



# 2024-2028 **AEIDL Strategic Plan**

Approved by  
AEIDL's General Assembly

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# **Reinventing Europe through Local Initiatives**

# 1 Introduction

## Reaching out through ELIF

AEIDL is pan-European organisation, constituted as a non-profit association under Belgian Law. It is based in Brussels, but also has staff based in other countries including Spain, France and the UK. **AEIDL's objective is to contribute to bringing Europe closer to its citizens and to promote interaction at the local level.** Since 1988, AEIDL has provided networking opportunities, analysis, evaluation, promotion and information, and has built up a wealth of expertise and knowledge on local innovation in support of the Sustainable Development Goals.

Initially focused on local employment initiatives, AEIDL has gradually broadened its scope to areas including rural development, fisheries, environmental protection, climate action, social and cultural innovation, employment, social affairs, social entrepreneurship and migrant integration. It has brought together people active in local innovation and development across Europe, and through its projects has built networks, enhanced knowledge, and influenced public policy. It has built a solid reputation as a contractor and a partner.

AEIDL is now renewing its five-year strategic plan in the context of new European and global challenges: climate change, growing inequality, war and consequent migration, and distrust caused by a democratic deficit. AEIDL wishes to make better use of its information, expertise and contacts, not only to capitalise on the work it does, but also to reach out to other people active in local development and innovation, so as to multiply the effects on the ground.

On the one hand it is determined to raise its “**AEIDL voice**” more prominently in the European Union (EU) arena, advocating practices and policies that bring innovative and sustainable solutions to address the economic, environmental and societal challenges faced by Europeans. By promoting citizen and territorial creativity, AEIDL will help rebuild the European project.



On the other hand, it has established a **new platform** – the European Local Innovation Forum (ELIF) – which provides a space for anyone working to promote community-led innovation and development to develop ideas and projects. ELIF will act as a focal point for connection, synergy, learning, knowledge sharing and development. It will foster initiatives, policies and approaches that showcase the value and potential of sustainable development, and local and citizen initiatives. It will also help communicate the added value of the EU project in this context.

We thus have **three** strategic goals:

- 1** To inspire new action solutions for sustainable local development through strategic knowledge transfer and capacity building.
- 2** To deliver sound policy analysis and evaluation, and become an acknowledged player in the field.
- 3** To advocate evidence-based policies that support sustainable and local development initiatives to provide a bridge between citizens and the EU ecosystem's policy and decision-makers.

The strategy described below sets out our values, the challenges we face, our intended areas of activity, our working methods, the partners with whom we will work, the indicators we will use to measure our success, and the risks we may face.

# Areas of Activities

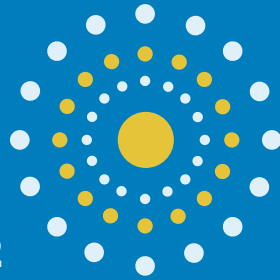
# 2

1



Citizen  
initiatives

2



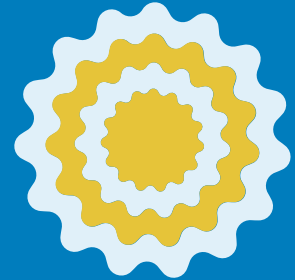
Local  
development

3



Social  
innovation

4



Sustainable  
development

## AEIDL's Approaches

5



Advocacy

6



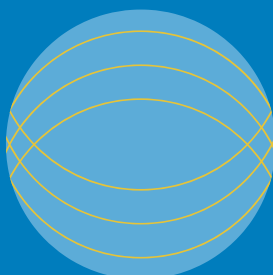
Cross-  
fertilisation

7



Culture of "co"

8



Acting as a  
platform

9



Knowledge  
management

- 1** Initiatives developed by locals who come together to bring change in their area.
- 2** Local development is a transformative process undergone by local economies and societies to solve interconnected issues (often of a socio- economic, cultural or environmental nature). Its objective is to support sustainable development and improve the quality of life of local populations. Local development is a participative process allowing local agents (both public and private) and their networks to define a common development strategy based on opportunities specific to their area ("territory"). It involves local agents in concerted action.
- 3** Social innovation is defined as new ideas (products, services and models) that simultaneously meet social needs (more effectively than alternatives) and create new social relationships or collaborations. In other words, they are innovations that are not only good for society but also enhance society's capacity to act.<sup>1</sup>
- 4** Sustainable development is an integrated and systemic approach that takes into account the three spheres in which human societies operate, namely the environmental, social and economic spheres. These are embedded, interconnected, and interdependent. In the definition of the Bruntland report,<sup>2</sup> "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs." The United Nations Sustainable Development Goals (SDGs) increasingly serve as a reference framework on sustainable development, including at the European level.
- 5** Advocacy is the act or process of supporting/pleading for a cause or proposal.
- 6** This botanical term refers to working methods that stimulate mutual influence. Its underlying assumption is that mixing ideas and methods from heterogenous sources or people can lead to more innovative solutions and better results. Cross-fertilisation is an approach that AEIDL will implement both internally, through a renewed working approach, and externally through its range of activities.
- 7** The culture of "co" is a principle that encompasses collaboration, cooperation, co-creation, community-centred action and caring for the common good. It is key to cross-fertilisation. AEIDL is a collaborative organisation, creating conditions that allow new ideas to flourish and opening up to new forms of delivering services at the local level.

<sup>1</sup> Bureau of European Policy Advisers (BEPA). (2010). *Empowering people, driving change, social innovation in the European Union*. Luxembourg: EUR-OP, page 33

<sup>2</sup> Brundtland, G.H. (1987) *Our Common Future: Report of the World Commission on Environment and Development*. Geneva, UN Document A/42/427. <http://www.un-documents.net/ocf-ov.htm>

- 8 AEIDL will create institutions and methods to bring people and organisations working for community-led innovation together, so that they can discuss the problems, learn about new approaches and initiatives, formulate possible solutions and act to bring them into being. It will feed into this process the knowledge and contacts it possesses, and will use its communication capacity and tools to raise awareness and influence decision-makers. It will thus provide a platform upon which policy can be developed and furthered. It will seek to bring all stakeholders in community-led innovation on board.
- 9 Knowledge management describes the collection and application of all knowledge available to a given entity and how to facilitate conditions for producing more of it. It assesses what knowledge the entity holds and what knowledge is needed. It retains current knowledge for future use and dissemination, and creates conditions for generating new knowledge. Knowledge management covers three dimensions: organisational, digital and human. Knowledge management in AEIDL involves transversal thinking and managing information flows across diverse themes, teams and contracts. It is based on a culture of “co” and entails constant cross-fertilisation.

## 3 **Our Purpose & Vision**

The purpose of the association is to learn from and foster community-led innovation to revitalise local communities throughout Europe.

Its vision is of a sustainable, democratically driven and cohesive Europe, revitalised by policies and practices that support and are inspired by local and citizen initiatives.

## 4 **Values & Principles**

AEIDL is convinced that local initiatives, citizen involvement and social innovation can all contribute to building a Europe that is enriched by the diversity of its territories, its communities and its cultures. The shared assets of solidarity between regions and the conception of new forms of multi-level, multi-stakeholder governance can help Europe strive for a new economic and social compact and open itself to the world.

The challenge is to encourage and support citizens who help shape new opportunities at local level, engaged in the public, private, or community and voluntary sector roles.

AEIDL is committed to supporting initiatives to foster community-led projects, inclusive business and social entrepreneurship projects based on solidarity and innovation, alternative development projects using local resources, local trading systems, the digital economy, ecological initiatives, transition projects, and local climate action plans.



# Our Values



## Respect for diversity

In a diverse work environment, it is essential to respect and appreciate differences in ethnicity, gender, age, physical ability, sexual orientation, education and religion among individuals in the organisation.



## Integrity

The organisation aims to be trusted in its field, to stand for integrity and to set a standard for it.



## Mission-driven

Inspiring others to uphold honesty and fairness as principles that rank higher than traditional business goals.



## Transparency

The organisation takes pride in sharing its beliefs, failures, strengths and decisions in a timely and trustworthy manner.



## Sustainability

Supporting initiatives and approaches that are sustainable, both within the organisation and in the outer context of policies and practices.



## Commitment

AEIDL is an association where cooperation is vital to all its activities. The skills and knowledge of its people help ensure AEIDL's success.

# AEIDL stands for...

## Independence

The organisation maintains freedom of thought, acting on its own terms and priorities.

## Leading by example

AEIDL is driven by its values in its practice and daily operations.

## Cross-fertilisation

AEIDL stands for deep collaboration, transfer of experience and the exchange of practices to improve knowledge, enhance coordination and innovation, both among our team and across the various activities of the association.

## Culture of “co-”

Cooperation, co-creation, community leadership, and caring for the common good are an inherent part of the AEIDL identity. AEIDL thus seeks to create value as a social enterprise, delivering sustainable answers to complex societal challenges at the local level. High impact results are developed through collaborative approaches.

In our activities, people are the most important asset. They stand for the overall values and principles of the organisation. In doing so, they:

- care for AEIDL’s members, team, partners and clients;
- are committed to sustainable actions and service delivery both within and outside the organisation;
- acknowledge and assume responsibility for their own actions, decisions and policies.

As regards our team members, they:

- embody the culture of “co-” and all of AEIDL’s values in their daily work;
- are empowered to lead, decide and take initiative within the team, embracing the possibility of both success and failure, and seeing the latter as a learning opportunity;
- are recognised as individuals and as a group of individuals, for any behaviour, efforts and actions that support AEIDL’s values;
- act honestly and honourably without compromising the truth;
- maintain a healthy work-life balance.

# 5 THEORY OF CHANGE

A theory of Change is essentially a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. The approach allows planning, participation, and evaluation that articulates assumptions about the process through which change will occur. It also specifies how early and intermediate outcomes will help achieve the desired long-term change.

To help frame the implementation of this Strategic Plan, it is important to acknowledge the context within which AEIDL defines its goals, as well as the long-term and mid-term changes it aspires to and how it plans to achieve these.

## CONTEXT

Meta-challenges arise from a world in profound change with policies at both European and global levels that contribute to negative trends and to growing societal challenges.

Within the context of the global challenges posed by climate change, political instability and war, developments in artificial intelligence and the consequent decline in investigative journalism, and widespread disinformation and loss of trust in democratic processes, AEIDL has identified two meta challenges that are of concern, and which are weakening links between Europe and its citizens. These relate closely to AEIDL's field of expertise and its vocation to muster public support, re-establish confidence in a shared European future and back citizen initiatives as a tool to create sustainable solutions at local, regional, national and European levels.

# Theory of Change – Context

## Meta-challenge 1: Facing adverse trends

### Declining confidence in the European project

the EU's failure to demonstrate its added value, the growing scepticism of citizens and the impact of populist policies are putting at risk the notion of Europe as a “common house” of shared values.

### Lack of political will to mainstream sustainable local development initiatives at EU level

initiatives continue to emerge at a local level, but struggle to leverage further action or grow into wider movements. Their holistic approaches to complex problems require combined efforts by public actors and citizens.

### Demographic challenges

the ageing population and shrinking workforce in the EU affect the structure and nature of jobs, health and social protection, and the delivery of services. At the same time, senior citizens ought to be recognised as resources, knowledge carriers and care providers, and not solely as recipients of care.

### The decline of our sense of safety and security in Europe

the pandemic, the war in our Eastern neighbourhood, the energy crisis – all require a quite different level of resilience from local communities than even five years ago.

# Theory of Change - Context

## Meta-challenge 2: Facing a growing societal divide

### ● The economic divide between rich and poor is widening in the EU

The divide in access to resources, income, health, employment and services is broadening at global, regional and local levels. This is resulting in poverty traps, notably restricting access to food, energy and housing.

### ● The territorial divide

between 2005 and 2022, there is a clear inequality gap between Northern and Southern Europe and a shift from Eastern to Southern Europe in spatial inequalities.<sup>3</sup> This can also be expressed through the “Discomfort Index”.<sup>4</sup> Evidence also shows that the “Risk of Poverty” rate has increased in all parts of the EU over the same period.<sup>5</sup>

### ● The environmental divide

Consumption and over-production models are encroaching on natural areas. They are causing biodiversity loss, climate change, climate migration, urban pollution, threats to “common goods” and threatening natural capital. This in turn, jeopardises a sustainable future;

### ● The social divide

Current social challenges inhibit equal access to rights, goods, services such as education and technology, and the labour market. This is particularly true for the young, the elderly and vulnerable groups including migrants

### ● The cultural divide

Cultural globalisation and multiculturalism impact individuals differently, depending for example on whether they have access to education and technology, or whether they experience vulnerability in upholding their traditions, values and cultural identity. Some may feel that they are “citizens of the world”, while others feel exposed and lacking the safety of traditional institutions and structures, such as the State or the Church, with which they can identify

### ● The digital divide

Social inclusion and prosperity depend more and more on access to information and communication technologies and the skills to use them, so these must be ensured for all regions and sections of the population.

<sup>3</sup> as found by successive EU Cohesion Reports and most particularly the 8th Cohesion Report: European Commission (2022), Eighth Report on Economic, Social and Territorial Cohesion

[https://ec.europa.eu/regional\\_policy/sources/reports/cohesion8/8cr.pdf](https://ec.europa.eu/regional_policy/sources/reports/cohesion8/8cr.pdf)

<sup>4</sup> <http://journals.sagepub.com/doi/full/10.1177/0308518X18779594>

<sup>5</sup> <http://www.nordregio.org/maps/at-risk-of-poverty-rate-in-2015/>



These key European challenges are interrelated and interact with each other. They have strong links and large impacts on the local level. The local dimension is especially important, as it is where one can observe how these challenges interact, and where solutions can be designed, usually to address one challenge to begin with, but often touching upon several of them.

In the light of them, AEIDL plans to focus its activities (identification, analysis, evaluation, advocacy, networking and promotion) on local initiatives that can connect with public policies and contribute to European sustainable development. While AEIDL remains mindful of the fact that local initiatives constitute only one part of the answer to these challenges, its experience is that it is locally that one can reconcile different expectations, needs and challenges, and develop solutions that tackle more than one challenge at the same time.

## 5.2 Ultimate change expected (long-term)

AEIDL's vision is of a sustainable, democratically-driven, inclusive, cohesive and neighbourly Europe, revitalised by policies and practices that support and are inspired by local and citizen initiatives.

## 5.3 Ultimate change expected (mid-term)

Demonstrate the advantages of being part of the European “common house” and offer evidence of the positive role that local development and citizen initiatives can play in this context.

## 5.4 Pathways towards change

This table focuses on areas where AEIDL can make a contribution to change in line with its vision and mission. The list of assumptions is non-exhaustive in terms of issues and challenges societies are facing, yet is closely related to the goals and objectives that the organisation has set itself.

These assumptions are useful in identifying needs and where AEIDL can contribute based on its area of expertise.

Each sentence in the left column might begin with “Based on our observations and our understanding of the situation, we assume that...”

Assumptions	Pathways towards change	AEIDL's contribution
Some representative bodies (political and civil society organisation, trade unions, etc.) blame "Europe" for their own deficiencies or for societal challenges in general, leading to a negative perception of the EU and European integration.	Representative bodies that influence public opinion are convinced of the need to restore a positive image of EU integration and support cohesion in societies.	To provide representative bodies with an analysis of local and citizen initiatives, projects and policies, including those supported by the EU, in response to the complexity of the challenges to be faced, including an assessment of their added value.
Many citizens feel that they have little control over developments that affect them and have become progressively distanced from available opportunities. This compounds inaction and further mistrust of political action.	Action is taken to mobilise and motivate citizens to take action and voice opinions through networks and local projects, leading to renewed confidence in collective action.	To learn from, foster and promote those innovative local practices that contribute to and enrich European values.
Local actors, political and civil society organisations, rural and urban action groups, etc. may need deeper understanding, vision, methods and innovative approaches to tackle the complexity of the challenges they face.	Local actors are equipped, informed and connected. They are better able to encourage citizens to support and engage in collective projects for sustainable development in the EU, transforming passive citizens into agents of change.	To organise and support the networking of local actors and provide them with methodological tools and analysis (through projects and ELIF).
Change-makers may feel isolated in their actions to contribute to sustainable development.	Change-makers share views and practices, and understand their contribution to a larger movement towards sustainable development.	To organise and support the networking of practitioners.

Assumptions	Pathways towards change	AEIDL's contribution
European institutions need to better understand the expectations of citizens and territories, and the impact of local initiatives.	European institutions increasingly pay attention and support local initiatives contributing to sustainable development, by localising the Sustainable Development Goals.	To provide European institutions with an aggregated analysis of local practices and challenges. To highlight local practices and advocate the development and implementation of sustainable European policies. To facilitate communication between local initiatives and institutions.
European networks tend to work in silos and do not have a comprehensive vision or represent the voice of citizens faced with complex problems.	Networks work with each other in order to better address the challenges of the citizens they represent and give them a stronger voice.	To facilitate a sustainable local development hub (ELIF) and take part in networking projects.
Local, regional and national actors as well as European institutions may become insular and therefore fail to recognise their own responsibilities to respond to global challenges.	All these European stakeholders feel responsible for global challenges and promote synergetic sustainable solutions.	To communicate, advocate and take action to increase responsibility for global challenges through our operations, projects and ELIF.

**Table 1 – Pathways towards change**

## 5.5 Who we engage with and how

In order to undertake effective and impactful strategic engagements, we need to focus on the Who and How of these engagements.

In the first instance we have identified general categories of target groups for local development engagements. Such general categories are aggregations of a plurality of actors. To effectively engage, we disaggregate the actors in these general categories:

General category	Actors in category	What for	How
Intermediary bodies	NGOs, civil society organisations, community groups, associations, business groups, trade unions, groups representing ethnic minorities, immigrants, women, people with disabilities	Help create partnerships, leverage resources, promoting sustainable development, including the well-being economy, <sup>6</sup> in practical projects. Ensuing inclusion and broad participation	ELIF TCs, funded projects, <sup>7</sup> ELIF Outreach
Businesses	Social economy enterprises, conventional businesses and social finance organisations	Help consolidate the social economy and help transform conventional businesses into socially and environmentally aligned business models	Funded projects
Citizens	Residents, families, and individuals, housing groups, farming groups, volunteer organisations, youth organisations/youth centres, entrepreneurs, active seniors	Help foster community participation, mobilise resources, and ensure grassroots representation. Contribute to their personal and professional development. Align businesses with environmental and social objectives.	ELIF Outreach
European institutions	EU institutions, national and regional development agencies and policy-makers	Access to resources and financial support, influence policy, use research in policy planning and coordination, align policies	Funded projects, ELIF TCs
European networks	Networks for local development, EU-wide associations, policy networks, practice networks	They can help consolidate links between actors, multiply impact, and roll out after pilot projects, facilitating the sharing of experiences	Funded projects, ELIF TCs

6 OECD (2020). *Beyond Growth. Towards a New Economic Approach*; Michael Jacobs.  
<https://www.oecd-ilibrary.org/sites/33a25ba3-en/index.html?itemId=/content/publication/33a25ba3-en>

7 Grants and service contracts

General category	Actors in category	What for	How
Public local, regional, and national actors	Municipalities, regional councils and local development agencies	Accessing resources, and aligning with existing local, regional, and national development plans	Funded projects, ELIF TCs
Research and innovation	Educational institutions, schools, universities, vocational centres, research institutions, think tanks, technology transfer offices, and innovation networks	Foster knowledge exchange, promote innovation, and support the development of sustainable solutions. Promote skills development, knowledge transfer, and capacity building within the community	Funded projects, ELIF TCs

**Table 2 – Target group analysis**

## 5.6 Change and consolidation

Achieving social change towards sustainability is a critical objective of AEIDL. Many of the actors noted above are involved in both advocacy for change and actions that seek to make change. Engaging such actors is a key objective of AEIDL, both in projects and in its work through ELIF. By and large such engagements have sought to solidify relations between existing change-makers and the institutions that support them, as well as applying the change agenda.

While implementing this empowerment journey<sup>8</sup> is an important and effective approach to local-led development and the broader change agenda, a sole focus on that objective risks losing sight of the need to build for change. AEIDL will endeavour to reach excluded individuals, groups and institutions, particularly at the local level that may not yet have bought in to the change agenda, cannot see, nor are aware, cannot grasp or more likely do not currently possess the economic, social and cultural capital to act upon their thoughts.

To this end, while ELIF's Thematic Communities (TCs) aim to consolidate the interest of existing actors, ELIF Outreach digs deeper into the local level to engage those currently left out of the EU policy bubble. Where ELIF TCs target higher level actors and presume a significant level of existing knowledge and experience, ELIF Outreach seeks to engage additional actors who for various reasons are currently marginalised, whether due to a lack of capital, or a lack of understanding and/or interest in the value of local development. As such, whereas the TCs consolidate, ELIF Outreach expands the range of change actors, providing an on-ramp to local development, particularly for marginalised individuals, communities and organisations, but also those that may be amenable but lack the cultural capital to create their own inroads.

<sup>8</sup> This empowerment journey has four stages: reaching, informing, identifying challenges and then coproducing ideas and solutions with those hardest to reach.



Who	How
Marginalised, politically under-represented groups and poorer communities	Work with community groups and representative organisations to run workshops on local development and how funding is made available for local projects
Local businesses and associations	Run networking events that include local development advocates to help develop ties between local actors, partnering with existing organisation and actors.
Youth	Run sessions with representatives to introduce young people to the concept of local development. Organise visits of school children to local development projects.
Groups lacking basic services – urban and rural	Run workshops for particular communities and their arrays of citizens together to focus on a given problem and how to work together to find solutions, including introducing local development support organisations and institutions.

**Table 3 – Potential target groups of ELIF Outreach**

# Strategic goals and objectives

Having defined its desired pathway towards change, AEIDL has set itself three overarching goals:



## **Scaling up of innovative solutions by generating and sharing knowledge on sustainable development and local initiatives.**

As a proactive hub, AEIDL will ensure the availability and active sharing of knowledge on sustainable development and local initiatives and policies, through ELIF and projects.



## **Deliver sound policy analysis and evaluation, and become an acknowledged player in the field.**

Evidence-based policy analysis and evaluation activities will broaden and deepen AEIDL's knowledge and increase its presence in the European policy development process. These activities will take place mainly through projects and feed directly into the other two overarching goals.



## **Advocate evidence-based policies that support sustainable and local development initiatives to provide a bridge between citizens and the EU ecosystem's policy and decision makers**

AEIDL will promote the added value of EU approaches and good practices to local actors and to national and regional level policy and decision makers, and advocate sustainable local development initiatives and policies to EU institutions. This requires AEIDL to deploy analytical expertise to formulate its own position statements and recommendations with regard to policies and practices on sustainable local development.



## **Transversal Goal: Address the territorial, social, economic, digital, environmental and cultural divides through inclusive practices and ensure broad geographical coverage.**

# Strategic objectives

1

## **Identify and bring innovative actors together through ELIF as a platform**

AEIDL will shape an agenda for change by organising debates on how to move forward.

2

## **Develop strategic partnerships to build and implement projects**

AEIDL will invite organisations with complementary goals and compatible operating methods to work together to develop proposals and carry out contracts and projects. Over time it will strengthen working partnerships by developing partner membership.

3

## **Strengthen policy analysis and evaluation capacity at AEIDL**

AEIDL will strengthen and develop its policy analysis and evaluation capacity to assess and conduct thematic analyses in relation to sustainable local development issues at both an EU and local levels. This work will feed into advocacy, good practices and promotional activities on sustainable and local initiatives. Particular importance will be given to mobilising wider know-how, both in-house and external, as well as AEIDL members.

4

## **Create new knowledge through research and analysis of practices and policies and publicise it**

AEIDL will capitalise the results of its work on contracts and projects to feed its knowledge base, and will publish and disseminate this knowledge.

5

## **Undertake continuous monitoring and produce analytical notes on core issues and trends in local development, whether commissioned or through proactive knowledge capitalisation**

AEIDL will distil opportunities and threats to sustainable local development in Europe capturing major policy issues and trends in current debates. These will materialise in briefings, submissions and knowledge capitalisation products. Particular attention will be paid to the timing to ensure they are topical across policy areas and maximise impact.

6

## **Strengthen the presence of AEIDL in the EU policy and evaluation field by providing sound analysis that feeds 'AEIDL's voice'**

Policy-makers use evaluation as a policy-learning instrument that provides insight and recommendations when developing new policies. By participating in evaluation projects and studies, but also by communicating and sharing the outputs of our projects with policy-makers and wider stakeholders, AEIDL will promote its values and strengthen its position in the European policy development process. ELIF will be a key platform in generating the knowledge that can benefit projects.

7

**Continue to develop and further consolidate ELIF as the voice of AEIDL**

In order to assert its legitimacy in feeding the policy debate, and to ensure its recognition as an advocate of sustainable and local initiatives, AEIDL will further define and develop as a significant platform for both AEIDL's voice and the voice of others in the local development community (interaction, forum, etc.). To achieve this, AEIDL will establish an internal mechanism for the development of position papers on contemporary topical issues in the EU agenda. This will allow the organisation to better position itself as a knowledge hub and to increase its visibility and legitimacy beyond the delivery of short-term contractual services.

8

**Actively engage in public debates and European policy discussions on key thematic areas and on sustainable local development**

AEIDL will refresh its General Assembly and find new ways of engaging its members, encouraging them to be more active and to raise AEIDL's voice outside Brussels.

9

**Implement inclusive approaches to ensure the involvement of underrepresented groups or groups marginalised through the territorial, social, economic, digital, environmental and cultural divides**

10

**Act to cover a broad diversity of countries and territories**

# Links between Objectives and Goals

## GOAL 1

Stimulate innovation by sharing knowledge on sustainable development and local initiatives

**Objective 1:** Identify and bring innovative actors together through ELIF as a platform

**Objective 2:** Develop strategic partnerships to build and implement projects

## GOAL 2

Deliver sound policy analysis and evaluation, and become an acknowledged player in the field

**Objective 3:** Strengthen policy analysis and evaluation capacity

**Objective 4:** Create new knowledge through research and analysis of practices and policies

**Objective 5:** Undertake continuous monitoring and produce analytical notes on core issues and trends in local development, whether commissioned or through proactive knowledge capitalisation

**Objective 6:** Strengthen the presence of AEIDL in the EU policy and evaluation field by providing sound analysis that feeds 'AEIDL's voice'

## GOAL 3

Advocate policies that support sustainable and local development initiatives to provide a bridge between citizens and the EU ecosystem's policy and decision-makers

**Objective 7:** Continue to develop and consolidate ELIF as the voice of AEIDL

**Objective 8:** Actively engage in public debates and European policy discussions on key thematic areas and on sustainable local development

## TRANSVERSAL

Address the territorial, social, economic, digital, environmental and cultural divides through inclusive practices and broad geographical coverage

**Objective 9:** Implementation of inclusive approaches to ensure the involvement of underrepresented groups or groups marginalised through the territorial, social, economic, digital, environmental and cultural divides

**Objective 10:** Activities to cover a broad diversity of countries and territories





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