisations of disabled people and, where possible, will work in coalitions on different thematic areas. We also challenge those DPOs that run services not in line with the CRPD, such as institutions or sheltered workshops.
- **Families of disabled people** – ENIL considers families as allies in ensuring disabled people are able to live independently in the community. However, we also recognise that sometimes families make it difficult for disabled people to live independently, and even run institutions for disabled people. Regardless, we recognise the interdependence of disabled people, their family members and the wider community, and will work with family members as allies to promote self-determination and independent living of disabled people.
- **Policy and decision makers at the EU level** – as ENIL seeks to influence EU laws and policies of relevance to disabled people, the European Commission, the European Parliament and the European Council are key targets for our work; the European Economic and Social Committee, and the Committee of the Regions are also to be targeted. The Council of Europe, which includes countries outside the EU, is also a key target for our work.
- **Policy and decision makers at the local and national level** – while our members, as a rule, target this group, ENIL can ensure they are supported in their advocacy efforts.
- **Service providers** – if we want the service provision to change, we must work with the service providers. Our aim is to ensure service providers understand that the human rights of disabled people come before their own interests. As

experts by experience, we should be co-producing the services, and monitoring and evaluating the quality of services. We also make it clear that service providers can never speak for disabled people, and should be considered an interest group.

- **Academia** – as an organisation whose advocacy is informed by evidence, it is important that we maintain close links with universities and departments involved in research on independent living. ENIL's Independent Living Research network aims to facilitate contacts between researchers interested in independent living, help disseminate their work and promote new research topics.
- **General public** – through our awareness raising campaigns, such as the Freedom Drive, the 5<sup>th</sup> May and the EU Funds for Our Rights Campaign, as well as our communication tools, ENIL seeks to ensure members of the public support disabled people's right to independent living.

As mentioned earlier in the document, ENIL works at the European level, covering the territory of the Council of Europe. With regard to our target groups, this means our work is aimed at a European audience, although we are open to cooperation and requests for expertise from the rest of the world.



## **Part 4: Building a sustainable organisation**

### **4.1. Resources**

Since the beginning of 2018, ENIL has been operating with limited resources, but we have been able to maintain a good level of activities and show resilience. With the COVID-19 pandemic and many funders making changes to what they support, we do not expect the situation to get any easier. Our strategy remains to continue diversifying our funding sources, and in this way, continue increasing our capacity.

#### **A. Financial resources**

ENIL's core costs are funded largely by ULOBA, our member in Norway, and to a smaller extent by our members in Sweden – STIL and GIL. Until 2021, ENIL received funds from the Open Society Foundations, but that funding stopped due to a change in strategic priorities. Other funding that ENIL currently relies on is project funding, mainly from the European Commission (Erasmus+ and Horizon 2020). In addition, ENIL provides consultancy services to various organisations, such as the European Disability Experts (EDE), the European Parliament, etc. We have developed a consultancy offer that we are able to send to prospective organisations, and also have a pool of trainers we can draw on when opportunities arise.

ENIL aims to apply for a framework partnership with the European Commission in 2021, in order to secure an operating grant from 2022 onward. This would increase ENIL's ability to apply for additional funding, from other sources.

Should we be successful in securing a partnership with the European Commission, a fundraising strategy will be put in place. In preparation of this strategy, ENIL will carry out research among our members, to establish if more members are in a position to support us financially or to commit to joint projects. The fundraising strategy will address fundraising from various sources, including foundations and individuals, and will set out concrete steps the organisation must take to improve its fundraising.

#### **B. Human resources**

At the beginning of 2018, ENIL was forced to restructure, to be able to survive financially. Several posts were cut, including that of the Director. The Deputy Director therefore assumed the role of the Acting Director and continues to perform in this role to date, based in Strasbourg, France (from August 2021). The Brussels Secretariat currently employs an Office Manager (part time), a Campaign Coordinator (full time), a Human Rights Officer (part time) and the TRIPS Project Coordinator (full time, currently based in Lithuania). We employ two additional staff members – a Membership Development Officer and Project Coordinator (full time, based in Greece) and PAKT/UNFPA Project Coordinator (part time, based in the UK). In addition to paid staff, we have 1 – 2 European Solidarity Corps volunteers each year at the Brussels Secretariat, and additional volunteers or interns.

If we are successful in securing core funding from the European Commission for 2022 – 2025, we plan to restructure the team, with all staff working full time.

ENIL is due to obtain a new Quality Label in 2021 and, provided we are successful, we will continue hosting young disabled people as volunteers through the European Solidarity Corps programme, and giving them the experience of working and living in another country.

## 4.2. Membership

In 2019, ENIL's General Assembly adopted a number of changes to the Constitution, in order to bring it more closely in line with the CRPD. Among other, there were changes to the membership criteria, to ensure neither full or associate members were carrying out activities or providing services non compliant with Article 19, or other CRPD articles. This was followed by a membership review, which started in 2020 and was finalised in 2021. As a result of the review, the number of organisational members decreased from 107 to 104 members. As of July 2021, our members come from 44 countries (39 European and 5 rest of the world). With regard to individual members, their number stands at 764, with 378 of these also part of the ENIL Youth Network.

As part of the membership strategy, ENIL will continue offering free membership to organisations and individuals that satisfy the membership criteria. Additional efforts will be invested in encouraging organisations and individuals to join ENIL, in countries where we do not have members. This will be done through involving them in different activities, such as youth study sessions.

In order to facilitate exchange and mutual learning between the members, we will organise regional members' meetings on a yearly basis, each year including members from a different region. The meetings might be a hybrid format, with sessions held in person and online, to allow a bigger number of members to attend. ULOBA allocated a contact person to support the coordination of ENIL members in Scandinavia and the Baltics (also referred to as 'ENIL North'); additional activities might therefore be organised for these members.

Key events for mobilising members will continue to be the Freedom Drive and the European Independent Living Day. With the COVID-19 pandemic forcing the cancellation of the 2021 Freedom Drive, the focus will be on bringing our members together in 2022, for the Freedom Drive events and the General Assembly. In 2024, ENIL will celebrate its 35th Anniversary, providing an opportunity to look back and plan ahead. Participation of young people in both events will be key, to ensure a continued stream of new leaders for the Independent Living movement. A Martin Naughton Prize for a member which has been able to make substantial progress in their country (at a local or national level), through advocacy, campaigns or other, will also be introduced to mark our 35th Anniversary – during the 2024 Freedom Drive.

We will continue answering members' queries and requests for support, and identifying opportunities for joint funding bids and collaborations. Particular efforts will be aimed at supporting individual members in countries where there are no Centers for Independent Living, to start their own organisations.

Another key area of work will be increasing and improving the involvement of young people in ENIL's work, through supporting the work of ENIL Youth Network. A staff

member will be responsible for facilitating the work of the Youth Board, and will support them in identifying additional funding opportunities for new activities. We will bring back our leadership programme for young disabled people interested in working at the European level, consisting of providing opportunities for a group of young people to participate in exchanges with some of our member organisations. This programme has been well received in the past. Study visits, study sessions and summer schools will be open to young people as well, from across Europe.

An annual survey for members is planned, to feed into our evaluation and annual planning.

### 4.3. Communications

ENIL has not had full time communications person. In the coming period, we aim to invest more time into communications, including developing a new Communications strategy. Our aim is to diversify our communications, introducing more audio and visual formats, and to better target it at different audiences.

We will continue publishing monthly Members' Mailings and Newsletters, both in an online format. As part of the Communications strategy, we will consider improvements to both.

Thanks to a grant from the Bente Skansgards Independent Living Fund, we have been able to start working on a new website, which we expect to be launched in December 2021. We will continue working on the website in the period covered by the strategy, by adding new content.

We will continue improving our use of social media, including Facebook, Twitter, Instagram and LinkedIn, with the aim of increasing the number of followers and interactions.

### 4.4. Strategic partnerships

As an organisation with a small Secretariat, ENIL places great importance on partnerships with like-minded organisations, but also with a range of other non-governmental and intergovernmental organisations. The key partners for the implementation of ENIL's 4-year strategy are listed below:

**World Independent Living Network (WIN)** – ENIL acts as a regional representative for Europe, and meets regularly with other regional representatives to promote a common understanding of Independent Living and Personal Assistance, to exchange information and identify opportunities for working together internationally.

**European Disability Forum (EDF)** – ENIL is a member of EDF, and is represented on the Board and the Executive Committee since June 2017; in addition ENIL is part of the Youth and Women's Committees, and is involved in several task forces.

**European Expert Group on the Transition from Institutional to Community-based Care (EEG)** – As a founding member, ENIL is active in the work of the group, attending internal and open meetings, and contributing to different activities (such as

the European Semester and the MFF Task force). ENIL contributes towards funding for the EEG Coordinator.

**Global Coalition on Deinstitutionalisation and the informal coalition on the rights of the child** – Since March 2020, when the COVID-19 Disability Rights Monitor (DRM) Coordinating Group came together, we have been working with a group of international organisations in an ad hoc coalition (based on a Memorandum of Understanding). These organisations include: the International Disability Alliance, Validity Foundation, Disability Rights International, Inclusion International and the International Federation for Spina Bifida and Hydrocephalus. In 2021, we have continued working together on deinstitutionalisation, and it is likely that this partnership will continue. In parallel, we have been with some of the same organisations as an informal coalition on the rights of the child, focusing on the right of all children to grow up in a family. This work will continue until international standards on children are brought in line with the CRPD.

**European Coalition for Community Living (ECCL)** – In 2018, we have been able to revive ECCL by bringing together individuals and organisations working on, or concerned with, deinstitutionalisation reforms in their countries. We have organised a series of webinars and online events, to discuss barriers in the process of transition from institutional care to living independently, and to exchange information about good practice. We aim to continue this work in a similar format in the future.

**Disability Rights Defenders (DRD)** – We will continue working with this legal network coordinated by the Independent Living Institute in Sweden, which is focused on increased disabled people's capacity to file complaints in court and other bodies, at the local, national, European and international level.

**EU CRPD Monitoring Framework** – We will contribute to the work of the **EU Fundamental Rights Agency – EU FRA**, the **European Ombudsman**, and the **European Parliament**, where relevant. We aim to take part in the annual Fundamental Rights Forum, organised by EU FRA.

**Disability Intergroup at the European Parliament** – ENIL plans to attend meetings of the Disability Intergroup in Brussels, and occasionally in Strasbourg, and with different MEPs that are part of the Intergroup.

**United Nations** – ENIL has established communication channels with the Secretariat of the CRPD Committee, with members of the CRPD Committee and the UN Special Rapporteurs on the Rights of Persons with Disabilities, Gerard Quinn. As needed, we communicate with other special mandates, Committees and UN agencies. Since 2017, we have had consultative status with ECOSOC (the UN Economic and Social Council), and aim to take part in the Conference of States Parties to the CRPD, sessions of the CRPD Committee, meetings of the Human Rights Council, the High Level Political Forum (on SDGs), and other, where relevant.

**Council of Europe** – ENIL has established cooperation with the CoE Youth Department, which has continued to support the organisation of study sessions. In addition, ENIL seeks to provide input to the work of the CoE Human Rights Commissioner. We plan to apply to the Committee on Social Rights, in order to be

able to file complaints, and will continue submitting third party interventions to the European Court of Human Rights, where relevant. As a member of the Conference of INGOs, we have the opportunity to take part in meetings, committees and elections.

#### 4.5. Measuring results

In order to make the best use of available resources, and to ensure that our work is making a difference to disabled people, it is important that we continually monitor and evaluate our work. There are a number of methods ENIL plans to use to evaluate this strategy:

- **Ongoing monitoring** – Monitoring of the Strategic plan 2022 – 2025 will be carried out on a monthly basis by the Management Team, with Secretariat reports sent to the Board before each meeting and discussed by the Board. Success indicators, which will form a part of the annual work plan, will be used to monitor whether we are able to reach our targets. The General Assembly will also be used to monitor and evaluate our work, and to make changes to the plan, if needed.
- **Membership surveys** – As part of the process of monitoring the implementation of the Strategic plan 2022 - 2025, a membership survey will be carried out every year, giving members an opportunity to provide feedback on ENIL's work and to suggest how the organisation can better meet their needs.
- **External evaluation** – An external evaluation of the Strategic plan 2022 – 2025 will be carried out every two years, with the results feeding into the planning. The evaluation will be carried out by an external consultant, involving the Management Team, Board members, the staff and volunteers, and membership. A monitoring and evaluation framework will be set up during the first year, in 2022, in order to consistently monitor and evaluate the implementation of the Strategy.

#### 4.6. Risk management

We have put in place a risk management strategy for period covered by this Strategic Plan (Annex 1). The main bodies which assess the risks are: the Management Team and the Audit Committee (financial risks). The Management Team will continue meeting on a monthly basis, while the Audit Committee will meet four times per year.

## Part 5: ENIL’s Multi-Annual Action Plan 2022 - 2025

<b>Goal 1:</b> Full implementation of the European Disability Strategy 2021 – 2030, the CRPD and other relevant laws and policies at the European level, ensuring enjoyment of all disabled people of the right to independent living and being included in the community, as set out in Article 19 of the CRPD and the General Comment 5.						
<b>Objective</b>	<b>Activity</b>	<b>Description</b>	<b>Target group</b>	<b>Milestones &amp; deliverables</b>	<b>Methodology</b>	<b>Timeframe</b>
<b>O1: To advocate for full implementation of Article 19 (the right to live independently and being included in the community) and other CRPD articles in Europe.</b>	A1. Monitoring the <b>implementation of relevant laws and policies, which promote independent living, by the Member States</b> , and calling for action to ensure compliance.	Taking part in strategic dialogues, meetings (such as the new Disability Platform) and events organised by the EU institutions and Member States, publishing statements, briefings and press releases – in cooperation with our members.	Governments, EU institutions, the media	Statements Briefings Press releases	Advocacy; Analytical activity; Information and dissemination	2022 - 2025
	A2. Providing <b>input into strategies and guidelines on deinstitutionalisation and independent living</b> , at the European and international level.	Drafting submissions and attending meetings in relation to the EC guidelines on Independent Living (EDS flagship initiative); the CoE DI strategy; the guidelines on DI by the CRPD Committee; UN OHCHR 10-year strategy on DI.	Governments, local authorities, EU institutions, service providers, disabled people and their organisations	Written submissions	Analytical activity; Awareness raising; Advocacy	2022 - 2023

	<p>A3. Monitoring the <b>implementation of the right to independent living in Europe and progress in deinstitutionalisation</b>, including the impact of COVID-19 on independent living.</p>	<p>Carrying out a regular Independent Living Survey among ENIL members, with sections on deinstitutionalisation, Personal Assistance, access to mainstream services etc. in order to have up to date information about implementation of Article 19 CRPD and EDS, and to understand what progress has been made.</p> <p>Cooperating with other EU-level organisations on the survey.</p> <p>Organising a hearing in the EP to launch the survey.</p> <p>Using the results of the survey to feed into the European Semester process.</p>	<p>Disabled people and their representative organisations, EU institutions, Governments, general public, the media</p>	<p>IL Survey results – country sheets, synthesis report Website map and infographics Hearing in the EP European Semester recommendations</p>	<p>Analytical activity; Information and dissemination; Advocacy</p>	<p>2022 &amp; 2024</p>
	<p>A4. <b>Capacity building of those responsible for implementing deinstitutionalisation reforms</b>, to ensure adequate understanding</p>	<p>Developing an online accessible training tool on deinstitutionalisation, consisting of modules covering different parts of the process (in line</p>	<p>Governments, EU institutions, service providers, funders, organisations</p>	<p>Online training tool on DI Events to promote the training tool</p>	<p>Analytical activity; Training and capacity building; Awareness raising;</p>	<p>2023 - 2024</p>

	of the right to Independent Living and deinstitutionalisation.	with Article 19 and GC 5). Promoting the tool among different audiences, through events.	involved in development cooperation.		Information and dissemination	
	A5. Promoting <b>inclusion in the open labour market of disabled people</b> , including through self-employment, and challenging the use of sheltered workshops, through examples of good practice.	Developing a library of good practice, resources, with examples of strategies, reports and other useful documents that can be used by those advocating at the national and local level, and authorities.	Disabled people and their representative organisations, Governments, EU institutions, service providers	Online library of good practices	Mutual learning and exchange of good practice; Information and dissemination	2024 - 2025
<b>O2: To promote access to Personal Assistance for all disabled people that require it.</b>	A6. <b>Raising awareness about the importance of Personal Assistance</b> , as defined by ENIL and the General Comment 5.	Organising webinars and developing materials on PA in various formats.  Providing input into the framework for Social Services of Excellence for persons with disabilities (flagship initiative EDS), and disseminating information about the framework among our members.	Disabled people and their representative organisations, family members, governments, EU institutions, service providers	Webinars Information materials (fact sheets, infographics, podcasts, videos) Submissions Meetings	Training and capacity building; Awareness raising; Information and dissemination	2022 - 2025
	A7. Monitoring the <b>quality of Personal Assistance schemes</b> in	Carrying out the Independent Living Survey among ENIL	Disabled people (PA users) and their	IL Survey results – country sheets, synthesis report,	Analytical activity; Awareness raising; Advocacy	2022 & 2024



	Europe, using the PA Checklist.	members, with sections on deinstitutionalisation and Personal Assistance, in order to have up to date information about implementation of Article 19 CRPD and EDS, and to understand what progress has been made.	representative organisations	website map and infographics		
	A8. Monitoring and evaluation of <b>Personal Assistance schemes funded by the EU</b> .	Developing case studies, based on information provided through the IL Survey, interviews with those involved in implementation and end users. Discussing results with the MA and the EC.	Governments (Managing Authorities) and the European Commission	Case studies, with recommendations	Analytical activity; Information and dissemination; Advocacy	2022 & 2024
	A9. Promoting the <b>role of assistive (incl. digital) technology in Independent Living</b> , in combination with Personal Assistance and other support services.	Organising an event on the topic during the Freedom Drive.	Disabled people and their representative organisations, governments, service providers, EU institutions	International conference (during the FD 2024)	Awareness raising; Information and dissemination; Capacity building of members	2024
	A10. Promoting funding mechanisms, such as <b>personal budgets and</b>	Including a section in the Independent Living survey, on personal	Disabled people and their representative	IL Survey results – country sheets, synthesis report,	Analytical activity; Capacity building of members;	2022

	<b>direct payments</b> , that give disabled people control over their support.	budgets and direct payments, to understand to what extent they are user-led and facilitate IL. Based on the results, developing recommendations.  Organising an event on user-led funding during the Freedom Drive.	organisations, governments, service providers, EC.	website map and infographics  International conference (during the FD 2022)	Awareness raising	
<b>Objective 3. To promote the use of European Union and other funding for projects that support the right to Independent Living, in Europe and globally.</b>	A11. Monitoring <b>how the EU Funds, including the Recovery and Resilience Facility, are being used</b> and taking action when this implementation is in conflict with the CRPD and the EU Charter of Fundamental Rights.	Relaunching the EU Funds for Our Rights Campaign, with changes made to reflect the new Regulation for the 2021 – 2027 programming period and COVID-19 recovery, and new advocacy targets.	Governments (Managing authorities), EU institutions, disabled people and their organisations	EU Funds for Our Rights Campaign Annual (online) meeting of members taking part in the campaign	Advocacy; Analytical activity; Awareness raising; Information and dissemination	2022 - 2025
	A12. Monitoring the <b>implementation of enabling conditions</b> , set out in European Structural and Investment Funds Regulations, by the Member States.	Carrying out an annual survey among member organisations taking part in the Campaign, and analysing the results in an annual briefing.	Governments (Managing authorities), EU institutions, disabled people and their organisations	Briefing (annual)	Analytical activity; Advocacy; Information and dissemination	2022 - 2025

	A13. Sharing <b>good practice in the use of EU Funds</b> when it comes to supporting independent living;	As part of the annual survey, identifying good practice in the use of EU Funds.	Governments (Managing authorities), EU institutions, service providers, disabled people and their organisations.	Briefing (annual)	Analytical activity; Mutual learning and exchange of good practice; Information and dissemination	2022 - 2025
	A14. <b>Capacity building</b> on Independent Living, aimed at those involved in the implementation, monitoring and evaluation of EU Funds at the local or national level.	As part of the online training tool on deinstitutionalisation, developing a modules aimed at funders.	Governments, EU institutions, service providers, funders, organisations involved in development cooperation	Online training tool on DI	Training and capacity building; Mutual learning and exchange of good practice; Awareness raising	2023 - 2024
	A15. Promoting the <b>participation of disabled people</b> in all phases of EU Funds use.	Providing input into consultations related to the use of EU Funds, launched by the EC, and taking part in expert group on EU Funds, established by the EC.	European Commission, other EU institutions, disabled people and their organisations	Written input and attendance of meetings	Advocacy; Awareness raising	2022 - 2025
<b>Objective 4. To advocate for access of disabled people to accessible mainstream services and facilities, in line</b>	A16. Promoting good practice in <b>providing inclusive, accessible and affordable housing</b> , through examples of good practice.	Developing an online library of good practice, resources, with examples of strategies, reports and other useful documents that can be used by those advocating at the	Disabled people and their organisations, Governments, EU institutions, service providers	Online library of good practices	Mutual learning and exchange of good practice; Information and dissemination	2024 - 2025

<b>with Article 19 CRPD.</b>		national and local level, and authorities.				
	A17. Promoting <b>adequate social protection programmes for disabled people and human rights based disability assessments</b> , to address poverty and to prevent social exclusion.	Developing an online library of good practice, resources, with examples of strategies, reports and other useful documents that can be used by those advocating at the national and local level, and authorities.	Disabled people and their organisations, Governments, EU institutions, service providers	Online library of good practices	Mutual learning and exchange of good practice; Information and dissemination	2022 - 2023
	A18. Promoting <b>accessible transport</b> at national levels, through lobbying activities, data collection and awareness raising;	Through TRIPS project (Horizon 2020), researching and promoting accessible transport solutions, and disseminating them among various stakeholders. Exploring new funding opportunities to continue the work of TRIPS.	Transport providers, local and national authorities, EU institutions, disabled people and their representative organisations, family members	TRIPS Project deliverables (funded through Horizon 2020)	Analytical activity; Mutual learning and exchange of good practice; Information and dissemination	2022 - 2023
	A19. Promoting the implementation of the <b>European Accessibility Act</b> .	Taking part in the working groups/platforms related to EAA, and disseminating information to ENIL members.	Disabled people and their representative organisations; local authorities	Updates in the Members' mailing & Newsletter articles; social media posts	Information and dissemination; Awareness raising	2022 - 2025

		Disseminating information about the Access City Award.				
<b>Objective 5. To advocate for the right to inclusive education for all disabled children and young people, as a precondition for Independent Living.</b>	A20. Promoting <b>good practice on inclusive education</b> and raising awareness about its importance for independent living and prevention of institutionalisation at the EU level.	Developing a library of good practice, resources, with examples of strategies, reports and other useful documents that can be used by those advocating at the national and local level, and authorities.	Disabled people and their representative organisations, Governments, EU institutions, service providers.	Online library of good practices	Mutual learning and exchange of good practice; Information and dissemination	2024 - 2025
	A21. <b>Monitoring exclusion</b> of disabled children and young people from mainstream education.	Advocating for inclusion of disabled students in PSA tests by OECD, by drafting a petition to the Petitions Committee at the EP and follow up, and organising meetings/providing input to the OECD.	OECD, Governments, EU institutions	Petition Written input Meetings	Advocacy; Analytical activity; Awareness raising	2022

<b>Goal 2: Increased awareness of the right to independent living among disabled people, their families, policy and decision makers and other stakeholders.</b>						
<b>Objective</b>	<b>Activity</b>	<b>Description</b>	<b>Target group</b>	<b>Milestones &amp; deliverables</b>	<b>Methodology</b>	<b>Timeframe</b>
<b>Objective 1. To advance the cause of independent living at</b>	A1. Promoting a <b>common understanding of</b>	Organising the Freedom Drive, a biannual 3-day event in Brussels – in	Disabled people and their organisations,	Setting a date and theme for the FD	Capacity building of members;	2022 - 2025

<p><b>local, national, European and international levels.</b></p>	<p><b>independent living</b> at the European and international level, by organising a range of events during the ENIL <b>Freedom Drive</b> and by acting as the regional representative for Europe in the <b>World Independent Living Network (WIN)</b>.</p>	<p>2022 and 2024 - consisting of an international conference, a hearing in the Parliament, a protest, and social events.</p> <p>Taking part in WIN meetings, organising side events and taking part in COSP and other events at the international level.</p>	<p>family members, other NGOs, EU institutions, CoE, UN agencies, general public</p>	<p>Booking of venues</p> <p>Mobilisation of members (support with fundraising), incl. through regular updates, using different communication tools</p> <p>Organisation of the various events during the 3-days</p> <p>Preparing of materials &amp; media work</p> <p>WIN meetings COSP side events</p>	<p>Awareness raising; Information and dissemination; Advocacy</p>	
	<p>A2. Using the <b>European Independent Living Day – 5th May</b> to bring our demands and messages closer to broader audience.</p>	<p>Organising an event in Brussels and coordinating events across Europe for the IL Day on the 5th May.</p>	<p>Disabled people and their organisations, family members, other NGOs, governments at the local and national level, general public</p>	<p>Setting the theme for the IL Day</p> <p>Organising event in Brussels and an online event</p> <p>Mobilisation of members and other stakeholders</p> <p>Coordinating input from across</p>	<p>Awareness raising; Information and dissemination</p>	<p>2022 - 2025</p>

				Europe on the day, on social media  Preparing materials & media work		
	A3. Promoting <b>definitions of independent living</b> and highlighting the impact of the misuse of terminology on the right to independent living.	Updating definitions on the ENIL website; including definitions during all events, and in all toolkits, publications and submissions produced by the organisation; promoting the two existing ENIL Myth busters and publishing a new Myth buster on Personal Assistance.	Governments, EU institutions, service providers, disabled people and their organisations, family members, general public	Definitions	Awareness raising; Information and dissemination	2022 - 2025
	A4. Highlighting <b>barriers in the freedom of movement</b> experienced by disabled people in the EU and advocating for the right to move freely, using the <b>European Elections in 2024</b> to highlight this issue.	Raising awareness about barriers to freedom of movement, by making this the focus of European Elections; interviewing EP candidates on what they plan to do to support FoM and publishing interviews.  Through the IL survey, collecting information about obstacles faced by disabled people.	Governments, EU institutions, disabled people and their organisations, general public	Interviews with EP election candidates IL Survey FAQ Meetings	Advocacy; Analytical activity; Awareness raising; Information and dissemination	2022 - 2025

		<p>Following up on the 2019 briefing, producing a FAQ document aimed at disabled people considering to move to another EU country for work or for studying.</p> <p>Attending meetings of the Inclusive Mobility Alliance.</p>				
	A5. Raising awareness about the <b>impact of climate change</b> on Independent Living.	Organising a training for ENIL members on links between climate change and IL, and preparing a fact sheet/infographic.	Disabled people and their organisations	Training session with materials Fact sheet/infographic on IL and climate change	Capacity building of members; Awareness raising	2023
	A6. Monitoring <b>access to Independent Living by disabled refugees</b> , and building the capacity of our members in this area.	Organising a training for ENIL members the barriers faced by disabled refugees and how they can be supported by CILs. Preparing a fact sheet, and exploring options for joint projects with members.	Disabled people and their organisations	Training session with materials Fact sheet on supporting disabled refugees	Capacity building of members; Awareness raising	2022
	A7. Supporting and disseminating research on Independent Living, through the <b>Independent Living Research Network</b> .	Coordinating the work of the IL Research Network, and organising online events to disseminate new research on IL living; updating the resource section on the ILRN	Academics, disabled people and their organisations, governments, EU institutions,	ILRN database and webpage Webinars Updated list of publications	Awareness raising; Information and dissemination	2022 - 2025



		webpage; promoting ILRN among researchers.	service providers			
<b>Objective 2. To promote better recognition of disability hate crime and prevention of disability hate crime.</b>	A8. Raising awareness of <b>hate crimes against disabled people</b> , including disabled people from an intersectional background.	Promoting the Facing the Facts online training module on hate crime, developed as part of a project with CEJI. Including questions in the IL Survey on disability hate crime.	Disabled people and their organisations, family members	IL Survey	Analytical activity; Capacity building of members; Awareness raising; Information and dissemination	2022 - 2025
	A10. Promoting <b>good practice in tackling disability hate crime</b> , especially as developed by our members.	Developing a library of good practice, resources, with examples of strategies, reports and other useful documents that can be used by those advocating at the national and local level, and authorities.	Disabled people and their representative organisations, Governments, EU institutions, service providers	Online library of good practices	Mutual learning and exchange of good practice; Information and dissemination	2024 - 2025
<b>Objective 3. To promote the right to equal recognition before the law (Article 12 CRPD).</b>	A11. Raising awareness about the <b>links between Article 12 and Article 19 CRPD</b> .	Organising training for our members on Article 12 CRPD, as part of the regional members meetings.	Disabled people and their representative organisations	Training	Training and capacity building; Capacity building of members	2022 - 2025
	A12. Promoting <b>good practice in supported decision making</b> , through creating opportunities for exchange among our	Developing a library of good practice, resources, with examples of strategies, reports and other useful documents that can be used by those advocating at the national	Disabled people and their representative organisations, Governments, EC, service providers.	Online library of good practices	Mutual learning and exchange of good practice; Information and dissemination	2024 - 2025

	members and other stakeholders.	and local level, and authorities.				
	<b>A13. Challenging legislation and policy</b> which is not compliant with Article 12 and Article 19 CRPD.	Organising and supporting activities with other DPOs in relation to the Oviedo Additional Protocol and the Hague Convention on the Protection of Vulnerable Adults. Organising training for the EU organisation of public notaries. Supporting members in drafting complaints in relation to the use of EU Funds.	CoE, legal professionals, EU institutions	Written submissions Training Complaints	Communication & engagement activities; Training & capacity building; Advocacy	2022 - 2025

**Goal 3: Improved capacity of ENIL members to contribute to the implementation of the European Disability Strategy 2021 – 2030, the CRPD and other relevant laws and policies at the local and national level**

<b>Objective</b>	<b>Activity</b>	<b>Description</b>	<b>Target group</b>	<b>Milestones &amp; deliverables</b>	<b>Methodology</b>	<b>Timeframe</b>
<b>Objective 1.</b> To promote Peer Support as key to Independent Living and deinstitutionalisation.	A1. Collecting information about <b>Centres for Independent Living (CILs) and user cooperatives.</b>	Updating and revising the 2014 Toolkit on the role of CILs in supporting disabled people into employment.	Disabled people and their organisations	Toolkit on CILs and user cooperatives	Analytical activity; Evidence base – input for policy design	2023

	A2. Building the capacity of our members to <b>advocate for and provide peer support</b> (incl. by establishing CILs), through organising study visits and sharing good practice.	Organising four study visits, on the back of regional members meetings.	Disabled people and their organisations	Study visits (one visit per year) Resources on peer support	Mutual learning and exchange of good practices; capacity building of members	2022 - 2025
	A3. Organising <b>training for members to get involved in legal advocacy</b> , in order to protect and promote the rights guaranteed by the CRPD in their countries.	Organising legal webinars, run by lawyers, in cooperation with Disability Defenders Network.	Disabled people and their organisations, family members	Four online webinars	Mutual learning and exchange of good practices; Capacity building of members	2022 - 2025
	A4. Encouraging <b>leadership among young disabled people</b> and building their capacity to become advocates for Independent Living;	Organising study sessions for young people, in Budapest or Strasbourg, supported by the CoE Youth Department. The sessions will be organised and run by a team of young disabled people.  Hosting up to two young disabled people per year at the ENIL Brussels office, as part of the	Young disabled people	Study sessions for young people ESC volunteers	Training and capacity building	2022 - 2025

		European Solidarity Corps programme.				
	A5. Promoting <b>ENIL and ENIL Youth ambassadors</b> across all regions of Europe.	Publishing video interviews with IL role models on the ENIL website and in the Newsletter.	Disabled people and their organisations, families, general public	Video interviews (at least four interviews per year)	Awareness raising; information and dissemination	2022 - 2025
<b>Objective 2:</b> To support our members in advocating more effectively for Independent Living, increasing their capacity to take part in the drafting of relevant laws, policies and strategies, as well as service delivery.	A6. Creating <b>opportunities for ENIL members to support each other</b> with best practice advice on deinstitutionalisation, accessible and affordable housing, community-based support services and self-directed funding.	In the framework of the European Coalition for Community Living, organising twice-yearly online events with members, other activists and professionals involved in DI reforms.	Disabled people and their representative organisations, Governments, EU institutions, service providers.	Online events (at least two per year)	Mutual learning and exchange of good practices; capacity building of members	2022 - 2025
	A8. Sharing <b>best practice in Personal Assistance legislation and policies</b> amongst members and other stakeholders;	Organising four 3-day regional members' meetings (in East, West, North and South Europe), in partnership with our members, consisting of internal meetings, meeting with authorities and a study visit.	Disabled people and their organisations	Regional members' meetings (one event per year)	Mutual learning and exchange of good practices; capacity building of members	2022 - 2025

	A9. Creating opportunities for our members to meet and exchange <b>best practice ideas in monitoring of EU Funds use</b> and the related advocacy.	Through the EU Funds for our Rights Campaign, collecting information from our members about their monitoring activities and sharing information during the annual campaign meetings. Including this information in the campaign briefings.	Disabled people and their organisations	Campaign meetings (online, one event per year)	Mutual learning and exchange of good practices; capacity building of members	2022 - 2025
	A10. Establishing a <b>Martin Naughton Prize</b> , on the occasion of ENIL's 35th anniversary, for an IL organisation which has had the biggest impact (through advocacy) at the national or local level in the past 2 years, to be given during the Freedom Drive 2024.	Inviting ENIL members (or another organisation) for a piece of work that has had a major impact in their country (at the local or national level) in the past two years – on policy or practice. Putting together a jury to choose the winner and giving out the award during the FD. Providing an opportunity for the winner and runner ups to present their work.	Disabled people and their organisations	Award	Awareness raising; Capacity building of members	2024

**1. Goal 4:** A stronger and unified movement of disabled people on Independent Living and deinstitutionalisation at the European and global level.

Objective	Activity	Description	Target group	Milestones & deliverables	Methodology	Timeframe
<b>Objective 1: To improve ENIL’s ability to address barriers to independent living and to provide a platform for independent living organisations and activists from across Europe.</b>	A1. Facilitating the <b>participation of members in the General Assembly and organising elections to the Board every two years</b> , ensuring it is representative of the diversity of disabled people.	Organising a General Assembly and Board elections in 2022 and 2024. This includes preparing Board nominations (coordinated by the Nominations Committee) and all documents for the GA and the elections. Supporting ENIL Youth in organising elections for the Youth Board.	Disabled people and their organisations	General Assembly Board elections Youth Board elections	Organisational development	2022 & 2024
	A2. Supporting the work of the <b>Board</b> .	Organising four online Board meetings per year, with a Secretariat report, financial and membership documents prepared for each meeting. In-person Board meetings might be organised on the back of other meetings, if there is an opportunity.	Disabled people and their organisations	Board meetings (4 meetings per year)	Organisational development	2022 - 2025
	A3. Providing <b>opportunities for staff development</b> and maintaining a good working	Organising bi-weekly online staff meetings and a yearly face to face staff meeting, which will include team building	Staff members and volunteers	Online staff meetings (bi-weekly) Annual face to face staff meetings	Organisational development; Capacity building of staff	2022 - 2025

	environment, with a positive work-life balance.	activities. Providing the staff and volunteers with training, in areas where they need additional support.		Training (once per year)		
	A4. Diversifying <b>funding and strengthening mechanisms for financial management</b> of the organisation.	Drafting and submitting funding bids, alone and jointly with members and other partner organisations. Holding monthly meetings of the Management Team and quarterly meetings of the Audit Committee; reporting to the Board during regular Board meetings.	Funders	Funding applications	Organisational development; Financial management	2022 - 2025
	A5. Adopting <b>internal policies</b> currently lacking, to streamline the work of the organisation and improve transparency.	Drafting internal policies on safeguarding, accessibility, communications and membership, to be discussed and accepted by the ENIL Board.	Members, funders	Internal policies	Organisational development	2022 - 2025
	A6. Maintaining an up to date <b>risk management strategy</b> , and carrying out risk assessment on a regular basis.	Holding monthly meetings of the Management Team and quarterly meetings of the Audit Committee; reporting to the Board during regular Board meetings.	Members, funders	Meetings of the Management Team (monthly) Meetings of the Audit Committee (quarterly) Risk management strategy	Organisational development; Financial management	2022 - 2025

	A7. Ensuring that <b>members are kept informed</b> about the work of the Secretariat and the Board, and are able to contribute to the work of the organisation.	Publishing a monthly Members' Mailing, distributed to all members via Mailchimp.	Members	Members' mailing (monthly)	Information and dissemination	2022 - 2025
	A8. Providing <b>information in diverse (written, audio and video) and fully accessible formats</b> , so as not to exclude anyone from the work we do and to appeal to a broad audience.	Publishing a monthly online Newsletter, publishing articles, videos and podcasts on the website and social media. Translating key information into easy read. Making information accessible in different languages by using human translators or automatic translation tools.	Members, Governments, EU institutions, general public	Newsletter Website articles Videos Podcasts Social media posts	Information and dissemination; Awareness raising	2022 - 2025
<b>Objective 2: To apply an intersectional approach when advocating for the rights of disabled people.</b>	A9. Advocating for the <b>rights of women and girls with disabilities, children and older people</b> to live independently and to be included in the community.	Ensuring there is a gender and age perspective in all activities. Taking part in an informal coalition of organisations on the rights of the child, and other partnerships focused on other rights holders. Having a representative on EDF's Women's Committee. Contributing to the work	Governments, EU institutions, disabled people and their representative organisations	Briefings Submissions Gender/age related indicators	Advocacy; analytical activities; awareness raising	2022 - 2025



		on long-term care and the UN Open-Ended Working Group on Ageing, when relevant.				
	A10. Promoting the <b>participation of young disabled people</b> , through supporting the work of the ENIL Youth Network.	Providing a part-time staff member to coordinate meetings of the ENIL Youth Board and other activities. Supporting ENIL Youth with funding applications. Updating the Youth section on the website and the ENIL Youth Facebook page.	Young disabled people and their organisations	ENIL Youth activities Funding applications ENIL Youth website and Facebook page	Training and capacity building; Capacity building of members; Organisational development	2022 - 2025
	A11. Encouraging <b>disabled people who face multiple discrimination to speak out</b> , and assist them in doing so by creating inclusive safe spaces and mechanisms in ENIL.	Adopting a Code of Conduct and a Whistleblower Protection Policy, and ensuring all staff members and volunteers are familiar with it.	Staff and volunteers	Code of Conduct Whistleblower Protection Policy	Organisational development	2022 - 2025
	A12. Encourage greater representation within ENIL and our members of <b>individuals from diverse communities</b> such as people of colour, ethnic minority,	Promoting as role models, featured on the website and in other communications, people from diverse community, and including them as speakers in different events. Collecting information about diversity through	Disabled people and their organisations	Role models Newsletter, website articles Social media posts Events Questionnaires Internal/external evaluations	Organisational development	2022 - 2025

	LGBTQIAA+, refugees, etc.	questionnaires. Evaluating the effectiveness of this objective through the internal and external evaluation.				
	A13. Encourage <b>greater representation within ENIL and our members</b> of activists with intellectual impairments, autistic advocates, users and survivors of psychiatry and all those currently underrepresented in the organisation, while abiding by the social model of disability.	Encouraging people with different impairments to join the organisation and stand for the Board. Involving people with different impairments in our events as speakers. Ensuring that our information and events are fully accessible to everyone. Collecting information about diversity through questionnaires. Evaluating the effectiveness of this objective through the internal and external evaluation.  Using ENIL's 35th anniversary in 2024 to celebrate diversity of the IL movement.	Disabled people and their organisations	Questionnaires 35th Anniversary Celebration Internal/external evaluations	Organisational development	2022 - 2025

European Network on Independent Living  
7<sup>th</sup> Floor – Mundo J  
Rue de l'Industrie 10  
1000 Brussels  
Belgium  
T: 00 32 2 983 25 83  
E: [secretariat@enil.eu](mailto:secretariat@enil.eu)  
W: [www.enil.eu](http://www.enil.eu)  
Follow us on [Facebook](#)

