



EUROPEAN COMMISSION
Employment, social affairs and equal opportunities DG

Ref. Ares(2014)1960689 - 16/06/2014
Ref. Ares(2010)977708 - 21/12/2010

Brussels,
EMPL.E.2

(date of notification)

Ms Maria HERZOG

EUROCHILD AISBL
AVENUE DES ARTS 1-2
1210 BRUXELLES
BELGIUM

Notification Letter Two

Ref. No: VS/2010/0854

Accounting No: SI2.584333

(Please quote in all correspondence)

Title: EUROCHILD - 2011 WORK PROGRAMME

Dear Madam,

Please find enclosed your original of the above-mentioned agreement, signed by the Commission.

Please note that:

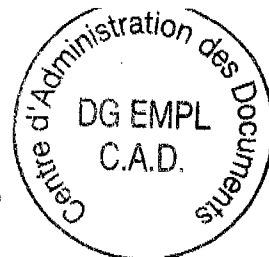
- if an advance/pre-financing payment is permitted under this agreement, you are invited to take note of the provisions of this agreement. If these provisions make an advance/pre-financing payment payable immediately after signature of the agreement, it is **not** necessary to send us a request for payment; in all other cases, you are invited to send us, at your earliest convenience, a payment request in writing;
- all payment requests should be marked in capital letters "**PAYMENT REQUEST**" to facilitate identification and processing by our relevant services;
- all payment requests **must be sent to the address** set out in the agreement.

Yours faithfully,

Antonia CARPARELLI
Head of Unit

c.c.: Responsible official at DG EMPL.E.2: Marie-Anne PARASKEVAS

Date of effect of the agreement: 01/01/2011



21 DEC. 2010

**SPECIFIC AGREEMENT No. VS/2010/0854 (SI2.584333)
ON AN OPERATING GRANT**

This specific agreement ("the agreement") is concluded between:

The European Union (hereinafter referred to as "the Union"), represented by the European Commission (hereinafter referred to as "the Commission"), itself represented for the purposes of signature of this agreement by Antonia CARPARELLI, Head of Unit, EMPL.E.2

of the one part,

and

EUROCHILD AISBL

official legal form: ASSOCIATION INTERNATIONALE SANS BUT LUCRATIF

official registration no.: [...]

AVENUE DES ARTS 1-2, 1210 BRUXELLES, BELGIUM

VAT number: BE0866544946,

("the partner"), represented for the purposes of signature of this agreement by Ms Maria HERZOG, President

of the other part,

The following annexes form an integral part of the agreement:

- | | |
|------------------|---|
| Annex I | Work programme |
| Annex II | Estimated operating budget |
| Annex III | Activity reports and financial statements to be submitted |

Handwritten signature

ARTICLE 1 – PURPOSE OF THE AGREEMENT

The agreement is concluded in the context of the partnership established between the parties. It is drawn up in accordance with the relevant terms of framework partnership agreement no. EMP.VS/2010/0607 signed between the Commission and the partner on 09/11/2010.

The Commission has decided to award a grant, under the terms and conditions set out in this agreement and the framework agreement, which the partner hereby declares that he has taken note of and accepts, for the work programme of the partner, which corresponds to the activities and objectives specified in the partner's articles of association.

The partner accepts the grant and undertakes to do everything in his power to carry out the work programme as described in Annex I, in accordance with the terms and conditions of the above-mentioned framework agreement applicable to the implementation of the agreement, acting on his own responsibility.

ARTICLE 2 – DURATION

The period of eligibility for Union funding shall be 12 months from 01/01/2011 ("the starting date").

ARTICLE 3 – FINANCING THE WORK PROGRAMME

The total costs eligible for Union funding are estimated at EUR 884 427.13 as shown in the partner's estimated operating budget in Annex II. The estimated operating budget shall be in balance and shall show all the operating costs and receipts estimated by the partner for the period in question, making a distinction between costs eligible for Union funding and those not eligible, in accordance with the definition of eligible costs in Article II.15 of the framework agreement.

The Commission shall contribute a maximum of EUR 731 427.13, equivalent to 82.70% of the estimated total eligible costs indicated above. The final amount of the grant shall be determined as specified in Article II.18 of the framework agreement, without prejudice to Article II.20 thereof.

ARTICLE 4 – ADJUSTMENT OF THE ESTIMATED BUDGET

By way of derogation from Article II.14 of the framework agreement, the partner may, when carrying out the work programme, adjust the estimated budget by transfers between headings of eligible costs, provided that this adjustment of expenditure does not affect the implementation of the work programme and the transfer between headings does not exceed 20% of the amount of each heading of estimated eligible costs for which the transfer is intended, and without exceeding the total eligible costs indicated in Article 3. He shall inform the Commission in writing.

ARTICLE 5 – PAYMENT ARRANGEMENTS

Pre-financing:

Within 45 days of the date when the last of the two parties signs the agreement, a pre-financing payment of EUR 292 570.85 shall be made to the partner, representing 40% of the maximum amount of the grant specified in Article 3.

Further pre-financing payments:

Pre-financing may be paid in several instalments. In that case, payment of each further instalment may not be made until at least 70% of the previous pre-financing payment has been used up. Where the consumption of the previous pre-financing is less than 70%, the amount of the new pre-financing payment shall be reduced by the unused amounts of the previous pre-financing.

Every request for payment of a further pre-financing instalment must be accompanied by the documents specified in Article II.16.2 of the framework agreement and by a progress report on the implementation of the work programme.

Within 45 days after the Commission receives the request for payment of a further instalment, together with the documents referred to in the previous sub-paragraph, a further pre-financing payment of EUR 292 570.85 shall be made to the partner, equivalent to 40% of the maximum amount of the grant specified in Article 3.

Payment of the balance:

The request for payment of the balance shall be accompanied by the final activity report and financial statement specified in Article II.16.4 of the framework agreement and by a certificate on the partner's financial statements and underlying accounts for the period in question.

The Commission shall have 60 days to approve or reject the activity report or to request additional supporting documents or information under the procedure laid down in Article II.16.4. In that case, the partner shall have 30 days to submit the additional information or a new report.

A payment representing the balance of the grant determined in accordance with Article II.18 of the framework agreement shall be made to the partner within 45 days following approval by the Commission of the activity report accompanying the request for payment of the balance. The Commission may suspend the period for payment in accordance with the procedure in Article II.17.2 of the framework agreement.

ARTICLE 6 – SUBMISSION OF REPORTS AND OTHER DOCUMENTS

The activity reports, financial statements and other documents referred to in Article 5 'Payment arrangements' must be submitted in three copies in English on the following dates:

- Progress report on the action's implementation and detailed statement of the costs incurred: at the request for further pre-financing payment and, at the latest, within 2 months following the date when the utilisation of pre-financing reaches the level specified in Article 5;
- Final activity report and financial statement: at the request for final payment and, at the latest, within 3 months following the closing date of the action specified in Article 2.

The final activity report and an executive summary must be completed using the template contained in Annex III of this agreement. They must be submitted with the accompanying documents on paper and in electronic format as indicated in the template.

ARTICLE 7 – BANK ACCOUNT

Payments shall be made to the partner's bank account or sub-account denominated in euros, as indicated below:

Name of bank: [REDACTED]
 Address of branch: [REDACTED]
 Precise denomination of the account holder: [REDACTED]
 Full account number (including bank codes): [REDACTED]
 IBAN account code: [REDACTED]


This account or sub-account must identify the payments made by the Commission. Moreover, the funds paid to this account or sub-account shall yield interest or equivalent benefits under the law of the State on whose territory the account or sub-account is opened. Such interest or benefits shall, if they are generated by pre-financing, be deducted from the payment of the balance or recovered by the Commission as specified in Article II.17.4 of the framework agreement.¹

¹ This provision applies to all grant beneficiaries receiving pre-financing payment(s), apart from the exceptions allowed under Article 5a of the Financial Regulation and Article 3 of its Implementing Rules.

SIGNATURES

For the partner

Ms Maria HERZOG

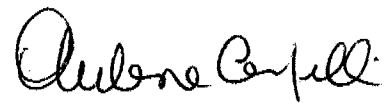
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Done at *Brussels*, *20.12.2010*
(place, date)

In duplicate

For the Commission

Antonia CARPARELLI

.....

Done at Brussels, *20/12/2010*
(place, date)



21 DEC. 2010



ANNEX I – WORK PROGRAMME

See attached document(s): 16 page(s).

ANNEX II – ESTIMATED OPERATING BUDGET

<i>Headings and items</i>		<i>Sub-totals</i>	<i>Totals</i>
EXPENSES			
NON-ELIGIBLE COSTS			
	<i>Total non-eligible costs</i>		0.00
ELIGIBLE COSTS			
Eligible direct costs (D)			
<i>Heading 1 - Staff costs</i>		404 394.80	
Management	324 132.60		
Administration	41 293.00		
Other staff	38 969.20		
<i>Heading 2 - Travel and subsistence allowances</i>		245 090.00	
Travel	86 250.00		
Subsistence allowances (accommodation, meals, etc.)	158 840.00		
<i>Heading 3 - Costs of services</i>		162 205.00	
Information dissemination	42 200.00		
Translations	14 000.00		
Reproductions and publications	10 625.00		
Specific evaluation	6 000.00		
Interpretations	11 200.00		
Other services	78 180.00		
<i>Heading 4 - Administration costs</i>		72 737.33	
Depreciation for purchase of equipment	4 497.33		
Audits	2 000.00		
Financial services			
Hire of rooms	6 100.00		
Hire of interpreting booths	4 000.00		
Other administrative costs	56 140.00		
	<i>Total eligible direct costs (D)</i>		884 427.13
Total eligible costs = D			884 427.13
REVENUE			
COVER OF NON-ELIGIBLE COSTS			
Partner's contribution to cover the non-eligible costs			0.00
INCOME			
Partner's contribution in cash (C)			153 000.00
Union grant (S)			731 427.13
Total income = C + S			884 427.13

See attached document(s): 6 page(s).

**ANNEX III – ACTIVITY REPORTS AND FINANCIAL STATEMENTS TO BE
SUBMITTED**

See attached document(s): 18 page(s).

TEMPLATE FOR THE ANNUAL WORK PROGRAMME

Cover Page

The key role of the Annual Work Plan is

- to update the context analysis and strategic planning at the core of the Triennial Strategic Plan (Part A.) and
- to plan activities aimed to achieve the strategic objectives at a more detailed level (Part B.)

Please read and follow the instructions carefully. Please write your text in the grey areas.

Name of the Partner Organisation: Eurochild

Framework Partnership Agreement Reference number: VS2010/0607

ANNUAL WORK PROGRAMME 2011

PART A. HIGHLIGHTS AND UPDATE FOR 2011

The Triennial Strategic Plan of the Partner Organisation includes

- Contextual scan and assessment (Chapter 5 of the Triennial Strategic Plan); and
- planned Strategic Objectives (Chapter 6 of the Triennial Strategic Plan).

As it is likely that there were some changes in the operating environment in the meantime, which may also necessitate some adjustment to the strategic objectives, please briefly update and assess the situation concerning the period of this Working Programme.

1. Operating environment

No more than two paragraphs assessing the need or the prevailing conditions in the operating environment of the Partner Organisation that might positively affect or deter the operation of the Organisation, focusing on the important changes (if any) which are relevant to the initial Contextual scan and assessment (Chapter 5 of the Triennial Strategic Plan).

The potential for EU cooperation on child poverty is strengthened within the new flagship Platform against Poverty. It creates a framework for stronger coordination between different policy areas – something that Eurochild has long called for. It will allow more in-depth follow-up of specific priorities – notably child poverty – promote stronger engagement of stakeholders, and promote evidence-base and social innovation.

Nonetheless members continue to be affected by the on-going crisis. Member states throughout the EU are introducing austerity measures to reign in public deficits. This is sometimes reducing budgets for social, health and education expenditure. NGOs are directly affected and several members are required to reduce their activities due to budget cuts. This will undoubtedly affect Eurochild's capacity to mobilise its membership. However, we hope and expect to counter balance this by an increasing membership and growing recognition of the importance and impact of influence at EU level.

2. Strategic Objectives

The Partner Organisation has agreed on a set of strategic objectives for the period 2011-2013 which form part of their Triennial Strategic Plan (Chapter 6 of the Triennial Strategic Plan). The strategic objectives in the Plan were grouped under four different headings that reflect the core business of the Partner Organisation:

- Improving its organisational capacity and management;
- Voicing the conditions, concerns and expectations of (1) people exposed to social exclusion, discrimination and gender inequality or (2) organisations providing services to people exposed to social exclusion, discrimination and gender inequality.
- Reinforcing the skills of the networks and its members' organisations to advance, support and further develop EU objectives and priorities at national level.
- Better integrating cross-cutting issues (e.g. gender, poverty and non-discrimination) in its day-to-day work.

In the meantime, if there were some developments in the rationale of and your planned response to Strategic Objectives as defined in the Triennial Strategic Plan, please provide a short outline of that. For each of them, please develop rationale (the reasons behind change and its likely effects on the performance of this Work Programme) and how the Partner Organisation will respond:

There has been no change to our strategic objectives as defined in our Triennial Strategic Plan.

3. Risk Management

No more than two paragraphs presenting the internal process in place designed to identify and assess future risks that could impair the performance of the Partner Organisation and the mitigating actions to respond to such risks.

The Eurochild management board is responsible for overseeing the implementation of Eurochild's work programme and monitoring its effectiveness in delivering the organisation's strategic objectives. The management board meets 5 times a year and maintains regular contact with the Secretariat. The Secretary General is responsible for alerting the management board to any change in circumstances that could negatively impact on Eurochild's future performance.

In addition to the alert mechanism through the Secretariat, the board also receive regular reports from the Eurochild external accountant regarding the state of Eurochild's accounts and the external evaluator on the overall performance of the network and changes that should be anticipated.

4. Performance Measurement

This chapter should explain what kind of mechanisms the organisation will put in place to be able to report on the agreed performance measures after the completion of this Work Programme. You are encouraged to use the standard performance measures which are presented in Annex "Suggested performance measures and corresponding sources of information"¹. You may also develop and include specific performance measures tailored to your needs. In all cases, please make sure that your performance measurement framework will enable you to report on standard performance measures presented in Annex.

Please continue and develop on the relevant information in the Chapter 7 of the Triennial Strategic Plan ("Performance measures"). Please note that the table includes some <bogus examples>: they are for illustrative purposes only and have to be deleted.

¹ What concerns performance data collection, please keep in mind that the Commission's external contractor (PPMI) can carry out survey (e.g., of your members or key stakeholders) on your behalf using its proprietary web-based survey tool. To do this, you would have to provide:

- a) the contact details of the respondents you wish to survey (name (optional), surname (optional), title of organisation (optional), e-mail address (compulsory))
- b) translation of this questionnaire into additional languages you wish to use, besides EN, FR and DE which will be made available.

The results would be strictly confidential and available only to you.

SUMMARY TABLE: PERFORMANCE MEASUREMENT PLAN

PERFORMANCE MEASURE	UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION	DATA REGULARLY AVAILABLE?	DATA ACQUISITION		PLANNED TARGET FOR THIS WORK PROGRAMME	CRITICAL ASSUMPTIONS
					SCHEDULE/ FREQUENCY	RESPONSIBLE OFFICE/PERSON		
Immediate outcome 1: IMPROVING THE NETWORKS' ORGANISATIONAL CAPACITY AND MANAGEMENT								
1) Extent to which Eurochild's strategic plan is translated & implemented through actions plans, human resource & skills development, communication plans	Tasks assigned according to job description/annual work programmes	Job descriptions Work plans Team meeting notes	Qualitative analysis	Yes	Regularly	Secretary General Management Board	Achievement of work programme outputs	The structure of the network does not change & commitment from members and staff continues
2) Extent to which Eurochild increases the diversity & volume of its non-EU funding sources	No. & amount of non-EU funding sources	Organisation accounts	Calculations based on internal data (revenue/ expenditure)	Yes	Annual	Secretary General Accountant	1 project bid with no EC funding Finance strategy approved	Success of bid application Availability (time) to carry on fundraising activities
3) Increase in Eurochild membership	N° of member organisations	Membership list	Updated membership list	Yes	Regularly	Membership officer	20 new member organisations	Eurochild attracts new members
4) Extent to which members actively participate in Eurochild	N° of members participating in TWGs, PSG	TWG, PSG lists	Internal records	Yes	Regularly	Policy officers	PSG – 25 members, covering 20 MS TWGs – minimum 15 active members	Members actively participate in Eurochild
	N° of members engaging in civil dialogue using Eurochild advocacy tools	Members feedback	Secretariat follow up		Regularly	Policy officers		
Immediate outcome 2: VOICING THE CONDITIONS, CONCERNS AND EXPECTATIONS OF								
(1) PEOPLE EXPOSED TO SOCIAL EXCLUSION, DISCRIMINATION AND GENDER INEQUALITY OR								
(2) ORGANISATIONS PROVIDING SERVICES TO PEOPLE EXPOSED TO POVERTY AND SOCIAL EXCLUSION, DISCRIMINATION AND GENDER INEQUALITY								
5) Impact & reach of Eurochild advocacy & policy messages	For each policy/position paper/ key messages: N° of recipients N° of members taking action Responses/endorsements Press references	Distribution lists Members feedback E-mail feedback Press reviews	Documentation research	Yes	Regularly	Info/comm officer Policy Officers	4 policy/ position papers 25 member inputs 10 press references	Members engage in advocacy activities at national level

PERFORMANCE MEASURE	UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION	DATA REGULARLY AVAILABLE?	DATA ACQUISITION		PLANNED TARGET FOR THIS WORK PROGRAMME	CRITICAL ASSUMPTIONS
					SCHEDULE/ FREQUENCY	RESPONSIBLE OFFICE/PERSON		
6) Impact & reach of Eurochild knowledge & practice sharing activities	N° members involved in follow-up action at regional /national level following TWG activities	Report from TWG chairs/consultant	Members survey through the TWG	No	Once a year	Policy officer/TWG chair/consultant	4 follow-up actions documented	Members motivated to follow-up/ members report back
7) Children & young people directly involved in Eurochild activities	N° of children participating in Eurochild activities	Participants list Members reports	Events	Yes	Around Eurochild events	Policy officer	50 children & young people directly involved in Eurochild activities (incl. through members)	Children are motivated to take part
8) Extent to which Eurochild's policy work reflects needs & concerns of children & young people	Share of policy & advocacy papers & action focussing on children's & youth participation, their needs & concerns	Young people's survey	Survey	No	Once a year	Policy officer	30 children involved in Eurochild 2010 activities surveyed	Children are motivated to take part
Immediate outcome 3: REINFORCING THE ADVOCACY AND CAMPAIGNING SKILLS OF THE NETWORKS AND ITS MEMBERS' ORGANISATIONS TO ADVANCE, SUPPORT AND FURTHER DEVELOP EU OBJECTIVES AND PRIORITIES AT EU AND NATIONAL LEVELS								
9) Extent to which Eurochild members understand EU policies & relevance to national agenda	N° of members taking action to lobby national government on EU policy agenda	Members feedback	Policy steering group eval survey Policy forum eval survey Member e-mails	No	3 meetings After each lobbying activity	Policy officers	30 members respond positively to eval survey 25 members inputs	Members are motivated to act at national level. Members provide feedback.
10) Members proactively develop projects through network contacts	N° of members finding partners/projects through Eurochild	Members survey	Members survey	No	Once a year	Membership officer	20 members working with partners found through the network	Eurochild services members needs for exchange & partner search
11) Impact & reach of Eurochild's information & awareness raising activities	N° of members translating Eurochild material N° of members positively evaluating information N° e-bulletin recipients N° e-bulletin recipients positively evaluating information N° website hits	Members survey E-bulletin survey Survey e-bulletin readers Google analytics	Members survey Google analytics survey	No	Once in 2011	Information & Communication Officer	10 members translating Eurochild material 50% members respond to survey 10% e-bulletin readers respond to survey 90% respondents find Info Flash very useful	Members/e-bulletin readers respond to the survey

PERFORMANCE MEASURE	UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION	DATA REGULARLY AVAILABLE?	DATA ACQUISITION		PLANNED TARGET FOR THIS WORK PROGRAMME	CRITICAL ASSUMPTIONS
					SCHEDULE/ FREQUENCY	RESPONSIBLE OFFICE/PERSON		
Immediate outcome 4: BETTER INTEGRATING OF CROSS-CUTTING ISSUES (E.G. GENDER, POVERTY, DISABILITY, NON-DISCRIMINATION)								
12). Extent to which Eurochild cooperates with other EU networks								
Comments/Notes:								

Guidance for filling in the summary table

The tables contained in this section present example of tools, which may be used for planning, documenting, and managing the performance measurement process. Included is a table depicting the performance measurement plan. This table summarizes key data about performance measures, sources, collection methods, schedules and identifies the parties responsible for performance measurement tasks. This table also serves as management tools for monitoring the performance measurement process.

The following definitions describe the contents of the columns in the performance measurement table:

Performance Measure: A performance measure is a quantitative or qualitative dimension or scale to measure the progress made towards achieving defined outcomes. A performance measure should be a precise, direct measure of the relevant objective; it should be practical (i.e., data are available or can be generated), and disaggregated (by gender) where possible and appropriate.

Unit of Measurement: State exactly what it is that's going to be measured. Picture yourself as an evaluation officer who comes in a few years later and needs to know exactly how to replicate the data collection. What, precisely, is the indicator?

Data Source: Exactly where will the data come from? From whom and through what mechanism (e.g., a report, a survey, etc.)? Will the data simply be extracted from a monthly administrative report (e.g., admission records, etc.)? Will the data come from a specific question on a survey, or from a corporate report from your organisation? Again, be as specific as possible. For instance, if the report has a number, give it; if a specific table in a report is the data source, provide this information also.

Method/Approach of Data Collection: Think replication when filling out this column. How would a newcomer a few years from now know how to collect similar data? Are there any details that should be noted? If so, do so. This is useful not only for those collecting the data, but also for those interpreting them.

While "Data Source" (the previous column) might provide the specifics of the source, "Method/Approach" might provide details on the structure, interpretation, etc. of the data.

Are Data Available Regularly? Stated as a question, this column allows the performance measurement managers know if the data referred to in the previous column are actually available for use. "A simple" "yes" in this column indicates that the organisation already collects the data and can proceed to analyse and report. A "no" provides a reminder for performance measurement managers to continue tracking this important activity to ascertain that data will be available on schedule.

Data Acquisition: Acquisition here refers to the actual arrival of the data to the organisation. This column indicates who in the organisation is responsible for ensuring that data are actually available.

Planned Target for this Work Programme: Please insert a quantitative or qualitative target for the performance measure to be achieved as a result of the implementation of the Work Programme.

Critical Assumptions: Use this column to record the uncontrollable conditions and circumstances that could negate achievement of the stated outcomes and targets.

Comments/Notes: Use at will. This may be the place to document key assumptions being made when choosing specific indicators and means of data collection, so that the next person will be able to understand.

17/11/18

5. External evaluation

Please indicate how and when the external evaluation will be carried out, to which extent will use the results of the monitoring system put in place, and also how it will help to report on performance.

The external evaluation is carried out from September 2011 to February 2012. It will build on the results of the evaluation carried out the previous year which focused on measuring the effectiveness of Eurochild's influencing strategy and support for Eurochild's membership review by surveying target organisations that are not Eurochild members.

PART B. DETAILED ACTIVITY PLANNING

Next, please develop on the Key Activities as set out in Chapter 6 of the Triennial Strategic Plan and provide a detailed list of deliverables/outputs to be produced under this Work Programme as well as planned activities which will lead to their delivery.

Use the Table below. Please insert/delete (merge/split) lines as required.

For each of the 4 outcomes (1 per table), the Annual Work Programme contains:

- the list of relevant strategic objectives that have been identified in the Triennial Strategic Plan and that are linked to the realisation of the outcome;
- **the expected outputs;**
When identifying outputs, please use the typology of outputs mentioned in the logic model:

- *Capacity building (i.e. training);*
- *Monitoring/assessment reports;*
- *Position/policy papers;*
- *Identification of good practices;*
- *Information, awareness-raising, campaigning activities, networking.*

A certain deliverable/output may fit to more than one of the above mentioned categories: in such cases, please assign them only to one main/dominant type and do not repeat the same outputs and/or activities several times.

- **planned activities to be carried out towards achievement of the expected output;**
List all activities including Monitoring and Evaluation to be undertaken during the year towards stated outputs. Also, please clearly indicate those responsible for carrying out the activities.
- **the time frame for undertaking the planned activities;**
Please indicate relevant quarters (Q).
- **the inputs to be provided for each activity and planned budget.**
List where possible all related costs including staff or other personnel costs, meetings, administration to deliver the services. In any case related person months should be included.

ANNUAL WORK PLAN TEMPLATE

Year 201

I.- IMPROVING THE ORGANISATIONAL CAPACITY AND MANAGEMENT OF THE EUROPEAN PARTNER ORGANISATION

List the relevant strategic objectives that have been identified in the Triennial Strategic Plan and that are linked to the realisation of this outcome:

- *Improve network performance & make best use of human resources by guaranteeing effective governance, management and staffing*
- *Build Eurochild membership to ensure geographical representation across the EU, strong regional and national influence, and more engagement in Eurochild activities and working structures*
- *Develop Eurochild's income generating activities and secure Eurochild's long-term financial sustainability*

EXPECTED OUTPUTS	ANNUAL TARGET/ DELIVERABLES	PLANNED ACTIVITIES	TIMEFRAME				PLANNED INPUTS/BUDGET
			Q1	Q2	Q3	Q4	
Capacity building • Meeting notes:- Management board (5) Policy steering group (2) Thematic working groups (4x1) • Financial reports (5) • Revised statutes • Evaluation report Annual report (including survey analysis)		Staff support including: monthly team meetings, regular bi-lateral meetings, annual appraisal, training, team building day, review of roles & responsibilities.	X	X	X	X	Meetings Management board (5) Policy steering group (2) Thematic working groups (4x1)
		5 board meetings. On-going support to the management board. Elections of one management board member.	X	X	X	X	Staff time Secretary General (3 person months) Policy Officers (2 person months) Office & events manager (1 person month) Info & Comms Officer (1/2 person month) Paid interns (1 person month)
		Development of ICT tools to facilitate communication among management board and Eurochild working groups	X	X			Members inputs PSG chair (5 days) TWG chairs (5 days x 4) MB (10 days x 6)
		Meetings of thematic working groups (4x1). Review of TWG work & planning 2012-2013. Election of new chair.	X	X	X	X	
		External evaluation. Integrate the results of the external evaluation into Eurochild working structures.	X	X	X	X	
		Review of the Eurochild statutes & proposals of changes to the General Assembly	X	X			
		Meetings of policy steering group (2). Develop/adopt criteria to evaluate Eurochild's influencing strategy. Election of new chair.	X		X		
		Conduct evaluation survey of Eurochild members. Prepare & publish Eurochild annual report 2010.	X				

		Manage incomings/outgoings. Produce bi-monthly financial reports for analysis by the board	X	X	X	X	External contractors Evaluator 6,000€ Accountant/book-keeper 13,000€
Capacity building	20 new member organisations	Conduct membership review – identification of gaps in membership and targeted recruitment. Improve application approval procedure through recommendations, evaluation criteria.	X	X	X	X	Staff inputs Membership officer (4 person months) Secretary General (1/2 person months) Other staff (1/2 person months)
• Membership review report (April)	1 training pack	Review of members' charter. Preparation of revised charter for Eurochild General Assembly		X			Policy Officer for induction session
• Revised members charter (June)	1 revised members charter	Organisation of members induction & training alongside the Eurochild GA & Policy Forum		X			Members inputs MB (5 days x1)
• Training package for members (June)		Targeted membership recruitment	X	X	X	X	
Capacity building	1 project bid with no EC funding	Service Eurochild finance committee (sub-group of Eurochild management board meeting) 4 meetings/year alongside MB. Develop & adopt financing strategy.	X	X	X	X	Staff inputs Secretary General (1/2 person month)
• Finance strategy	Increase income from fees & donations	Strengthen cooperation & project bids with Foundations that have a specific focus on child rights and child poverty	X	X	X	X	Office & events manager (1 person month)
		Develop & introduce more rigorous financial procedures	X	X			Members MB (5 days x-3)
							External inputs Accountant 2,000€ External consultants (as required for bid development)
TOTAL:							

II.- VOICING THE CONCERNS AND EXPECTATIONS OF PEOPLE EXPOSED TO SOCIAL EXCLUSION, NON DISCRIMINATION AND GENDER INEQUALITY AND FORMULATING THEM TO INFLUENCE POLICY MAKING AT NATIONAL AND EU LEVELS

List the relevant strategic objectives that have been identified in the Triennial Strategic Plan and that are linked to the realisation of this outcome:

- Increase the visibility and effectiveness of Eurochild as the principal NGO interlocutor at EU level on the rights and welfare of children and young people – particularly those who are vulnerable or exposed to poverty & social exclusion
- Build Eurochild's expertise and influence in policy areas identified as being of priority concern to Eurochild member organisations
- Ensure the voices and concerns of children themselves are heard and taken into account in the development of Eurochild's advocacy work

EXPECTED OUTPUTS	ANNUAL TARGET/ DELIVERABLES	PLANNED ACTIVITIES	TIMEFRAME				PLANNED INPUTS/BUDGET
			Q1	Q2	Q3	Q4	
Identification of good practices • AC 2010 report	1 report	Finalise & distribute report from 2010 annual conference	X				Staff inputs Policy officer (1/2 person month)
Position/policy papers • Europe 2020 • Early years • Impact of the crisis • Roma children	4 position/policy papers	Monitor & influence the implementation of Europe 2020 & the Platform against Poverty. In particular how the EU implements the thematic priority of child poverty.	X	X	X	X	Staff inputs Policy officers (6 person months x 2)
Identification of good practices re: structural funds and: • Early years services • De-institutionalisation	2 reports on good practice	Build on the 2010 campaign to end child poverty through use of materials developed, dissemination of latest statistics on child poverty & well-being. Organise event in the EP with children participating in the campaign. Develop video on child poverty and social exclusion.	X	X	X	X	Policy intern (6 person months) Info/Comm officer (3 person months) Secretary General (2 person months)
	Video for round table 2011 under PO Presidency	Respond to Communication on early childhood education & care. Support follow-up by the European Parliament. Support follow-up of ChildonEurope report on early childhood and the Belgian Presidency Declaration. Support renewal of Barcelona targets complemented by quality indicators. Monitor & influence the EU agenda on social services of general interest, with a specific focus on the voluntary quality framework.	X	X	X	X	Marketing/publications officer (4 person months)
Information, awareness-raising, campaign activities • EP event • Develop video on child poverty & social exclusion • Annual conference	Eurochild representation in 50 external events	Monitor impact of economic crisis on children. Influence policy responses.	X	X	X	X	Members inputs PSG 5 days TWG CiAC 5 days TWG FPS 5 days TWG Early years 5 days Conference host (2 person months) As appropriate for external representation
Capacity building	TWGs exchange events x 3	Develop Eurochild position regarding the specific challenges related to the integration of Roma children. Organise exhibition & hearing in the European Parliament in cooperation with Hungarian MEPs & ERIO.	X	X			External contractors Roma position paper 8,000€ De-institutionalisation case studies

<ul style="list-style-type: none"> TWG meetings / good practice exchange alongside other meetings/events 		Monitor & influence focus on de-institutionalisation & quality of alternative care for children. On-going involvement in the 'expert' group. Identify & write up case studies on use of structural funds for D-I.	X	X	X	X	6,000€ Early years case studies 6,000€ (subject to a call for experts)
		Follow-up the EC Communication on the EU strategy on the rights of the child including support for an EP hearing, development of a position paper. Strengthen links with the Council of Europe	X	X	X	X	
		Organise round-table on family & parenting support in cooperation with Eurochild member, the Netherlands Youth Institute. Identify good practice in local service delivery to families and parents. Promote the Eurochild position paper on family & parenting support. Input into EY2012 on active ageing & intergenerational solidarity. Promote & build on the results of the study visit 2010 on family & parenting support. Strengthen links to the European Alliance for Families, Family Platform.	X	X	X	X	
		Organise Eurochild annual conference, Cardiff, Wales on effective interventions for families facing multiple challenges.	X	X	X	X	
		Representation in external events and meetings	X	X	X	X	
Identification of good practices <ul style="list-style-type: none"> 20-30 evidence-based examples of good practice in support for most vulnerable children 	(Publication in 2012)	Set up advisory group for annual conference & collection of good practices on children in particularly vulnerable situations. Secure additional funding sources. Collection of 20 examples with strong evidence base of outcomes for children. (Publication 2012)	X	X	X	X	<u>Staff inputs</u> Secretary General (1/2 person-month) Policy officer (3 person months) Policy intern (3 person months) <u>Members inputs</u> Advisory group (5 days x 8)
Monitoring/assessment reports <ul style="list-style-type: none"> Child well-being score card 		Develop scorecard on child well-being in Europe that builds on existing work of the European Commission/OECD/UNICEF. Expert meeting September 2011. Selection of 20 existing child well-being indicators.		X	X	X	<u>Staff inputs</u> Secretary General (1/2 person-month) Policy officer (2 person months) <u>External experts</u> Experts x 6 (free)

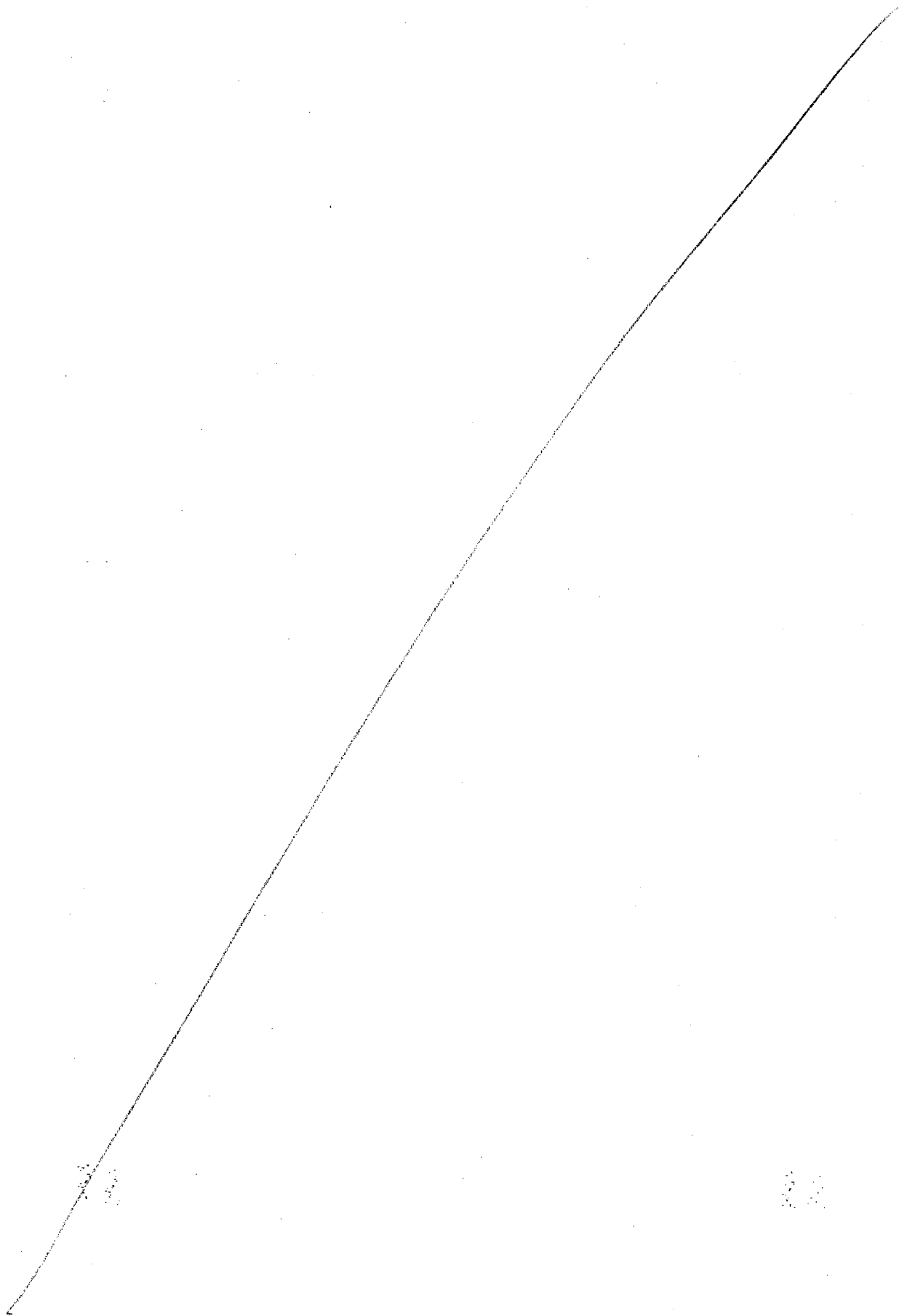
Information, awareness-raising, campaign activities • EP event with children Capacity building • Members' flyer on the why & how of children's participation	Organise children's meeting & TWG participation meeting in January.	X				<u>Staff inputs</u> Secretary General (1/4 person month) Policy Officer (2 person months) Policy Intern (2 person months) <u>External inputs</u> Expert to develop children's survey 12,000€
	Source information on participation work of Eurochild member organisations.	X	X			
	Involve children in the Eurochild Policy Forum/GA	X	X			
	Support active involvement of children & young people in the Eurochild annual conference. Identification of good practices of youth / children's involvement in services for the most vulnerable and excluded families. Support Youth in Action projects (Cyprus & Wales).		X	X	X	
	Develop of children's survey on child well-being for implementation in 2012.		X	X	X	
TOTAL:						

III.- REINFORCING THE ADVOCACY AND CAMPAIGNING SKILLS OF THE EUROPEAN PARTNER ORGANISATION AND THOSE OF ITS NATIONAL MEMBERS IN SUPPORT OF EU OBJECTIVES AND PRIORITIES AND ITS CAPACITY TO SET UP COALITIONS CAPABLE OF EXERTING CHANGE

List the relevant strategic objectives that have been identified in the Triennial Strategic Plan and that are linked to the realisation of this outcome:

- Increase members understanding and engagement in the development, implementation and monitoring of European policies that impact on children and young people exposed to poverty and social exclusion at a national or regional level

EXPECTED OUTPUTS	ANNUAL TARGET/ DELIVERABLES	PLANNED ACTIVITIES	TIMEFRAME				PLANNED INPUTS/BUDGET
			Q1	Q2	Q3	Q4	
Capacity building • Lobby letter re: Europe 2020/ Platform • Lobby letter re: child rights strategy • Training for members	2 advocacy toolkits for membership (letters/policy briefings)	Produce advocacy tools for members including policy briefings and model letters. Follow-up with members regarding government responses.	X	X	X	X	Staff inputs Policy Officer (1 person month) Policy intern (1 person month)
Information, awareness-raising, campaign activities • Info flash • E-bulletin • Press releases		Produce press releases. Build up media & press contacts. Draft articles for press.	X	X	X	X	Staff inputs Secretary General (1 person months) Info/Comm officer (5 person months)
		Produce weekly Info Flash	X	X	X	X	
		Produce bi-monthly e-bulletin	X	X	X	X	
		Produce video clips/ social networking material	X	X	X	X	



ANNEX: SUGGESTED PERFORMANCE MEASURES AND CORRESPONDING SOURCES OF INFORMATION

Logic Model Element	Performance Measures	Internal files ²	Surveys ³ (e.g., of members)	External evaluator	Other
Immediate Outcome 1: Improving the organisational capacity and management of European networks	1. Extent to which the long-term EU network strategic plan is translated and implemented through concrete actions plans in terms of human resources / competences development, communication plan etc to improve key EU network performance aligned with long-term strategic plan 2. Extent to which PROGRESS-supported networks increase the diversity of their sources of funding including decreasing share of EU funding 3. Representativity of the key EU network membership including geographical coverage and level of representation (European, national, regional or local)	X	X	X	
Immediate Outcome 2: Voicing the concerns and expectations of people exposed to social exclusion, discrimination and gender inequality and formulating them to inform and influence policy making at national and EU levels	1. Number of individuals served or reached by communication and campaigning activities, number of publications or other media outlets that publish or quote material developed by key EU networks 2. Satisfaction with advocacy and services provided as expressed by key EU networks members' organisations and other stakeholders (intensity of regular and structured information flows from national to EU and from EU to national members organisations, increased knowledge and support on policy objectives and priorities promoted and defended by key EU network	X	X		
Immediate Outcome 3: Reinforcing the advocacy and campaigning skills of the European partner organization and those of its national members to advance, support and further develop EU objectives and priorities at EU and national level	1. Greater understanding and knowledge of EU rights/obligations and/or EU policy objectives by key EU networks and members' organisations (staff and board members) 2. Satisfaction with advocacy and services provided as expressed by key EU networks members' organisations and other stakeholders (increased knowledge and support, increased ability to use and act upon EU legislation and policies at national level)		X	X	
Immediate Outcome 4: Better integrating cross-cutting issues (e.g. gender, poverty, disability and non-discrimination)	1. Existence of areas of common work developed and implemented with other key EU networks 2. Improved alliances in the community 3. Gender mainstreaming is systematically promoted in key EU networks' work			X X X	

² Administrative documents kept by the network

³ External independent evaluator chosen by the network.

SUMMARY PAGE OF THE PROVISIONAL BUDGET IN EURO

*This form has not to be filled in, Excel will automatically insert all the total amounts of the sheet
"Detailed budget" - Summary page to be printed and signed by legal representative*

INCOME		EXPENSES		
		ELIGIBLE COSTS	Total	Total
			per item	per heading
BENEFICIARY's CONTRIBUTION IN CASH =	96.000,00	Heading 1 Staff = 404.394,80		
		Management	324132,60	
		Administration	41293,00	
		Secretarial costs	0,00	
		Accounting	0,00	
		Other staff	38969,20	
		Heading 2 Travel 245.090,00		
		Travel	86250,00	
		Accommodation and subsistence cost	158840,00	
		Heading 3 Services = 162.205,00		
REVENUE GENERATED BY THE ACTION =	57.000,00	Information and dissemination cost	42200,00	
		Translations costs	14000,00	
		Specific project evaluation	6000,00	
		Reproductions and publications	10625,00	
		Interpretation	11200,00	
		Other services	78180,00	
		Heading 4 Administration = 72.737,33		
		Rent of equipment or depreciation of new equipment	4497,33	
		Hire of rooms	6100,00	
		Hire of interpreting booths	4000,00	
COMMISSION GRANT (S) =	731.427,13	Audits	2000,00	
		Other administrative costs	56140,00	
TOTAL INCOME 884.427,13		TOTAL COST OF THE OPERATION 884.427,13		

Name of organisation:

Name of legal representative:

Place and date:

Signature:

[Handwritten signature]

Name of Applicant:	Eurochild
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DETAILED BUDGET

The budget has to be presented in €.

Where the Euro is not the national currency the applicant must mention the national currency used and the date and rate of change applied (see <http://europa.eu.int/comm/budget/infocureuro>)

DIRECT ELIGIBLE COSTS

HEADING 1: STAFF OF THE ORGANISATION SPECIFICALLY ASSIGNED TO THE OPERATION

- Daily salary cost=yearly gross salary including social security charges divided by 220 working days (staff costs must be based on real salaries)

- Number of working days are those exclusively devoted to the preparation and implementation of proposal

Please provide full details on calculation and composition of staff costs and functions performed on an extra document (see checklist of the guidelines)

Name	Name of organisation and function within this organisation	Status	Daily salary cost	Number of days	Total in Euro
Management					
					0,00
Total cost Management					324.132,60
Administration					
					0,00
					0,00
					0,00
					0,00
					0,00
					0,00
Total Administration					41.293,00
Secretarial costs					
					0,00
					0,00
					0,00
Total cost secretaries					0,00
Accountancy					
					0,00
					0,00
					0,00
					0,00
Total cost accountancy					0,00
Other staff					
					0,00
					0,00
Total other staff					38.969,20
TOTAL STAFF COST					404.394,80

HEADING 2 - COST FOR TRAVEL AND SUBSISTENCE ALLOWANCES

Establish a list below of all events for which travel and subsistence costs are necessary and refer to these in the following budget table accordingly

Type of Event	Reference *)	Location	Provisional dates		Subject of the event
Policy steering group	PSG1	Brussels	10/01/2011	11/01/2011	Evaluation of EY2010 & TWG on participation
EP exhibition	EP1	Brussels	11/01/2011	12/01/2011	End Child Poverty Campaign event in the EP
Board meeting	BM1	Brussels	16/02/2011	16/02/2011	
TWG Children in Alternative Care	TWG-CIAC	Prague	7/04/2011	7/04/2011	To coincide with Quality in Alternative Care Conference
Board meeting	BM2	Brussels	27/04/2010		
TWG-Family & Parenting Support	SEM1	Netherlands	19/05/2011	20/05/2011	Round table - Supporting local services for families & parents
EP Roma exhibition	EP2	Brussels	3/05/2011	5/05/2011	Exhibition in the EP on Roma children & hearing
Board meeting	BM3	Brussels	21/06/2011		
GA & Policy Forum	GA/PF	Brussels	21/06/2011	23/06/2011	Meeting of thematic working groups & GA & Policy Forum
Board meeting	BM4	Brussels	14/09/2011		
Policy steering group	PSG2	Brussels	15/09/2011		
Child well-being indicators	SEM2	Brussels	16/09/2011		Working group on child well-being score-card
Annual conference	AC	Cardiff	30/11/2011	2/12/2011	Support for the most vulnerable families & children
Board meeting	BM5	Brussels	8/12/2011		

*) Choose a reference for your event which can be used in the following budget items, for example Conf 1, Conf 2, Sem 1, Train1

- See also information concerning maximum of subsistence cost allowed in guidelines

[illegible]

HEADING 3 : COST FOR SERVICES

Cost for information and dissemination for example, advertisements, distribution, etc - please add specifications			
Nature of costs	Quantity	Unit cost	Total cost
Website upgrade & maintenance	1	14.000,00	14.000,00
Publication subscriptions, events & membership fees	1	2.000,00	2.000,00
Postage costs by month	12	600,00	7.200,00
Promotional material	1	2.000,00	2.000,00
Publicity	1	1.200,00	1.200,00
Photocopies	12	500,00	6.000,00
Child poverty video production	1	6.000,00	6.000,00
Renewal of and child poverty website	1	2.000,00	2.000,00
Participation in external conferences: Children in alternative care, child indicators, EECERA	8	300,00	1.800,00
			0,00
			0,00
			0,00
TOTAL			42.200,00

Cost for evaluation			
Description of tasks to be performed and name of evaluator	Number of days	Cost per day	Total cost
External evaluation - Dominique Danau	10	600,00	6.000,00
			0,00
TOTAL			6.000,00

Fees for interpreters				
Ref. of the event (according to your reference under Heading 2 "Travel")	Number of interpreters	Number of days	Cost per day	Total cost
GA/PF	2	2	700,00	2.800,00
AC	4	3	700,00	8.400,00
				0,00
				0,00
				0,00
				0,00
				0,00
				0,00
				0,00
				0,00
				0,00
TOTAL				11.200,00

Total cost of all items in Heading Services	
Cost for information and dissemination	42.200,00
Cost for translation	14.000,00
Cost for evaluation	6.000,00
Cost for publication and reproduction	10.625,00
Costs for interpreters	11.200,00
External experts	78.180,00
Total cost of Services	182.205,00

Cost for translation (see Annex II of the guidelines)				
Description of documents to be translated (from ... into...)	Number of languages	Cost per page	Number of pages	Total cost
Annual report	1	40	40,00	1.600,00
Info Flash items (members req)	10	40	20,00	8.000,00
AC materials	2	40	15,00	1.200,00
Roma report	4	40	20,00	3.200,00
				0,00
				0,00
				0,00
				0,00
				0,00
				0,00
				0,00
TOTAL				14.000,00

Cost for reproduction and publication			
Description of document to be reproduced or published	Quantity	Unit cost	Total cost
2010 AC report	500	1,75	875,00
MES Report 2010	500	1,75	875,00
Study tour report	500	1,75	875,00
AC Materials	200	5,00	1.000,00
Annual report	1000	1,20	1.200,00
Roma report	1000	1,60	1.600,00
Roma photos	35	120,00	4.200,00
			0,00
			0,00
			0,00
TOTAL			10.625,00

Costs for external experts (see annex II of the guidelines)			
For example for experts or consultants, etc.			
Status and tasks to be performed	Daily salary cost	Number of days	Total in Euro
Accountant	365	12,00	4.380,00
Book keeper	200	60,00	12.000,00
IT maintenance	650	12,00	7.800,00
Expert for FPS Round Table	550	10,00	5.500,00
Development of good practice compendium/ AC examples	550	20,00	11.000,00
Expert for children's participation	550	20,00	11.000,00
Expert for well-being indicators	550	20,00	11.000,00
Expert for Roma position paper/book	550	20,00	11.000,00
Members staff contribution to WP	450	10,00	4.500,00
			0,00
			0,00
			0,00
TOTAL			78.180,00

Set 1/1/11

HEADING 4 - COST FOR ADMINISTRATION

HEADING - ADMINISTRATION

Rent of equipment or depreciation of New Technical Equipment (no depreciation of office material such as chairs, tables etc.!!!)

Cost for rental or depreciation of new technical equipment, please specify !! Equipment of less than € 1000 does not need to be depreciated

Is only eligible:

Rent (leasing) for a determined period

Linear depreciation for new technical equipment over 3 years ; for existing equipment depreciation is only allowed if this equipment is less than 3 years old and not entirely depreciated.

Example for calculation of depreciation: cost equipment new 999 €; depreciation 999:3 years = 333 €/year; use of the equipment for a period of 6 months; eligible depreciation 333 : 2 = € 166,5

Type of equipment	Unit cost of new equipment	Quantity	Eligible cost (depreciation cost per item of equipment)	Total cost
Computers	999,00	8	333,00	2.664,00
Projector	700,00	1	233,33	233,33
Software license		1	1.000,00	1.000,00
Hire of fax/copier (by month)		12	50,00	600,00
				0,00
				0,00
				0,00
Total				4.487,33

Hire of rooms (cost of rent of meeting or conference rooms, etc)

Subject of event (according to your reference under Heading 2 "Travel")	Quantity	Cost of rent per day	Number of days	TOTAL IN €
PSG	1	500,00	2	1.000,00
TWG-CIAC	1	250,00	1	250,00
SEM1	1	500,00	2	1.000,00
GA/PF	1	500,00	2,5	1.250,00
PSG	1	500,00	1	500,00
SEM2	1	500,00	1	500,00
AC	4	200,00	2	1.600,00
TOTAL				6.100,00

Hire of interpreting booths

Subject of event (and reference)	Quantity	Cost of rent per day	Number of days	Total in €
AC	2	800,00	2,5	4.000,00
				0,00
				0,00
				0,00
				0,00
				0,00
TOTAL				4.000,00

Costs for Audits

Nature of Audit	Quantity	Unit cost	TOTAL IN €
External audit	1	2.000,00	2.000,00
			0,00
Total			2.000,00

Other administrative costs : rent of offices and related charges, see Annex II of the guidelines exchange losses are not eligible

Nature of costs	Quantity	Unit cost	TOTAL IN €
Office rental	12	2.900,00	34.800,00
Office supplies	12	620,00	7.440,00
Bank charges	12	90,00	1.080,00
Office equipment (furniture etc.)	1	2.000,00	2.000,00
Telephone costs incl. Internet connection	12	700,00	8.400,00
Insurances	1	800,00	800,00
Server back-up on Internet	12	135,00	1.620,00
			0,00
			0,00
TOTAL			56.140,00

Total of Heading Administration

Rent of equipment or Depreciation of New Technical Equipment	4.497,33
Hire of rooms	6.100,00
Hire of interpreting booths	4.000,00
Audits	2.000,00
Other administrative equipment	56.140,00
Total of Heading Administration	72.737,33

TOTAL ELIGIBLE COST

Total cost of all Headings	
Staff	404.394,80
Travel and Subsistence	245.090,00
Services	162.205,00
Administration	72.737,33
Total costs	884.427,13

TOTAL ELIGIBLE COST

884.427,13

TOTAL INCOME

BENEFICIARY'S CONTRIBUTION IN CASH

Contributions	Amount	Breakdown (name of organisation and amount)
contribution in cash of the applicant on its own resources - explain origin of resources (contribution of members, own capital, etc) and enclose declaration of commitment to co-financing	40.000,00	membership fees
co-financing in cash from other sources (enclose declarations of commitment to co-financing)	56.000,00	members contribution to the work programme; hosting of SEM1; hosting of AC; Foundation contribution to AC & best practice compendium; Foundation contribution to the Roma report
Total of beneficiary's contribution in cash	96.000,00	

Revenue generated by the operation

Description of revenue	Estimated amount	Details on calculation
Event registration fees	41.000,00	SEM1 - 100€ participation fee x 20 participants; AC 120 participants 200€ fee. 50 participants accommodation costs.
Member services	16.000,00	members use of office facilities
Total of revenue generated by the operation	57.000,00	

Total of beneficiary's contribution in cash	96.000,00
Revenue generated by the operation	57.000,00
Commission grant requested	731.427,13
TOTAL INCOME	884.427,13
Percentage of the grant to the total cost	82,70%

ANNEX III TO THE GRANT AGREEMENT COMPRISING

**1.- FINAL ACTIVITY REPORT TEMPLATE TO BE USED BY BENEFICIARIES WHOSE
OPERATING COSTS ARE FUNDED UNDER PROGRESS**

2.- TEMPLATE STRUCTURE FOR EXECUTIVE SUMMARY

3.- COMPULSORY MENTIONS OF EU SUPPORT

EUROPEAN UNION PROGRAMME FOR EMPLOYMENT AND SOCIAL SOLIDARITY – PROGRESS 2007-2013

1.- FINAL ACTIVITY REPORT TEMPLATE TO BE USED BY BENEFICIARIES WHOSE OPERATING COSTS ARE FUNDED UNDER PROGRESS

This exercise aims at telling the Commission how the Work Programme you have received funding for has progressed and what was achieved in the funding period.

It is divided in four different parts.

1. The first part relates to the general information about your Work Programme.
2. The second part includes detailed qualitative and quantitative report of the activities performed, outputs delivered and results achieved, in comparison to those originally planned in the Work Programme. It also includes self-assessment of key lessons learned and their dissemination.
3. The third part includes Summary Performance Information to be used for the performance monitoring of PROGRESS, your funding programme. **This part will have to be compiled on a yearly base and will be due by 15 January t the latest.**
4. List of evidence and annexes to be attached.

The deadline for returning BOTH hard and electronic versions of your report is indicated in Article I.5 of your grant agreement.

Please send **ONE original and ONE** hard copy Please email **ONE** electronic copy of this
of this Final Activity Report, including all of your form and your evidence to:
evidence in ONE copy only, to:

Please complete all the sections

I.- GENERAL INFORMATION

1. Work Programme Title

Please insert the reference as indicated in your agreement

2. Grant agreement reference Number

Please insert the reference as indicated in your grant agreement

3. Implementation period of the work programme

Starting date DD/MM/YYYY [actual]

Closing date DD/MM/YYYY [estimated/planned]

4. Reporting period

From: DD/MM/YYYY

To: DD/MM/YYYY

5. Website of the organisation

6. Details of the beneficiary

Name	
Street	
Postcode	
City	
Country	
Website	
Telephone	
Telefax	

7. Legal representative

Family Name	
First Name	
Position/Function	

8. Person to contact for questions on the report (contact person)

Family Name	
First Name	
Position/Function	
E-mail	
Telephone	
Telefax	

II.- DETAILED PERFORMANCE INFORMATION

II.1.- EXECUTION OF YOUR WORK PROGRAMME

In this section we want to know whether you have executed as planned your Work Programme as detailed in the grant agreement. The strategic objectives in the Work Programme were grouped under four different headings (immediate outcomes):

- Improving its organisational capacity and management;
- Voicing the conditions, concerns and expectations of (1) people exposed to social exclusion, discrimination and gender inequality or (2) organisations providing services to people exposed to social exclusion, discrimination and gender inequality.
- Reinforcing the skills of the networks and its members' organisations to advance, support and further develop EU objectives and priorities at national level.
- Better integrating cross-cutting issues (e.g. gender, poverty and non-discrimination) in its day-to-day work.

We ask you to provide information on the **outcomes**, **activities** and **outputs**. For each outcome you should report on **ALL** the activities and outputs as they appear in the grant agreement, e.g. if one outcome has 8 activities and 8 outputs then you should list and report on each one of these.

IMMEDIATE OUTCOME 1: IMPROVING ORGANISATIONAL CAPACITY AND MANAGEMENT

9. List the strategic objectives of the Work Programme as set out in your grant agreement (and the Triennial Strategic Plan), and tell how they were responded to during this reporting period. Please,

- focus on the **results/outcomes** of your Work Programme (i.e., benefits to the target group(s) addressed);
- include detail on what **change** implementation of your Work Programme has brought about;
- as well as any **difficulties** you have faced.

Important: please note that all activities and outputs/deliverables must be presented not here but in the table 11)

--

10. Please report on your achievements using the performance measurement framework of the Work Programme (as per its Part A. 4. Performance Measurement), describe and explain any variance from the original targets. Use the Table below. Please insert/delete (merge/split) lines as required.

PERFORMANCE MEASURE	UNIT OF MEASUREMENT	DATA SOURCE	PLANNED TARGET (please take from the Work Programme)	ACTUAL VALUE (after implementation of the Work Programme)
1) (insert first performance measure here from Work Programme)	Unit: (insert from Work Programme)	(insert from Work Programme)	(insert from Work Programme)	(insert; if relevant, explain deviation)

11. Please describe the activities and outputs/deliverables of the Work Programme, describe and explain any variance from the original plans in the Work Programme (as per its Part B. Detailed Activity Planning). Use the Table below. Please insert/delete (merge/split) lines as required.

Planned Outputs, incl. annual target (as in the Work Programme)	Actual delivery (Comment/explain any deviance, if necessary)	Actual related activities	Comments (Describe any variance from the original Work Programme: how and why, provide justification of the change(s) made)	Evidence* (For a full list of evidence requested, please refer to the check list below – please mention here the evidence and make the link with the documents which you will annex to this Report)

IMMEDIATE OUTCOME 2: VOICING THE CONDITIONS, CONCERNS AND EXPECTATIONS OF
(1) PEOPLE EXPOSED TO SOCIAL EXCLUSION, DISCRIMINATION AND GENDER INEQUALITY OR
(2) ORGANISATIONS PROVIDING SERVICES TO PEOPLE EXPOSED TO SOCIAL EXCLUSION, DISCRIMINATION AND
GENDER INEQUALITY

12. List the strategic objectives of the Work Programme as set out in your grant agreement (and the Triennial Strategic Plan), and tell how they were responded to during this reporting period. Please,

- focus on the *results/outcomes* of your Work Programme (i.e., benefits to the target group(s) addressed);
- include detail on what *change* implementation of your Work Programme has brought about;
- as well as any *difficulties* you have faced.

Important: please note that all activities and outputs/deliverables must be presented not here but in the table 14)

13. Please report on your achievements using the performance measurement framework of the Work Programme (as per its Part A. 4. Performance Measurement), describe and explain any variance from the original targets. Use the Table below. Please insert/delete (merge/split) lines as required.

PERFORMANCE MEASURE	UNIT OF MEASUREMENT	DATA SOURCE	PLANNED TARGET (please take from the Work Programme)	ACTUAL VALUE (after implementation of the Work Programme)
1) (insert first performance measure here from Work Programme)	Unit: (insert from Work Programme)	(insert from Work Programme)	(insert from Work Programme)	(insert; if relevant, explain deviation)

14. Please describe the activities and outputs/deliverables of the Work Programme, describe and explain any variance from the original plans in the Work Programme (as per its Part B. Detailed Activity Planning). Use the Table below. Please insert/delete (merge/split) lines as required.

Planned Outputs, incl. annual target (as in the Work Programme)	Actual delivery (Comment/explain any deviance, if necessary)	Actual related activities	Comments (Describe any variance from the original Work Programme: how and why, provide justification of the change(s) made)	Evidence* (For a full list of evidence requested, please refer to the check list below – please mention here the evidence and make the link with the documents which you will annex to this Report)

IMMEDIATE OUTCOME 3: REINFORCING THE SKILLS OF THE NETWORKS AND ITS MEMBERS' ORGANISATIONS TO ADVANCE, SUPPORT AND FURTHER DEVELOP EU OBJECTIVES AND PRIORITIES AT NATIONAL LEVEL

15. List the strategic objectives of the Work Programme as set out in your grant agreement (and the Triennial Strategic Plan), and tell how they were responded to during this reporting period. Please,

- focus on the *results/outcomes* of your Work Programme (i.e., benefits to the target group(s) addressed);**
- include detail on what *change* implementation of your Work Programme has brought about;**
- as well as any *difficulties* you have faced.**

Important: please note that all activities and outputs/deliverables must be presented not here but in the table 17)

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16. Please report on your achievements using the performance measurement framework of the Work Programme (as per its Part A. 4. Performance Measurement), describe and explain any variance from the original targets. Use the Table below. Please insert/delete (merge/split) lines as required.

PERFORMANCE MEASURE	UNIT OF MEASUREMENT	DATA SOURCE	PLANNED TARGET (please take from the Work Programme)	ACTUAL VALUE (after implementation of the Work Programme)
1) (insert first performance measure here from Work Programme)	Unit: (insert from Work Programme)	(insert from Work Programme)	(insert from Work Programme)	(insert; if relevant, explain deviation)

17. Please describe the activities and outputs/deliverables of the Work Programme, describe and explain any variance from the original plans in the Work Programme (as per its Part B. Detailed Activity Planning). Use the Table below. Please insert/delete (merge/split) lines as required.

Planned Outputs, incl. annual target (as in the Work Programme)	Actual delivery (Comment/explain any deviance, if necessary)	Actual related activities	Comments (Describe any variance from the original Work Programme: how and why, provide justification of the change(s) made)	Evidence* (For a full list of evidence requested, please refer to the check-list below – please mention here the evidence and make the link with the documents which you will annex to this Report)

IMMEDIATE OUTCOME 4: BETTER INTEGRATING CROSS-CUTTING ISSUES (E.G. GENDER, POVERTY AND NON-DISCRIMINATION) IN DAY-TO-DAY WORK

18. List the strategic objectives of the Work Programme as set out in your grant agreement (and the Triennial Strategic Plan), and tell how they were responded to during this reporting period. Please,

- **focus on the *results/outcomes* of your Work Programme (i.e., benefits to the target group(s) addressed);**
- **include detail on what *change* implementation of your Work Programme has brought about;**
- **as well as any *difficulties* you have faced.**

Important: please note that all activities and outputs/deliverables must be presented not here but in the table 20)

19. Please report on your achievements using the performance measurement framework of the Work Programme (as per its Part A. 4. Performance Measurement), describe and explain any variance from the original targets. Use the Table below. Please insert/delete (merge/split) lines as required.

PERFORMANCE MEASURE	UNIT OF MEASUREMENT	DATA SOURCE	PLANNED TARGET (please take from the Work Programme)	ACTUAL VALUE (after implementation of the Work Programme)
1) (insert first performance measure here from Work Programme)	Unit: (insert from Work Programme)	(insert from Work Programme)	(insert from Work Programme)	(insert; if relevant, explain deviation)

20. Please describe the activities and outputs/deliverables of the Work Programme, describe and explain any variance from the original plans in the Work Programme (as per its Part B. Detailed Activity Planning). Use the Table below. Please insert/delete (merge/split) lines as required.

Planned Outputs, incl. annual target (as in the Work Programme)	Actual delivery (Comment/explain any deviance, if necessary)	Actual related activities	Comments (Describe any variance from the original Work Programme: how and why, provide justification of the change(s) made)	Evidence* (For a full list of evidence requested, please refer to the check list below – please mention here the evidence and make the link with the documents which you will annex to this Report)

** We would like you to cross reference (or signpost) the evidence. You may want to use specific codes for the documents presented as evidence or you may simply want to use file dividers to divide the files into various appendices. The important thing is to clearly signpost the evidence so that it is easy for your grants officer to link the evidence with the milestone / output you are reporting progress on. The evidence that you are able to provide will depend on the nature of your work programme. For a full list of evidence requested, please refer to the check list below.*

Additional comments (include here information or comments regarding the performance information you detailed above that might help put such performance information into context or justify the level of performance achieved so far)

II.2- Lessons learned and dissemination of results

21. How did you make sure that equality considerations were taken into account in your work? These can relate to ensuring an appropriate mix of people in your team, ensuring that all activities were accessible to all, making sure that all dimensions, in particular the gender dimension, were taken into account in your work.

22. What are the most important outcomes and lessons learned from this Work Programme? What are the implications for relevant stakeholders? (such as the European Commission; national/regional/local level policy-makers; social partners; opinion-makers including mass media, journalists; non-governmental organizations; academia, research institutions, think tanks; others where relevant)

23. Did you carry out any evaluation of the action performed?

Yes, external evaluation: ☐ Yes, internal evaluation: ☐ No: ☐

Please outline the key findings and conclusions of such evaluation.

24. News/success/best practice - We are very keen to hear about any success or good news from the actions that we fund. Please use the space below to tell us about any such news or if you have developed practices that you think others may want to know about or could benefit from. Please attach any relevant supporting information or material or explain where others can access it (e.g., website)

III.- SUMMARY PERFORMANCE INFORMATION

Please note that this quantitative performance information must be submitted only in relation to delivered outputs in Year N if any by 15 January Year N+1 at the latest. Such information is necessary to prepare PROGRESS annual performance report Year N due to be submitted to the European Parliament and the Council by 31 March Year N+1.

1. MONITORING/ASSESSMENT REPORTS / POSITION/POLICY PAPERS /IDENTIFICATION OF GOOD PRACTICES	Unit	Planned	Actual
If there were any REPORTS (which include written outputs such as reports, analyses, studies, reviews, manuals, working papers, toolkits, etc.) produced as part of your Work Programme, please indicate:			
<i>Guidance:</i> Please provide the total number of independent written outputs, irrespective of whether they were published or not. An output produced in several languages counts as a single output. Next please disaggregate the total number into the subcategories provided according to the written output's primary objective. A single output may fall into several categories (e.g., a study may aim at produce policy advice and at the same time to identify good practice).			
The total number of reports, of which	No.	[insert]	[insert]
• <i>reports aimed at providing policy advice, research and analysis</i>	No.	[insert]	[insert]
• <i>reports aimed at identifying good practices</i>	No.	[insert]	[insert]
• <i>monitoring and assessment reports on the implementation of laws or policies</i>	No.	[insert]	[insert]
Scope of dissemination			
Total number of paper copies distributed (please provide a total cumulative number for all the reports), of which to:	No. of paper copies distributed	[insert]	[insert]
• <i>EU-level policy and decision-makers</i>	No. of copies distributed		[insert]
• <i>National/regional/local-level policy and decision-makers</i>	No. of copies distributed		[insert]
• <i>Social, economic/business partners</i>	No. of copies distributed		[insert]
• <i>Civil society, NGOs</i>	No. of copies distributed		[insert]
• <i>Academia, experts, think tanks</i>	No. of copies distributed		[insert]
• <i>Media, Journalists</i>	No. of copies distributed		[insert]
• <i>If the reports have been published online, please also provide the total number of their downloads by unique users (if web address differs from the one indicated under Part I, please indicate website address here)</i>	No. of downloads		[insert]

2. ORGANISATIONAL CAPACITY BUILDING: TRAININGS/SEMINARS ON POLICY/ORGANISATIONAL ISSUES	Unit	Planned	Actual
If there were any TRAININGS/SEMINARS on policy or organisational issues organised by you for your network members (includes all kinds of training events, meetings, seminars, working groups, statutory committees, conferences and similar events aimed at capacity building), please indicate:			
Number of such trainings/seminars/similar events	No.	[insert]	[insert]
Total cumulative duration of these events (please sum up duration of the above events, converted into full working day equivalent, i.e., 8 hours)¹	Days	[insert]	[insert]
Number of individuals who participated in these events	No.	[insert]	[insert]
Number of women among these participants	No.	[insert]	[insert]

Next please report on participants satisfaction using the standardised questionnaire (see footnote ²):			
Title of the event			
Total number of participants to the event	No.		[insert]
Total number of participants responding to at least one compulsory question	No.		[insert]
Did the event match your needs?	Share of respondents having responded as 5 "yes, agree strongly", per cent		[insert]
	Share of respondents having responded as 4 "yes, somewhat agree", per cent		[insert]
Did you gain relevant knowledge and information?	Share of respondents having responded as 5 "yes, agree strongly", per cent		[insert]
	Share of respondents having responded as 4 "yes, somewhat agree", per cent		[insert]
Will you be able to apply such knowledge and information in your work?	Share of respondents having responded as 5 "yes, agree strongly", per cent		[insert]
	Share of respondents having responded as 4 "yes, somewhat agree", per cent		[insert]

¹ For example, 1 four-day training (4 days), 2 one-day training sessions (2 days) and 1 half-day round-table discussion (0,5 day) result in total cumulative duration of 6,5 days.

² We are keen in ensuring that what we fund or do is to the satisfaction of participants. For that we need your assistance. You will thus be requested for each event you are organising to carry out a short on-the-spot survey. We have listed standard questions, which shall feature in the evaluation form distributed to the participants of your events. Depending on the internal needs of your work, your questionnaire may feature more questions, yet these other questions remain outside the scope of our monitoring work. The standard questionnaire below sets only the compulsory questions which shall be posed to the participants as they are (i.e., without adjusting them):

Compulsory questions of participant satisfaction surveys						
Please scale the following aspects of the event on a 1-5 basis, where 5 signifies "yes, agree strongly", 4-"yes, somewhat agree", 3 - "neither agree nor disagree", 2 - "no, somewhat disagree" and 1 - "no, disagree strongly" (Values shall be rounded to one decimal point).		5	4	3	2	1
Did the event match your needs?						
Did you gain relevant knowledge and information?						
Will you be able to apply such knowledge and information in your work?						

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3. INFORMATION, AWARENESS RAISING AND CAMPAIGNING ACTIVITIES, NETWORKING: EVENTS		Unit	Planned	Actual
THIRD-PARTY INITIATIVES:				
Number of participation of key EU network staff and board members as speakers/moderators to conferences and other similar events organised by third parties, of which	No. of appearances	[insert]	[insert]	
- EU level events	No.	[insert]	[insert]	
- National events	No.	[insert]	[insert]	
- Regional/local events	No.	[insert]	[insert]	
Number of consultations organised by EU or national level decision-makers to which you were invited to contribute and/or contributed, of which	No.	[insert]	[insert]	
- EU level consultations	No.	[insert]	[insert]	
- National level consultations	No.	[insert]	[insert]	
Number of meetings between key EU network staff and board members with EU institutions and national authorities and other stakeholders, of which	No.	[insert]	[insert]	
- At EU level	No.	[insert]	[insert]	
- At national level	No.	[insert]	[insert]	
EVENTS ORGANISED BY YOUR ORGANISATION AND YOUR MEMBERS' ORGANISATIONS:				
If there were any OTHER INFORMATION, AWARENESS-RAISING AND CAMPAIGNING EVENTS (includes various meetings, conferences, round tables, networking events, etc.) events organised under your Work Programme, please indicate:				
Number of information and communication events	No.	[insert]	[insert]	
Total cumulative duration of these events (please sum up duration of the above events, converted into full working day equivalent, i.e., 8 hours)	Days	[insert]	[insert]	
Number of individuals who participated in these events	No.	[insert]	[insert]	
Number of women among these participants	No.	[insert]	[insert]	
Next please report on participants satisfaction using the standardised questionnaire (see footnote ²):				
Title of the event				
Total number of participants to the event		No.	[insert]	
Total number of participants responding to at least one compulsory question		No.	[insert]	
Did the event match your needs?	Share of respondents having responded as 5 "yes, agree strongly", per cent	[insert]		
	Share of respondents having responded as 4 "yes, somewhat agree", per cent	[insert]		
Did you gain relevant knowledge and information?	Share of respondents having responded as 5 "yes, agree strongly", per cent	[insert]		
	Share of respondents having responded as 4 "yes, somewhat agree", per cent	[insert]		
Will you be able to apply such knowledge and information in your work?	Share of respondents having responded as 5 "yes, agree strongly", per cent	[insert]		
	Share of respondents having responded as 4 "yes, somewhat agree", per cent	[insert]		

4. INFORMATION, AWARENESS RAISING AND CAMPAIGNING ACTIVITIES, NETWORKING: OTHER INFORMATION/ PROMOTIONAL MATERIAL/ WEBSITE	Unit	Planned	Actual
If there were any INFORMATION/PROMOTIONAL MATERIALS (including leaflets, brochures, newsletters, websites, articles in media, video material, etc.) produced as part of your Work Programme, please indicate :			
<i>Guidance:</i> Please provide the total number of various information and promotion materials, irrespective of their form/type of publishing (video, electronic document, printed on paper, etc.). An output produced in several languages counts as a single output. Next please provide the total cumulative number of the disseminated copies of these materials (e.g., printed/published copies distributed to your target audiences, number of downloads of the electronic copies published on websites, number of unique visitors to your information/promotional website(s), etc.).			
Total number of pieces of such information and promotional material, of which		[insert]	[insert]
• <i>Total number of printed material copies</i>		[insert]	[insert]
• <i>Number of copies in easy-to-read language for disabled people</i>		[insert]	[insert]
• <i>Number of copies in each language</i>			
<i>English</i>		[insert]	[insert]
<i>French</i>		[insert]	[insert]
<i>German</i>		[insert]	[insert]
<i>Other languages</i>		[insert]	[insert]
Scope of dissemination:			
Total number of material copies distributed, of which to:	No. of copies distributed	[insert]	[insert]
• <i>EU-level policy and decision-makers</i>	No. of copies distributed		[insert]
• <i>National/regional/local-level policy and decision-makers</i>	No. of copies distributed		[insert]
• <i>Social, economic/business partners</i>	No. of copies distributed		[insert]
• <i>Civil society, NGOs</i>	No. of copies distributed		[insert]
• <i>Academia, experts, think tanks</i>	No. of copies distributed		[insert]
• <i>Media, Journalists</i>	No. of copies distributed		[insert]
• <i>Total number of visits to websites related to information and promotional (e.g., the website of your action)</i>	The average no. of unique visits per month during the reporting period		[insert]

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IV.- SIGNATURE

DECLARATION

I/we confirm that I/we are duly authorised to sign this declaration on behalf of the organisation named. I/we certify that the information given in this report is correct, and confirm that the enclosures are current, accurate, and adopted or approved by the organisation for which I/we lead.

I understand that you may contact me to clarify any details in this report, including providing any supplementary information as applicable. I confirm that I am authorised by the organisation for this purpose.

Title First name Surname

Position held in the organisation

Signed Date

On behalf of (organisation name):

Check List – Have you:

- ☐ Filled out all sections of the form with the requested information?
- ☐ Responded within the required deadline?
- ☐ Made sure that all your published material acknowledged support from the EU?
- ☐ Attached the required documentation:
 - The print-out of the duly completed, validated and submitted on-line final budget form SWIM which stands as your financial report
 - Executive summary of your work programme in English (see proposed structure)
 - Printed and electronic copies of information and promotional materials (articles, leaflets, brochures, programme, stickers, posters, tapes, calendars, etc);
 - Printed and electronic copies of the reports, analyses, studies, reviews, manuals, working papers, attendance lists, toolkits, computer discs with information if available etc.) produced under your work programme;
 - For the events, the list of participants with the original signatures;
- ☐ Completed section 4 with the correct signatories?
- ☐ Submitted ONE original and ONE hard copy of the final activity and financial reports as well as the supporting evidence and ONE electronic copy of all documents?

2.- TEMPLATE STRUCTURE FOR EXECUTIVE SUMMARY

With a view to disseminating all results obtained and outputs delivered under the grant agreement, all beneficiaries are requested to provide an Executive Summary which will be posted on the website of the Directorate-General for Employment, Social Affairs and Equal Opportunities.

Upon a reasoned and duly substantiated request by the beneficiary, the Commission may agree to forgo such publicity, if disclosure of the information indicated above would risk compromising the beneficiary's security or prejudicing his commercial interests.

Such a summary should be written in English. It should be a stand-alone summary of the action and its implications. Thus it must be well thought out and presented as it may be a unique opportunity to publicise your work and your organisation.

Please ensure your Executive Summary includes the following headings:

- 1. A short description of the action (1/2 page maximum)**
A concise description of the context in which the action was carried out, the target group(s) of the action as well as the key activities and deliverables
- 2. Main objectives of the action (1/2 page maximum)**
- 3. Key results (1 page maximum)**
 - a. results/outcomes of the action, including benefits for main actors and target group(s)
 - b. added value of the action, i.e. the lasting impact and/or multiplier effect.

3.- COMPULSORY MENTION REGARDING EU SUPPORT

In accordance with the General conditions, all beneficiaries are under the obligation to acknowledge that the present activity is delivered with the EU support in all documents and media produced, in particular final delivered outputs, related reports, brochures, press releases, videos, software, etc, including at conferences or seminars. In the context of the EU Programme for Employment and Social Solidarity – PROGRESS, the following formulation shall be used:

This (publication, web site, conference, training session etc) is supported under the EU Programme for Employment and Social Solidarity - PROGRESS (2007-2013).

This programme is managed by the Directorate-General for Employment, social affairs and equal opportunities of the European Commission. It was established to financially support the implementation of the objectives of the EU in the fields of employment, social affairs and equal opportunities and thereby contribute to the achievement of the Europe 2020 strategic objectives.

The seven-year Programme targets all stakeholders who can help shape the development of appropriate and effective employment and social legislation and policies, across the EU-27, EFTA-EEA and EU candidate and pre-candidate countries.

PROGRESS mission is to strengthen the EU contribution in support of Member States' commitment. PROGRESS will be instrumental in:

- *providing analysis and policy advice on PROGRESS policy areas;*
- *monitoring and reporting on the implementation of EU legislation and policies in PROGRESS policy areas;*
- *promoting policy transfer, learning and support among Member States on EU objectives and priorities; and*
- *relaying the views of the stakeholders and society at large*

For more information see:
<http://ec.europa.eu/progress>

For publications it is also necessary to include the following reference: "The information contained in this publication does not necessarily reflect the position or opinion of the European Commission"

With regard to publication and any communication plan linked to the present activity, the Beneficiary will insert the European Union logo, and if applicable, any another logo developed for the employment and social solidarity fields and mention the European Commission as the Contracting Authority in every publication or related material developed under the present grant agreement.