



Strategy

2023-2025

**SOLIDARITY
NOW**

This is our common ground

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1 Executive Summary

Taking into consideration the current political and social framework, the learnings and the experience gained to date, SN has reviewed its strategy and designed a plan for 2023-2025, ensuring that resources are utilised in the most effective manner, while responding to the needs of the most vulnerable members of our community. Ten years after its establishment, SolidarityNow returns to its basic principles of inclusive programmes and the indiscriminate provision of holistic services, addressing individual needs and ensuring service provision is gender-responsive. This document outlines the history of the organisation, and the foreseen direction for the years to come.

In so doing, SN has defined four strategic priorities to direct its programmes, which are:

► **Inclusive education for all**

► **Catalysing livelihoods opportunities**

► **Improving social protection and Cohesion**

► **Enabling access to justice and the protection of human rights**

During this period, SN will also carry out targeted actions to improve organisational effectiveness and sustainability through a set of predefined actions and priorities.

2 Political and Social Framework

2022 was the latest in a series of years that put into perspective nearly everything that civil society had previously considered a given. War once again broke out within the borders of Europe, violently bringing memories of a traumatic past into the present, putting into question our collective commitment to humanitarian values. We are still in the throes of an unprecedented global pandemic. At the same time, the summer of 2022 was the warmest ever recorded on the continent, signalling without room for doubt that climate change is a crisis already unfolding. These two phenomena accentuate a truth that history hammers down again and again: when we all face trouble, it is the most vulnerable that are disproportionately affected.

In the Greek context, these global trends are compounded by enduring local challenges. The energy and cost of living crises caused by the war in Ukraine are the latest in a series of blows to the Greek economy, going back to the collapse of 2010, and continuing with the pandemic-triggered recession. While unemployment dropped to 12.4% in the second trimester of 2022 (down from 19.2 in the previous year), there is still half a million unemployed in the country, the vast majority of whom are chronically out of work. Higher unemployment rates are observed among women (15.7%) as compared to men (8.8%). The worsening financial situation has increased the proportion of the population at risk of poverty and exclusion, which rose to 29.5% in 2021; the percentage is higher for children, and figures suggest it will continue to rise.

Hence, it is expected that more people will fall under the umbrella of the social protection system. However, the Greek welfare system is overly centralised, fragmented, and underfunded. It also systematically fails to integrate the most vulnerable, under-served groups and minorities. Indicatively, Greece is home to 265.000 Roma people, whose specific needs have

historically been excluded from targeted interventions. The new Strategic Framework for the Inclusion of Roma 2021-2030 is a step in the right direction, and one of the first efforts to enlist the support of Roma civil society. However, we have a long way to go: many Roma are still living in substandard and segregated housing and are practically or institutionally excluded from healthcare and education. High drop-out rates and very low levels of school attendance, as well as early marriages, are noted among Roma girls, while Roma women, face structural barriers preventing them from enjoying basic rights, such as access to health-care services, social benefits, education, and participation in political and public life. The Committee on the Elimination of Discrimination against Women has invited Greece to report on the availability of legal remedies and compensation available to Roma women who are subjected to any form of gender-based discrimination, engagement with organizations of Roma women, temporary special measures adopted to address multiple and intersecting forms of discrimination against Roma women, as well as measures to ensure formal employment of Roma women.

The social welfare system in Greece has not yet departed from the model of institutionalisation for groups like people with disabilities, chronic psychiatric patients, and children outside their family's care. The latter have recently shifted into policy-making focus, with the government setting ambitious targets for a complete switch to alternative models of care (e.g., professional foster care) within 10 years. This is in line with the EU-wide push for national Child Guarantee plans 2021-2027, concentrating on combatting child poverty. Alternative models of care for unaccompanied refugee children are also included in the plan. The latter have benefitted from a significant development: up until 2020, a significant percentage was held in administrative detention. Today, thanks in large part to the newly founded Special Secretariat for the Protection of Unaccompanied Minors of the Ministry for Migration and Asylum (MoMA), detention has been practically erased, and children are quickly finding their way to appropriate facilities. However, the child protection system of the country largely distinguishes between policies applied to children born in Greece and refugee children, categorising them by residency status, rather than seeing them all as children first.

While advances have been made for unaccompanied children, the refugee issue in general has stepped into the political side-lines. The government's policy has focused mostly on prevention measures for migration, characterised by tightening border controls, and continuous allegations and reports of pushbacks. Living conditions in refugee camps have steadily worsened, while camps on the borders were rebuilt as closed structures, placing more limitations on free movement. Rejections of asylum applications have markedly increased, especially after a widely criticised Joint Ministerial Decision in 2021 declaring Turkey as a "third safe country" for asylum seekers from Syria, Afghanistan, Somalia, Pakistan, and Bangladesh. It must be noted, however, that the same restrictive policies do not apply to the approximately 16.000 Ukrainian refugees who fled to Greece (the majority of whom were women and children); Ukrainians benefit from blanket temporary protection on an EU-wide level.

Overall, Greece is still mostly seen as a transit country. This has been further accentuated by the closure of the ESTIA urban accommodation program, and the imposition of narrow (30-day) confines to exit state-provided housing after recognition; refugees return to the camps to avoid homelessness, or move on to other European countries, rather than take steps towards integration. Pathways to job-finding, and especially retraining, are few for refugees. Refugee

access to tertiary education is difficult, while vocational training suffers from chronic dysfunctions for all its participants, including Greek nationals. For children, however, education gains allow room for optimism: almost 95% were enrolled in school in 2021-2022.

The LGBTQI+ sector also saw gains in children's rights: Greece banned conversion therapy, as well as surgeries on intersex babies. Overall, Greece was one of the countries with the most ground covered towards safeguarding LGBTQI+ rights in 2022. However, much remains to be done: the marriage equality campaign is facing considerable opposition, most notably from the Church.

The field of women's rights in Greece has also known pivotal moments in recent years. The #MeToo movement reached Greece in 2021, revealing several high-profile sexual abuse cases in the arenas of sports and entertainment. Following a record number of femicides (21) in 2021, increased public attention was drawn on violence against women, which rose sharply during the pandemic. Unfortunately, even if visibility has increased, the levels of violence have not decreased.

3 Organisational Background

3.1 Overview

SolidarityNow (SN) is a Greek non-profit, humanitarian organisation, founded in 2013 to respond to the needs of the most vulnerable and marginalised groups of our society, without discrimination. SN's headquarters are in Athens with operations throughout the country, mobilising more than 250 staff members across Greece. SN implements projects across thematic areas, aiming to bring together different groups of people to address common challenges. SN is registered as a charitable non-profit humanitarian organisation and has been a certified member of the Greek and foreign non-governmental organisations Registry of the Hellenic Ministry of Migration and Asylum which are active in matters of international protection, migration and social inclusion in Greece; the National Registry of volunteering non-governmental organisations of the Ministry of Labour, Social Security and Social Solidarity; and the National Registry of private non-profit institutions that provide social care services.

Transparency and accountability are key for the success of our work. We want our donors and supporters to feel safe regarding how their money is spent. That is why we are audited on an annual basis by independent auditors (chartered accountants), as well as through regular internal audit procedures. All relevant information is publicly available and can be accessed through our website.

3.2 Vision

A world of solidarity, hope and tolerance, where people live in dignity and security

We aspire to live in a world where there is solidarity between people, hope for the future and tolerance to difference, where each person can live in dignity and safety. Our programmes aim to establish a pathway towards this world, equipping individuals with the tools, skills and information required to appreciate difference and support each other to overcome challenges, while also creating an enabling environment for the pursuit of this vision.

3.3 Mission

To improve people's lives and empower them to create a just and inclusive society

SolidarityNow aims to support and enable individuals to take their lives into their own hands and become active members of society. To achieve this, SN implements an array of complementary programmes throughout the country, supporting vulnerable and marginalised individuals to actively participate in the creation of an open and inclusive society, where difference and diversity are seen as positive elements, strengthening and enriching individual lives and experiences.

3.4 Values

The values we stand for have been defined as:

- **Respect**
We value differences and treat everyone with dignity and respect.
- **Collaboration**
We trust that by working together, we are stronger.
- **Equality**
We believe that all people are equal and should be treated as such.
- **Inclusiveness**
We aspire to implement inclusive programmes, bringing different people together and identifying common solutions to common problems.
- **Humanity**
We are compassionate towards others.

3.5 Our Methodology – Indiscriminate Provision of Holistic Services

Since its establishment, SolidarityNow has focused on implementing programmes which support people indiscriminately, and this is one of the main concepts of our work. We implement complementary programmes, with the open-door Solidarity Centres playing a central role in bringing them together and allowing us to support individual needs in a holistic manner - addressing all the different areas of support through multidisciplinary teams. This methodology allows us to focus on empowering individuals to take their lives into their own hands and become agents of change in their communities. Our programmes are inclusive and gender-responsive and aim to bring people of different backgrounds together to address common issues while at the same time encouraging peer-to-peer support and addressing issues of racism, sexism, and xenophobia. We strongly believe in the power of inclusive programming to bring communities together and encourage sustainable positive change.

3.6 Management structure

SolidarityNow is governed by an experienced nine-member Board of Directors which is responsible for developing the organisation's mission, ensuring that its operations are conducted effectively, ethically, with fiscal integrity, and maximum social impact. SolidarityNow's Executive Management Team is comprised of the General Manager, the Deputy General Manager,

the Finance & HR Director, and the Regional Director for Northern Greece, and is responsible for the day-to-day operation of the organisation, ensuring alignment across programmes, and safeguarding the quality and sustainability of activities. The Board of Directors also has an Audit Committee, which is responsible for overseeing financial management and the annual budgeting process. SN's Headquarters are in Athens, with a sub-office in Thessaloniki and operations in Ioannina and other locations throughout the Greek mainland.

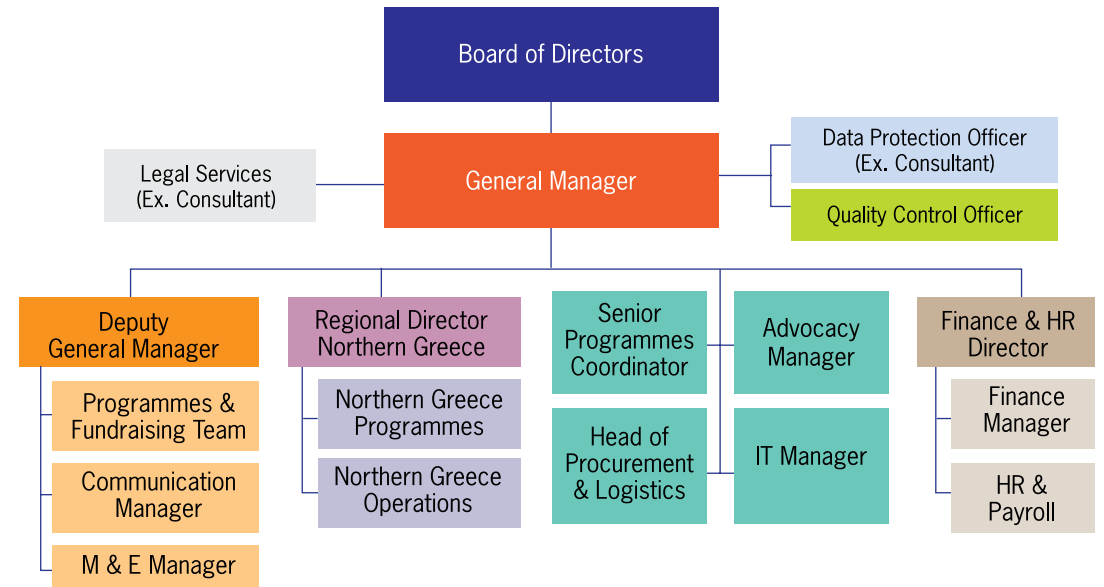


Figure 1. SolidarityNow Organogram

3.7 Progress to Date

SolidarityNow (SN) was established in 2013, with its core mandate being to demonstrate that open society and its values, most notably solidarity, could rise to respond to the social emergency sparked by the financial crisis. A year after its birth, SN met the challenge of forwarding its message of inclusive society under new emergency conditions: the refugee crisis. The record of the first years (2013-2021) is impressive: SN catered to the needs of over 300.000 beneficiaries, through both direct implementation and regranting.

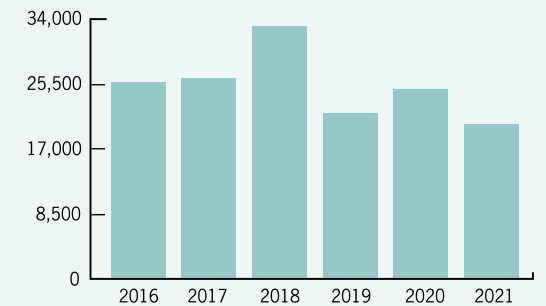


Table 1: Beneficiary Numbers

From 2016 onwards, SolidarityNow shifted from its initial role of regrating funds to other NGOs to become a humanitarian actor with direct implementation in the field. As the number of refugees somewhat stabilised, SN gradually developed more holistic and structured interventions across the country. To do so, SolidarityNow marshalled an ever-expanding budget; from 7 million euro in 2016 to over 16 million euro in 2020.

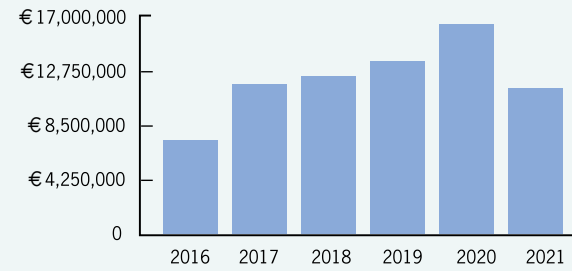


Table 2: Annual Revenue

During this period, SN's work focused on supporting refugees and migrants in key thematic areas. SN strived to implement inclusive programmes, however the needs of the refugees and migrants were vast, while complementary interventions supporting the greater public were also implemented.

Protection

Provision of a comprehensive package of holistic services (psychosocial support, legal aid) through the Solidarity Centres in Athens and Thessaloniki; provision of child protection services through multidisciplinary teams within 30 open accommodation sites through the Blue Dots and subsequently Child and Family Support Hubs programme in collaboration with UNICEF and IOM, supporting 21.864 children and their parents (of which an estimated 70% were women and girls).

Livelihoods

Employability services and jobs matching through Solidarity Centres – supporting almost 2.000 people to find employment (of which 30% were women) and achieving a steadily increasing success rate for individuals finding employment; employment actions have been complemented by the support of an accountant, training programmes to support new entrepreneurs and job fairs and a large network of companies.

Accommodation

Provision of safe accommodation (in apartments and buildings in urban and rural areas) as a partner of UNHCR for the ESTIA programme, supporting almost 7.000 individuals; supporting unaccompanied minors (all boys) with long-term and short-term accommodation, integration, and services.

Education

Education for adults and children (various languages including Greek and English, mathematics/science, school support) in urban settings and within open accommodation sites; actions under this thematic include the HELIOS programme and the Child and Family Support Hubs; supporting children to access public education and support to avoid dropout.

Personnel-wise, the team grew from 298 people in 2016, to 503 people in December 2020. As the number of personnel grew, so did the geographical spread of our programmes; by the end of 2020, SN was present in 10 prefectures across mainland Greece.

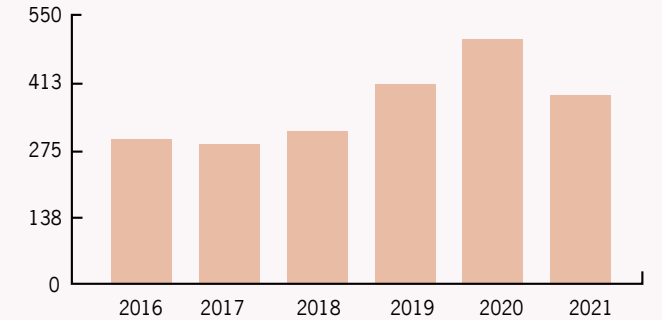


Table 3: Personnel numbers

In 2021, with the closure of the ESTIA accommodation programme for SolidarityNow, there was a significant decrease in both the number of staff and the organisation's annual budget, setting the ground for a more contained and sustainable programmatic structure for the years to come. With the related contextual changes, including the reduction in the migrant and refugee population in Greece, the increasing levels of poverty within the local population and the ever-increasing need for social cohesion, from 2021, SN has worked to diversify target groups and funding, while always prioritising the needs of the most vulnerable.

3.8 Memberships and Qualifications

SolidarityNow (SN) is registered as a charitable non-profit humanitarian organisation and is a certified member of the Greek and foreign non-governmental organisations Registry of the Ministry of Migration and Asylum. SN is registered in the National Registry of private sector non-profit Institutions providing social care services and in the Special Registry of the volunteering non-governmental organisations of the Greek Ministry of Health and Social Solidarity. SolidarityNow has also been certified by NGOsource as being the equivalent of a U.S. public charity. SN has an ISO 9001:2015 certification for the design, development and management of projects, the operation of educational centres, the operation of service provision centres, the provision of services to support families within open accommodation sites, and the provision of housing and support for unaccompanied minors.

SN is an active member of national and international networks, including the European Council on Refugees and Exiles (ECRE), the International Detention Coalition (IDC), CIVICUS, the European Federation of National Organisations working with the Homeless (FEANTSA), the Greek Network for the Right to Shelter and Housing, the platform for International Cooperation on Undocumented Migrants (PICUM), the Consortium on Refugees' and Migrants' Mental Health (CoReMH), the Racist Violence Recording Network (RVRN), the Athens Coordination Committee for Migrants and Refugees (ACCMR), thessdiktio (a non-formal network of voluntary organisations), Select Respect Network working towards upholding human rights and accepting diversity, and various national and regional Working Groups and Committees.

3.9 SWOT Analysis

Strengths

- Large geographic coverage
- Experienced field teams with good technical knowledge and multi-sectoral expertise
- Long-term experience in humanitarian aid
- Open and inclusive mandate
- Organisational efficiency (organisational structure, monitoring systems, policies, procedures, and appraisal process in place)
- Flexible, dedicated, and caring staff
- Good relations with diverse stakeholders and long-term partnerships
- Inclusive working environment and dignified working conditions
- Unique selling point: Solidarity Centres – in collaboration with municipal authorities
- Communication based on individual storytelling

Weaknesses

- Lack of unrestricted and sustainable funding
- Limited reach to corporations / individual donors
- Innovative actions not transformed into durable solutions
- Low brand awareness to general public
- Limited resources for trainings/ staff development
- Understaffed operational positions (fundraising, advocacy, communications etc.)
- Staff turnover
- Lack of documentation for institutional knowledge
- Minimal links with academia

Opportunities

- Apply current experience and knowledge to new target groups / thematic areas
- Build partnerships with private companies through CSR programmes
- Expand donor base (individual, institutional)
- Form collaborations for research and policy work
- Establish new partnerships and collaborations with CSOs, donors, media
- Strengthen volunteer network

Threats

- Political instability
- Worsening economic environment leading to increased inequality and social disparities
- Worsening environment for refugees and asylum seekers
- Increasing racism and xenophobia
- Mistrust and negative public opinion of NGOs
- Increased reliance on state funding resulting in long bureaucratic processes and funding gaps / delays
- Shrinking space for, and penalisation of, civil society
- New pandemic waves or other health emergencies

4 Alignment with International Standards

4.1 Sustainable Development Goals

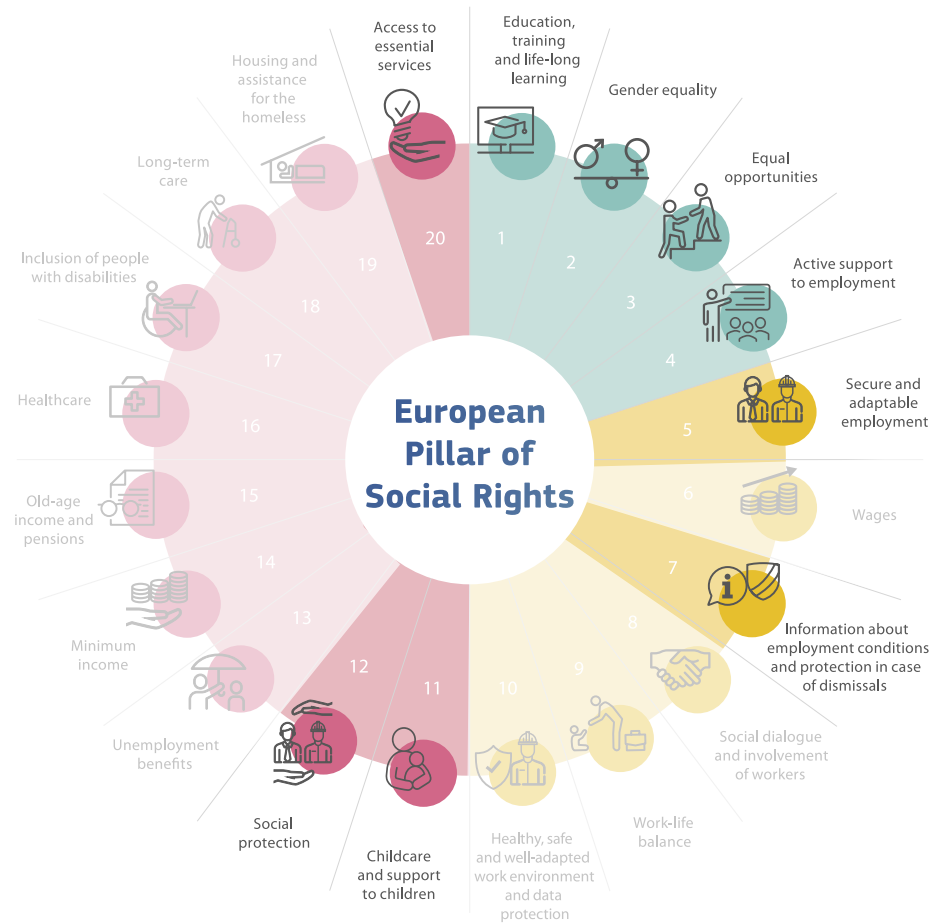
Through all interventions, SolidarityNow works towards achieving some of the United Nation's Sustainable Development Goals (SDGs).



- **GOAL 1 - No Poverty**
Ending poverty in all its forms, everywhere.
- **GOAL 3 - Good health and well-being**
Ensuring healthy lives and promoting well-being for all.
- **GOAL 4 - Quality education**
Ensuring inclusive and equitable quality education and promoting lifelong learning opportunities for all.
- **GOAL 5 - Gender equality**
Achieving gender equality and empowering all women and girls.
- **GOAL 8 - Decent work and economic growth**
Promoting sustained, inclusive, and sustainable economic growth and decent work for all.
- **GOAL 10 - Reduced inequalities**
Reducing inequalities within and among societies.
- **GOAL 16 - Peace, justice, and strong institutions**
Promoting peaceful and inclusive societies for sustainable development, providing access to justice for all, and building effective, accountable, and inclusive institutions at all levels.

4.2 European Pillar of Social Rights

SolidarityNow has also aligned its work with the European Pillar of Social Rights, aiming towards a Europe that is fair, inclusive, and full of opportunity, as defined by the European Commission. The specific goals which are aligned with our work are detailed below.



■ GOAL 1 - Education, training, and life-long learning:

Promoting quality and inclusive education, training, and life-long learning to help both women and men maintain and acquire skills, enabling their full participation in society and successfully managing transitions in the labour market.

■ GOAL 2 - Gender equality:

Ensuring and fostering equality of treatment and opportunities between women and men in all areas, including participation in the labour market, terms and conditions of employment and career progression.

■ GOAL 3 - Equal opportunities:

Promoting everyone's right to equal treatment and opportunities to all sectors, regardless of gender, racial or ethnic origin, religion or belief, disability, age, or sexual orientation.

■ GOAL 4 - Active support to employment:

Ensuring everyone's right to timely and tailor-made assistance to improve employment or self-employment prospects, to receive support for job search, training, and re-qualification.

■ GOAL 5 - Secure and adaptable employment:

Encouraging everyone's right to fair and equal treatment regarding working conditions, access to social protection and training, regardless of the type and duration of the employment relationship.

■ GOAL 7 - Information about employment conditions and protection in cases of dismissals:

Ensuring workers' rights to be informed about their rights and obligations resulting from the employment relationship, the right to access to effective and impartial dispute resolution and, in case of unjustified dismissal, a right to redress, including adequate compensation.

■ GOAL 11 - Childcare and support to children:

Promoting children's right to affordable early childhood education and good quality care and to protection from poverty, while pursuing the right of those from disadvantaged backgrounds to specific measures to enhance equal opportunities.

■ GOAL 12 - Social protection:

Ensuring workers, and, under comparable conditions, the self-employed, the right to adequate social protection, regardless of the type and duration of their employment relationship.

■ GOAL 20 - Access to essential services:

Supporting everyone's right to access essential services of good quality (water, transport, financial services etc.), while pursuing the access to such services for those in need.

5 Theory of Change

SolidarityNow will work across the four pillars of actions, whose combined effect will set the path towards the desired social change and its long-term vision. We believe that if children and adults can access inclusive and quality education, are better equipped with knowledge and skills to secure their place in the labour market with dignity and are granted access to the necessary social protection in an environment that upholds everyone's basic rights, they will in turn be empowered to lead the formation of a just and inclusive society. These interventions are sustainable by nature, as they are designed to support their beneficiaries to become agents of change for their future.



Figure 1. SolidarityNow's Theory of Change

6 Strategic Priorities

SolidarityNow has defined four programmatic priorities for the period 2023-2025, as outlined and defined below. The objectives will be achieved through the implementation of programmes and strengthened by relevant advocacy actions. The combined effects of the actions under these four priorities work towards us achieving our mission. Interventions are designed so that each one has its own valuable impact, but it is the combination of the impact of the actions under the four priorities that makes them comprehensive, in the sense that it addresses a wide range of challenges faced by vulnerable individuals living in Greece.

6.1 Supporting Inclusive Education for All

Through interventions in education, SolidarityNow aims to support and strengthen the public education system by ensuring that all children have equal access as well as the targeted support they require, while providing complementary interventions to broaden its scope. As such, SN aims to support children to enrol in school and provide school support classes to improve learning outcomes and reduce dropout rates, especially for the most vulnerable (refugee, migrant, Roma children). To complement and strengthen the public education system, SN aims to address gaps in civic education (including human rights, women's rights and children's rights) while utilising and enabling STEM education and training across the board, ensuring gender segregation in education is addressed to the extent possible. Moreover, to address the gap in Greek as a second language lessons, SN aims to provide practical classes, coupled with life skills and other useful information for adults wishing to learn.

SN has defined three objectives to guide the work under this programmatic theme.

- **Improved access to public education with reduced dropout rates**
- **Public education strengthened with civic education**
- **Greek language support made available for all**

6.2 Catalysing Livelihoods Opportunities

Over the years, SN has gained expertise in supporting vulnerable individuals (including the long-term unemployed, those over 55 years of age, young NEETs – Not in Employment, Education or Training, as well as migrants and refugees) to join the labour market. SN aims to further this work, by expanding interventions to also include training and targeted skills development (carried out in collaboration with accredited training institutions), as well as support and guidance for new entrepreneurs. SN aims to continue providing employability services to individuals wishing to join the labour market, including providing preparation (CV and interview) and information about labour rights, combined with working with beneficiaries to address any issues they might have with rights violations. SN's employability package includes support with administrative barriers hindering access to employment (accessing bank account, tax registrations, social security etc.) and, most importantly, jobs matching. SN also aims to include professional orientation specifically targeting youth and women, to help them overcome structural gender inequalities and support them (and others) to identify the career paths and areas of work most suited to their skills and interests. SN has already established a network of more than 100 companies, and efforts will be made to extend this to ensure that the best and most long-lasting job matches can be made. We have found that many people have solid entrepreneurial ideas, but are lacking the relevant guidance (information, support with bureaucratic processes, links with funding opportunities, networking etc.) to get their ideas off the ground. SN aims to collaborate with entrepreneurship experts and the private sector to support individuals with this process.

SN has defined three objectives to guide the work under this programmatic theme.

- **Access to the labour market enabled**
- **Links with vocational training and skills development activities established**
- **Support and guidance on entrepreneurial activities provided**

6.3 Improving Social Protection and Cohesion

The Solidarity Centres are SolidarityNow's flagship programme, supporting individuals of diverse backgrounds through an array of complementary services. This model has proven to be a successful and effective method to respond to individual needs in a holistic manner. SN aims to strengthen the Solidarity Centres during this programmatic period, ensuring their responsiveness to contextual changes and aligning them to the emerging and ever-changing needs of those seeking support. SN will continue providing psychosocial services, including both social welfare and mental health support. To ensure complementarity and avoid duplication, SN aims to collaborate with relevant state services in this regard. In terms of social services, SN aims to support individuals to access basic services, including safe accommodation, state benefits, healthcare, and other supportive services. SN aims to help individuals overcome administrative burdens posing barriers to access, empowering individuals in the process, particularly women. In terms of mental health, actions will aim to support individuals recover from mental health issues, in tandem with preventive actions. Marginalised or abused individuals will be assisted in addressing trauma and becoming independent.

SN has, over the years, developed an extensive experience in child protection, which we intend to continue expanding. Child protection will be provided through multidisciplinary teams, in order to be able to respond to the diverse set of children's needs— including children on the move and the subset of unaccompanied children more specifically, Roma children, and children from other vulnerable backgrounds who do not have the necessary network to allow them to thrive. In this regard, and in alignment with the educational objectives of this strategy, efforts to address issues of violence in school will also be undertaken.

A special focus will be made on supporting women through targeted protection activities, both through the continuation of our successful Female Friendly Spaces, interventions to support and inform new mothers, and holistic actions to prevent, and support victims of gender-based violence, human trafficking and sexual exploitation.

SN has defined three objectives to guide the work under this programmatic theme.

- **Improved access to psychosocial support (including mental health and social welfare)**
- **Protection services provided to all children in need**
- **Women empowered and enabled towards independence and claiming their rights**

6.4 Enabling Access to Justice and the Protection of Human Rights

Access to justice and the protection of human rights are integral to our work and a basic steppingstone in working towards all other areas of intervention. Actions under this priority include the provision of legal aid and raising awareness and addressing issues around racism and xenophobia, including through activities engaging the general public. SN aims to provide comprehensive legal aid in the area of asylum, civil, administrative and labour law, while also continuing the very important element of court representation, without which the process of legal aid provision cannot be effectively completed. SN aims to complement the free legal aid provided by the state by supporting individuals who cannot access it effectively (due to

language or other barriers), or who would receive support much later than they require, should they follow that path. SN has developed expertise in legal gender reassignment recognition, a very important and challenging process, and aims to extend its support to individuals across the country. To address issues of racism and xenophobia embedded in our society, SN aims to work with positive narratives to educate people and expand their understanding of difference and the values of a diverse and multicultural society. This will be achieved through the combination of different interventions, including events, a relevant campaign, and research to develop an evidence base for this work.

SN has defined two objectives to guide the work under this programmatic theme.

- **Improved access to legal aid and representation**
- **Xenophobia and racism addressed**

6.5 Gender Mainstreaming

Gender-blind projects can change existing gender relations in a negative or positive way; however, they do not effectively account for the differentiated effects and impact of gender inequality on the lives of men and women, boys, and girls. To overcome this challenge, SN implements targeted gender mainstreaming in its project approach, defining objectives and results in a way that the aspirations, wishes, priorities, and needs of women and men are adequately assessed, equally valued and favoured throughout project activities -as well as the gender-specific issues and risks faced by women and men. The inclusion of this gender perspective contributes to the achievement of policy and organisational goals regarding women's rights and gender equality.

During project implementation, mainstreaming of gender equality is enhanced by:

- Ensuring that the human resources policy is based on equal opportunities and there is an anti-sexual harassment policy in place which is communicated to all employees;
- Collecting, analysing and monitoring sex-disaggregated project data, and be transparent and accountable for provisions to men/boys and women/girls;
- Contributing to the reintegration of women survivors of violence to the labour market, including through reskilling, upskilling and development of digital skills -ensure also refugee, migrant and Roma women access such trainings;
- Raise awareness of policy-makers and private sector actors on persistent gender gaps and lobby local, regional and national level for more gender-responsive policies and corporate practices;
- Ensure sex-disaggregated data collection and analysis and the integration of gender indicators to monitor progress over time;
- Being gender-responsive in all result-oriented activities by identifying the implications, impact and potential risks of the project activities and results for women and girls, compared to men and boys. This includes adjustments of the project design to prevent it from perpetuating

gender inequalities and to ensure that women's empowerment and gender equality will be enhanced through its implementation. Ensuring the language used is gender-responsive is also critical, including breaking persistent gender stereotypes on every opportunity that arises.

- Enhancing ownership by men and women through internal participatory monitoring processes, especially processes designed to promote gender equality and women's empowerment, including by reaching out to women's groups/networks/organizations.

7 Target Groups

SolidarityNow implements a wide array of programmes for a diverse set of people. Even though many interventions implemented by SN to date were open to supporting individuals based only on their needs and regardless of their legal status, there has been a focus on supporting refugees and migrants. Given the large flows of refugees and migrants over the years, and the extreme vulnerability of these individuals, worsened by the lack of a relevant support system, targeted efforts were deemed necessary. The changing context (as described above) has led SolidarityNow to make concerted efforts to implement inclusive programmes, to support all those living in Greece, following a needs-based approach.

The target groups to be supported by our actions have been defined as vulnerable individuals at risk of social exclusion, irrespective of their background, including:

- **Children and Youth**
- **Homeless and Unemployed individuals**
- **Women**
- **Members of the LGBTQI+ Community**
- **People on the Move (Asylum Seekers/ Refugees)**

Emergency Response

SolidarityNow will remain on alert in case emergencies arise in Greece or neighbouring regions, such as natural disasters, or mass influxes of refugees. In such situations, SN is committed to supporting those affected, utilising its emergency response capacity. This capacity has been built through its regular programming, as well as an emergency operation related to the reception of Afghan evacuees in Albania during 2021, where children and women were supported with a psychosocial intervention and a legal/protection needs mapping and assessment. Relevant future programming will depend on the nature of each emergency but will retain its focus on the target groups outlined above.

8 Organisational Priorities

The following organisational priorities aim to improve organisational effectiveness and, as a result, the impact and sustainability of our work.

Diversify funding sources

The majority of SN's funding to date has been institutional. To improve the sustainability of our actions, and to facilitate the expansion of the target groups supported, SN aims to diversify its funding sources. More specifically, we aim to increase the share of the total annual budget coming from private foundations (national and international), companies, and individual donors.

Increase partnerships and collaborations

Partnerships and collaborations are the core of the work of SN; strengthening these will help to improve the impact of the interventions. Partnerships and collaborations pursued include ones with other civil society organisations (Greek and international), donors, local and national institutions, and the private sector. Through partnerships, SN will expand the support provided to beneficiaries (both in terms of the type of support and the groups supported), increase operational efficiency and scale, and access a wider range of funding opportunities.

Increase visibility and the general public's awareness of SN

SN has a great following and is very active on social media; however, it is often noted that people who are outside of the "circle" are not aware of our organisation, or the work that we do. In addressing this, we aim to diversify and expand the information posted on social media, while also establishing closer links with more mainstream media and newspapers.

Improve documentation

Over the years, SolidarityNow has developed many innovative ideas and good practices throughout its programmes. However, due to the urgency to respond to issues and the overall framework of interventions, we have fallen behind on documenting our work and good practices, as well as research initiatives related to our fields of expertise. To support the sustainability of our work, consolidate actions and lessons learnt, and avoid duplication of efforts in the future, this strategy includes the goal to improve documentation, publish toolkits / guidebooks outlining our work (and allowing for good practices to be duplicated) and carry out research to reinforce our programmes.

8. Key Performance Indicators

| Objective | Expected programmatic-result / outcome | Indicator | Unit of measurement | Baseline value | Baseline year | Target value | Target year | Frequency | Means of Verification |
|---|--|---|---------------------|----------------|---------------|-------------------|--------------------|----------------|-----------------------------------|
| Supporting Inclusive education for All | Implementation of inclusive, gender-responsive Programmes | No. of inclusive programmes implemented | Number | 3 | 2022 | 6 | 2025 | Annual | Partnership agreements |
| | Maintain beneficiary satisfaction rate over 85% | Percentage of beneficiaries' satisfaction | Percentage | over 85% | 2022 | over 85% | 2025 | Annual | Programmatic satisfaction surveys |
| | Collaboration with public education system strengthened | Number of joint events/actions implemented with public schools | Number | 15 | 2022 | 50 | 2025 | Annual | Programmatic reports |
| Catalysing livelihoods opportunities | Civic education provided and promoted | Number of programs promoting civic rights and education | Number | 1 | 2022 | 3 | 2025 | Annual | Programmatic Agreements |
| | Access to the labour market enabled | Number of partnerships with private enterprises established | Number | 50 | 2022 | 100 | 2025 | Annual | MoUs / partnership agreements |
| | | Percentage of people securing a job | 30% | 2022 | 2025 | Annual | Monitoring reports | | |
| Improving social protection and inclusion | Vulnerable Greek citizens access social welfare services and protection | Number of vulnerable Greek citizens supported | Percentage | 250 | 2022 | 500 | 2025 | Annual | Monitoring reports |
| | Collaboration with Roma associations in Greece strengthened | Number of partnerships with Roma associations | Number | 2 | 2022 | 5 | 2025 | Annual | MoUs / partnership agreements |
| | Protection services provided to all children in need | Number of children supported | Number | 150 | 2022 | 1.000 | 2025 | Annual | Monitoring reports |
| Enabling access to justice and protection of human rights | Advocacy on human rights and women's rights issues promoted | Number of national policies and laws influenced | Number | 0 | 2022 | +2 | 2025 | Annual | Programme reports |
| | Increased access to justice for vulnerable individuals, incl. victims of GBV & trafficking | Number of vulnerable individuals incl. victims of GBV & trafficking supported with legal aid & representation | Number | 500 | 2022 | 750 | 2025 | Annual | Monitoring reports |
| | Increased women empowerment and independence | Number of programs promoting gender equality and women's empowerment | Number | 1 | 2022 | 2 | 2025 | Annual | Partnership agreements |
| Gender mainstreaming | LGBTQI+ individuals are empowered and supported to claim their rights | Number of programmes supporting LGBTQI+ individuals | Number | 1 | 2022 | 2 | 2025 | Annual | Partnership agreements |
| | Diversify and expand funding sources | Share of SN's annual budget from non-institutional donors | Percentage | 95% | 2022 | 85% | 2025 | Annual | Programme agreements and budgets |
| | | No. of proposals submitted | Number | 15 | 2022 | 45 | 2025 | Annual | Proposal Documents |
| Improve Organisational Effectiveness | Increase partnerships and collaborations | No. of partnerships established | Number | 10 | 2022 | 30 | 2025 | Annual | MoUs signed |
| | | No. of references in the media | Number | 1.500 | 2022 | +5% per year | 2025 | Annual | Articles |
| | Improve visibility and the general public's awareness of SolidarityNow | Monthly newsletter sent out | Yes / No | Yes | 2022 | Yes (12 per year) | 2025 | Annual | Newsletters |
| Annual Report published | | Number | 1 per year | 202 | 3 (1 / year) | 2025 | Annual | Annual Reports | |
| Accountability towards beneficiaries enabled | Improve SN's documentation | Research projects completed | Number | 1 | 2022 | 3 (1 / year) | 2025 | Annual | Reports |
| | | Guidebooks / toolkits published | Number | 2 | 2022 | 5 | 2025 | Annual | Reports |
| | Complaints Response and Feedback Mechanism in place | Yes / No | Yes | 2022 | Yes | 2025 | Annual | Reports | |

9. Risk Mitigation Strategy

| | Risk | Likelihood | Impact | Rating | Mitigation Measures |
|----|---|------------|--------|--------|--|
| 1 | Increased racism, xenophobia, and polarisation amongst the general public ³ | 3 | 2 | 6 | Increase of inclusive programming (bringing different beneficiary groups together), implementation of programmes directly targeting issues of racism and xenophobia, dissemination of quality information. |
| 2 | Reduction in available funding for actions / service provision | 4 | 4 | 16 | Increased fundraising efforts, diversification of funding sources, targeting new donors and funding opportunities, strengthened partnerships, maintenance of excellent donor relations. |
| 3 | Unfavourable institutional environment and negative narrative against NGOs | 4 | 4 | 16 | Close collaboration with state actors, improved understanding and capacity to manage government bureaucratic process for NGO funding, enhanced dissemination of positive narratives and personal stories, strengthened collaboration with media. |
| 4 | Unfavourable institutional environment and negative narrative against NGOs | 3 | 3 | 9 | Improved visibility and dissemination of SN's work and its impact / reach through different means (social media and traditional media - online and on paper), strengthened ties with media, promotion of SN's identity as an independent, national NGO. |
| 5 | Restrictive measures imposed due to pandemic or other health emergencies | 3 | 2 | 6 | Business continuity plan in place, new methods of working established allowing for the smooth continuation of services and work through remote and digital environments, flexibility and know-how (HR, finance, technical) to reduce impact of prevention measures and health risks. |
| 6 | Lack of culture of cooperation/conflicting interests among CSOs | 2 | 2 | 4 | Diverse partnerships established and maintained by actively pursuing a culture of collaboration across teams and actions, participation in national groups and relevant fora (local and national) |
| 7 | Drastic changes in refugee and migrant flows | 2 | 2 | 4 | Broadening of beneficiary groups, know-how established to respond to changes and emergencies with this population, transferability of knowledge to new sectors and beneficiary groups. |
| 8 | Worsening economic environment resulting in a rise of unemployment and extreme poverty | 3 | 3 | 9 | Adaptability to ensure continuous support to vulnerable groups, active participation in the design and review of policies at local and national level, advocacy efforts to promote a favourable environment for NGOs and improve the situation for vulnerable groups. |
| 9 | Political instability challenging collaboration with state authorities and long-term planning | 3 | 4 | 12 | Close collaboration with state actors, advocacy efforts to promote a favourable environment and collaboration with the state, close monitoring of political developments and global trends, adaptability and high transferability of skills and expertise. |
| 10 | Difficulties in staff retention and challenges in identifying suitable personnel | 3 | 2 | 6 | Respectful and inclusive employer, good communication with staff, effective HR structure allowing for the supervision of staff, staff training and development, efforts to improve institutional memory and standardised process and procedures. |

10 Strategy Development Process

The development of the organisational strategy followed a comprehensive process including research, engaging with relevant stakeholders (through discussion and questionnaires), and a targeted workshop. Meetings were held between SN Senior Management and relevant ministries (Migration and Asylum, Labour, Education), municipalities (Athens and Ioannina) and long-standing donors (UNICEF, IOM, UNHCR), to discuss priorities, develop synergies, and ensure complementarities. A questionnaire was sent out to all staff (250 individuals), serving to set organisational priorities, identify areas of concern and work together to define organisational values and guiding principles for our work (a total of 155 staff responded). The findings from the staff questionnaire were also presented at an all-staff meeting where additional feedback was collected. Another questionnaire to support the development of SN's strategy and to better understand how external parties see the work and the priorities of the organisation was also sent out to 55 other stakeholders, including donors, partners, and SolidarityNow's Board of Directors. All the information collected through the above processes was reviewed by a team of 10 senior staff from diverse backgrounds who met over two days to review the information and define the strategic priorities for the future, leading to the development of this strategy.

11 Evaluation

The strategy will be evaluated on an annual basis, and upon completion of its implementation period, based on the KPIs set. The oversight of the strategy will be carried out by SN's General Manager, with annual review and revision processes carried out by a group of SN staff.



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