

**SPECIFIC AGREEMENT No VS/2008/0072
ON AN OPERATING GRANT**



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

The European Community ("the Community"), represented by the Commission of the European Communities ("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 Catriona WILLIAMS, 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 |

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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/2007/0683 signed between the Commission and the partner on 07/12/2007.

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 Community funding shall be 12 months from 01/01/2008 ("the starting date").

ARTICLE 3 – FINANCING THE WORK PROGRAMME

The total costs eligible for Community funding are estimated at EUR 556 421.33 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 Community 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 478 521.33, equivalent to 86.00% 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 items of eligible costs, provided that this adjustment of expenditure does not affect 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 191 408.53 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 subparagraph, a further pre-financing payment shall be made to the partner, the total amount of further pre-financing payments not exceeding EUR 191 408.53, 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 an external audit certificate.

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 provisions relating to the submission of the activity reports, financial statements and other documents referred to in Article 5 (Payment arrangements) are contained in Annex III.

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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: 3, [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. If the funds paid to this account or sub-account 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 payments, be recovered by the Commission as specified in Article II.17.4 of the framework agreement.¹

SIGNATURES

For the partner

Ms Catriona WILLIAMS

Catriona Williams
.....
Done at *Cardiff, Wales, UK*
(place, date)
14th February
In duplicate *2008*

For the Commission

Antonia CARPARELLI

Antonia Carparelli
.....
Done at Brussels, *20/02/08*
(place, date)



¹ This provision applies to all grant beneficiaries apart from the exceptions allowed under the Rules for the Implementation of the Financial Regulation.

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ANNEX I – WORK PROGRAMME

See attached document(s): 42 page(s).

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ANNEX II – ESTIMATED OPERATING BUDGET

Headings and Items		Sub-totals	Totals
EXPENSES			
NON-ELIGIBLE COSTS			
		<i>Total Non-Eligible Costs</i>	0.00
ELIGIBLE COSTS			
Eligible Direct Costs (D)			
<i>Heading 1 - Staff costs</i>			252 804.00
Management	186 560.00		
Administration	57 684.00		
Other staff	8 560.00		
<i>Heading 2 - Travel and subsistence allowances</i>			149 172.00
Travel	39 600.00		
Subsistence allowances (accommodation, meals, etc.).	109 572.00		
<i>Heading 3 - Costs of services</i>			105 440.00
Information dissemination	16 600.00		
Translations	13 740.00		
Reproductions and publications	18 120.00		
Specific evaluation	2 500.00		
Interpretations	9 800.00		
Other services	44 680.00		
<i>Heading 4 - Administration costs</i>			49 005.33
Depreciation for purchase of equipment	3 215.33		
Audits	3 000.00		
Other administrative costs			
Hire of rooms	4 850.00		
Hire of interpreting booths	6 080.00		
Other	31 860.00		
<i>Total Eligible Direct Costs (D)</i>			556 421.33
Total Eligible Costs = D			556 421.33
REVENUE			
COVER OF NON-ELIGIBLE COSTS			
Partner's contribution to cover the non-eligible costs			0.00
INCOME			
Partner's contribution in cash (C)			77 900.00
Community Grant (S)			478 521.33
Total Income = C + S			556 421.33

See attached document(s): 5 page(s).

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

NOT APPLICABLE


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Name of Applicant	Eurochild AISBL
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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/inforeuro)

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
					0.00
Total cost Management					186.580,00
Administration					
					0.00
					0.00
					0.00
					0.00
					0.00
					0.00
Total Administration					57.684,00
Secretariat costs					
					0.00
					0.00
					0.00
Total cost secretaries					0.00
Accountant					
					0.00
					0.00
					0.00
					0.00
Total cost accountancy					0.00
Other staff					
					0.00
					0.00
					0.00
Total other staff					8.580,00
TOTAL STAFF COST					252.804,00

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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
Board meeting	BM1	Brussels		February	Management board meeting
Policy working group	PWG1	Brussels		March/April	Policy Working Group - Inputs to the OMC on social inclusion & social protection
Board meeting	BM2	Brussels		May	Management board meeting
Policy forum	PF	Brussels		June	Policy Forum - Training / information exchange for members on OMC & other policy areas
EP Seminar on early years	SEM1	Brussels		June	European Parliament Seminar on Early years education & care services
Board meeting	BM3	Brussels		Sept	Management board meeting
National platform meeting	NPM	Athens		?	Setting up of Greek platform of children's organisations
Members' exchange seminar	SEM2	Cardiff		October	Best practice in child & youth participation in tackling poverty & social exclusion
Policy working group	PWG2	Brussels		October	Policy Working Group - Review of Eurochild report on OMC on social inclusion & social protection
Annual conference	AC	Budapest		November	National strategies for tackling child poverty & social exclusion
Board meeting	BM4	Brussels		December	Management board meeting

*) 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

Reference of the event (according to the above references)	Travel cost per person	Number of persons	Travel sub- total:	maximum daily allowance per person	Accommo- dation ceiling (hotel)	Number of persons	Number of days	Substa- nce sub total	GRAND TOTAL
BM1	400.00	1	1 600.00	95.00	130.00	4	1	800.00	2 500.00
PWG1	200.00	16	3 000.00	95.00	130.00	10	1.5	3 975.00	6 375.00
BM2	400.00	4	1 600.00	95.00	130.00	4	1	800.00	2 500.00
PF	250.00	16	4 000.00	95.00	130.00	16	2	7 200.00	12 000.00
SEM1	300.00	16	3 000.00	95.00	130.00	16	1	2 250.00	5 250.00
BM3	400.00	4	1 600.00	95.00	130.00	4	1	800.00	2 500.00
NPM	400.00	6	2 400.00	92.00	140.00	6	1	1 332.00	3 732.00
SEM2	250.00	20	7 000.00	101.00	175.00	20	2	11 040.00	18 040.00
PWG2	300.00	10	3 000.00	95.00	130.00	10	1.5	3 975.00	6 375.00
AC	250.00	10	15 000.00	72.50	150.00	120	2.5	56 800.00	76 600.00
AC	0.00	60	0.00	72.00	0.00	60	2.5	12 800.00	10 800.00
BM4	400.00	4	1 600.00	95.00	130.00	4	1	800.00	2 500.00
			0.00					0.00	0.00
			0.00					0.00	0.00
			0.00					0.00	0.00
			0.00					0.00	0.00
			0.00					0.00	0.00
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			0.00					0.00	0.00
			0.00					0.00	0.00
			0.00					0.00	0.00
			0.00					0.00	0.00
			0.00					0.00	0.00
			0.00					0.00	0.00
			39 600.00					109 572.00	149 172.00

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HEADING 3 COST FOR SERVICES

Cost for evaluation			
Description of tasks to be performed and name of evaluator	Number of days	Cost per day	Total cost
Marina Svensson - Helena Edwards	5	800.00	2 500.00
			0.00
TOTAL			2 500.00

Description of document to be reproduced or published			Quantity	Unit cost	Total cost
Report on national strategies (120 copies x 90 copies of translation)			1	120.00	120.00
Strategies report (12 pages) x 1,000 copies			1	1,000.00	1,000.00
B- annual newsletter (1,000 copies each issue)			2	1,200.00	2,400.00
Enriched flyer (1,000 copies) x 8 languages			8	500.00	4,000.00
Annual Report EN & FR			2	1,300.00	2,600.00
Translation versions of child poverty impact sheet (4 languages)			4	1,200.00	4,800.00
Production of promotional CD-Rom			1	800.00	800.00
				0.00	0.00
				0.00	0.00
TOTAL					18,120.00

Total cost of all items in Heading Services		15,600.00
Cost for information and dissemination		13,740.00
Cost for translation		2,500.00
Cost for publication and reproduction		19,126.00
Costs for interpreters		9,800.00
Internal expenses		14,680.00
Total cost of Services		105,440.00

Costs for external experts (see annex B for the guidelines)					
For example for experts or consultants, etc.					
Status and tasks to be performed	Daily salary	cost	Number of days	Total in Euro	
External expert on thematic working group on family support	590		5.00	2.750.00	
External expert on thematic working group on early years	590		5.00	2.750.00	
External expert on thematic working group on family support	590		5.00	2.750.00	
External expert on thematic working group on participation	590		5.00	2.750.00	
External expert on content of annual conference	590		5.00	2.750.00	
Support	560		5.00	2.750.00	
Chair of working group on early years	590		5.00	2.750.00	
Chair of working group on participation	590		5.00	2.750.00	
Expert for observer or associate network	550		5.00	2.750.00	
Country reports on strategies (12 countries)	200		36.00	7.200.00	
Accountant	310		12.00	3.720.00	
Bookkeeper	198		50.00	17.700.00	
				0.00	
				44.680.00	TOTAL:

HEADING 4 - COST FOR ADMINISTRATION

HEADING 4 - 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 if invoices will have to be included with your claim for final payment of the subsidy

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	4	833.20	1.332.00
Projector	700.00	1	233.33	233.33
Accounts software - annual license		1	600.00	600.00
Hire of fax/copier		12	50.00	600.00
Hire of computer		3	150.00	450.00
				0.00
				0.00
Total:				3.215.33

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 €
PF	1	100.00	2	200.00
NPM	1	300.00	1	300.00
AC	1	1.500.00	2.5	3.750.00
				0.00
				0.00
				0.00
				0.00
TOTAL				4.850.00

Costs for Audits			
Nature of Audit	Quantity	Unit cost	TOTAL IN €
Total			1.000.00

Hire of interpreting booths				
Subject of event (and reference)	Quantity	Cost of rent per day	Number of days	Total in €
PF	40	15.00	2	1.200.00
SEM1	50	15.00	1	800.00
AC	200	10.00	2	4.000.00
				0.00
				0.00
				0.00
				0.00
TOTAL				6.000.00

Other administrative costs: rent of offices and related charges, see Annex I of the guidelines (cost for banking transactions (exchange losses are not eligible), insurance, certificates, etc)			
Nature of costs	Quantity	Unit cost	TOTAL IN €
Office rental	12	1.600.00	19.200.00
Office supplies	12	450.00	5.400.00
Bank charges	12	25.00	300.00
Insurance	12	30.00	360.00
Office furniture (desks & chairs for 2 new staff members + bookcases)	1	2.200.00	2.200.00
Installation of centralised phone system	1	3.800.00	3.800.00
Maintenance of phone system	12	50.00	600.00
			0.00
			0.00
TOTAL			31.860.00

Total of Heading Administration	
Rent of equipment or Depreciation of New Technical Equipment	3.215.33
Hire of rooms	4.850.00
Hire of interpreting booths	6.000.00
Audits	1.000.00
Other administrative equipment	31.860.00
Total of Heading Administration	49.005.33

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TOTAL ELIGIBLE COST

Total cost of all Headings	
Staff	252.804,00
Travel and Subsistence	149.172,00
Services	105.440,00
Administration	49.005,33
Total costs	556.421,33

TOTAL ELIGIBLE COST	556.421,33
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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	33.900,00	Membership fees (14.600Euro) Travel & subsistence of management board (10.000Euro); Contributions of members to evaluation of national strategies & thematic working groups (9.300Euro)
co-financing in cash from other sources (enclose declarations of commitment to co-financing)		
Total of beneficiary's contribution in cash:	33.900,00	

Revenue generated by the operation		
Description of revenue	Estimated amount	Details on calculation
Participation & booking fees for annual conference	44.000,00	
Total of revenue generated by the operation:	44.000,00	

Total of beneficiary's contribution in cash	33.900,00
Revenue generated by the operation	44.000,00
Commission grant requested	478.521,33
TOTAL INCOME	556.421,33
Percentage of the grant to the total cost	86,00%

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COMMUNITY PROGRAMME FOR

EMPLOYMENT

AND SOCIAL SOLIDARITY

PROGRESS

OPEN CALL FOR PROPOSALS VP/2007/013

**ESTABLISHMENT OF 3-YEAR PARTNERSHIPS WITH EU-LEVEL
NETWORKS ACTIVE IN THE FIELD OF COMBATING SOCIAL
EXCLUSION AND DISCRIMINATION, PROMOTING GENDER
EQUALITY AND THE INTEGRATION OF DISABLED PEOPLE AND
REPRESENTING ROMA PEOPLE**

TRIENNIAL STRATEGIC PLAN

Patricia Williams
President
27th July 2007

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1.- Name of the organisation

Eurochild AISBL -- The European Network Promoting the Welfare and Rights of Children and Young People

2.- Vision

Eurochild works to improve the quality of life of children and young people in Europe, through the implementation of the principles enshrined within the United Nations Convention on the Rights of the Child.

3.- Mission

The mission of Eurochild is to promote the welfare and rights of children and young people in Europe through building a network of active organisations and individuals who are working in and across Europe to improve the quality of life of children and young people. Eurochild supports the development and work of its member organisations by:

- sharing information on policy and practice,
- monitoring and influencing policy development at national and European level,
- creating interest groups and partnerships between member organisations,
- representing the interests of its members to international institutions,
- and strengthening their capacity through training and individual advice and support.

4.- Values

The common value base that binds all Eurochild members together is the United Nations Convention on the Rights of the Child which underpins all the work of our members and the Eurochild network as a whole. Within this Convention of binding obligations (nearly universally ratified globally) there are four key overarching principles:

- Non-discrimination – all children share the same rights regardless of race, sex, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status
- The child's best interest is of primary consideration in all actions concerning children
- Every child has an inherent right to life. A child's survival and development to the maximum extent possible is a key aim of many other articles of the Convention
- Children have the right to participate in all decisions affecting them and their opinions should be taken into account.

Eurochild also applies a number of operational values to the implementation of its work programme:-

- *Inclusivity* - members must be involved in a meaningful way
- *Child centredness* – ie the commitment to crossing traditional organisational and disciplinary boundaries to promote the best interest of the child in a holistic way
- *Promoting the voices of children and young people* - ensuring that children & young people's views are heard

Finally there are a number of organisational values which underpin Eurochild's governance structures.


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Bakima Williams²
President 27th July 2007

Eurochild complies with Belgian law in all of its activities. It is run in a transparent and democratic way and the overall strategic direction of the organisation is determined by the Policy Forum (open to all members), which advises the Management Board on priorities in relation to the children and young people's agenda. The Management Board is responsible for the overall corporate strategic direction of the organisation and recommends this to the General Assembly for approval. There is a range of financial policies in place to ensure good fiscal governance.

Eurochild ensures equality of opportunity in its recruitment practices and is careful to consider the needs of disabled people in the implementation of its work programme. Eurochild ensures good child protection practices in all its activities directly involving children and young people. It also supports sustainability practices through re-cycling etc.

Eurochild Management Board is committed to the support and development of its staff to ensure a quality service to its membership. As a relatively new organisation an employee handbook is currently being developed with the Secretary General which is far ranging and will formalise such matters as internal management and control, complaints and grievances, volunteers, website management etc. in one place which will be easily accessible for all staff.

5.- Environmental scans and assessments

5.1. External strategic issue identification

These factors (conditions/trends) may be demographic, social, economic, environmental, or technological. They may exist at different geographical levels (local to global) and involve various stakeholders in the future of the organisation including: EU institutions, Member States authorities, social partners or other stakeholders etc.

Specification of these factors will allow you to: 1) identify potential affect on the organisation; and 2) assess opportunities or threats to the future development of the organisation and to plan accordingly.

Opportunities

Demographic change

By 2050 the ratio of people of working age to those aged 65 and over is expected to fall to 2:1. This trend has prompted concern across the whole of the EU and stimulated policy changes particularly in the area of 'demographic renewal'. A key focus is to encourage families to have as many children as they want with promises of state support to reconcile the demands of work and family life. The "European Alliance for Families" – is an example of the current climate of interest in supporting families in a changing social context.

The number of young people (age 0-14) in the European Union will continue to decline in absolute terms from around 74 million in 2005 to some 66 million by the year 2050. This creates greater pressure on Member States to ensure all children have equal opportunities and are given the necessary support to fulfil their development potential. Concerns over the intergenerational inheritance of poverty and the clear links between children's socio-economic background and their educational and health outcomes have provoked a strong focus on tackling child poverty.

"We need to break the chain of inherited poverty... more targeted support for families with children is needed." Commissioner Vladimír Špidla, concluding speech of the 5th Round Table on poverty and social inclusion, Tampere, October 2006.

Child poverty

There is a strong political consensus across the EU on the need to tackle child poverty. Already the European Council of 22-23 March 2005 concluded that there must be a particular focus on some target groups, including children in poverty.

In the Spring Summit of March 2006, member states committed to *"take necessary measures to rapidly and significantly reduce child poverty, giving all children equal opportunities, regardless of their social background"*. This message was repeated in the 2007 Spring Summit where the European Council stressed *"the need to fight poverty and social exclusion, especially child poverty, and to give all children equal opportunities."*

This high-level political commitment has been translated into a particular thematic focus on children and child poverty in the frame of the OMC on social inclusion and social protection in 2007. There are several parallel actions including an inter-governmental peer review on Member State policies to tackle child poverty, a report by the independent network of experts and a specific Task Force on child well-being set up in the frame of the sub-group on Indicators.

Eurochild has been a key player in pushing child poverty higher up the political agenda, and feeding into the policy debates on this subject and on the social exclusion of children and young people. Since 2004, we have been involved in consultations and reviews of the National Action Plans on social inclusion, most recently producing a detailed report on all 27 Member States 'national reports on strategies for social inclusion and social protection' (Ending Child Poverty within the EU? – May 2007).

Preparations towards 2010 – the European Year against Poverty and Social Exclusion have already begun and Eurochild considers this to be another important opportunity to give greater visibility to the problem of child poverty and to contribute to the policy responses.

We consider one of our key roles to be raising awareness about child poverty and social exclusion of children and young people by ensuring existing knowledge and expertise is available to all stakeholders – civil society, public authorities and policy-makers of the EU and the different EU Member States. This will make the transition from theory into practice easier. Within this framework we also place particular emphasis on the active participation and involvement of children and young people in processes that affect their lives.

Child rights

At the same time, we are seeing a greater recognition at EU level of children and young people's rights with the introduction last year of the EC Communication "Towards a European Strategy on the Rights of the Child". All member states have adopted the United Nations' Convention on the Rights of the Child (UNCRC) but the reflection of this in policies concerning children and families has so far been disappointing. For example few member states referenced children's rights in their National Action Plans on social inclusion and social protection and there was virtually no recognition of children as 'relevant actors' in the planning process. The Communication should give greater visibility to the UNCRC within EU policies affecting children and young people, and help to support Member States in the implementation of the UNCRC.

Return on investment

There is growing recognition across the EU that early investment in the well-being of young children has important long-term results. According to a paper of the Bureau of European Policy Advisors (BEPA, April 2007) high quality investment in young children can *"promote the readiness for schooling, the productivity of schools, performance at university, raise the quality of the work force, reduce crime and welfare dependency, raise earnings etc."* This paper promises to inform a forthcoming EC Communication on youth policy expected in Autumn 2007. This initiative is very welcome not only because of the strong impetus on early investment but also because of a stronger view on a more integrated child and youth policy at EU level.

All these trends create a readiness for policy reform and investment and provide a special focus on children and young people. Member States are eager to learn from one another with regards to

what works and how. As a pan European Network, Eurochild has an extremely important role to play in terms of highlighting the experience of practitioners and ensuring participation of civil society, service providers and children and young people themselves in the design, implementation and monitoring of policies.

Threats

Limited relevance of EU policy level

Despite the growing interest and commitment in child and youth policies at EU level – especially those targeted at overcoming socio-economic disadvantage – there are still huge inconsistencies in the level of commitment and resources Member States are prepared to give to the EU political cooperation processes put in place. This is visible for example within the OMC on social inclusion and social protection. The preparation and consultation of the national reports (2006-2008) varied considerably and it can be difficult in some countries to engage in the process.

This is particularly true in Member States with strong decentralisation, such as the four jurisdictions in the UK, regional government in Germany and in Spain. Competencies for service provision, particularly in the fields of education, health, childcare, social services, family support etc. rest at regional level. Our members can sometimes not see the direct value of engaging with a process at national level that may have little bearing on the decision making at a political level that makes the greatest difference to the lives of the children and young people. There is still work to be done, therefore, to ensure our national umbrella members – who have better access to the OMC process – engage with their regional and local members to ensure real and added value to work with children and young people on the ground.

Economic and political climate

Another external influence on Eurochild's work is the political and economic climate within Member States. Commitment to the social dimension of the Lisbon strategy varies over time and according to each country's politics. In 2005 'Lisbon' risked being reduced to economic and labour market reforms (being re-named the 'Jobs and Growth' strategy), but some ground has been re-claimed in subsequent years, with social cohesion and tackling poverty becoming more visible in EU agenda. Nonetheless there are still many short-comings. The links between the national reform programmes (focused on growth and jobs) and the national reports on strategies for social inclusion and social protection are still too weak. There is still a tendency to view social cohesion as arising spontaneously from employment and economic growth, although this has proven not to be the case in many countries.

The political energy and visibility given to the renewal of the Social Agenda and the Open Method of Coordination on social inclusion and social protection will therefore be critical to Eurochild's work over the period of this partnership agreement. Eurochild has a role to play in ensuring that Member States recognise and value the benefits of working at European level to address common problems and the progress that can be made by using the tools put at their disposal through the EU. We will also have to participate in and influence the political processes that lead up to the renewal of the Social Agenda to ensure that it reflects the best interests of children and young people in Europe.

The move away from an EU Constitution towards a revised EU Treaty also clearly demonstrates a shared reluctance towards a common EU identity. The potential opt-outs by three Member States of the European Charter of Fundamental Rights also risks weakening the EU's power and preventing all EU citizens from enjoying equal rights. The Charter includes several references to children's rights. If, as promised, this becomes a legally binding instrument as an integral part of the new Treaty, the EU will be in a much stronger position to put pressure on Member States on the implementation of the UNCRC. However, the possibility of 'opt-outs' is worrying.

Lack of joined-up policy making at EU level

Despite the positive developments on children's rights at EU level, it is still the case that cooperation between the different policy levels at EU level is quite limited. Up until fairly recently, children were virtually invisible on the EU policy agenda, but this has changed dramatically over recent years given

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the focus on child poverty, children's rights, youth inclusion and demography. Children's mainstreaming is one of the objectives of the EC Communication on child rights but it will take time for this to be effectively enforced.

The relative novelty of child-specific policy agenda at EU level is also reflected in the relatively fragmented nature of the NGO sector in this field. There are several NGOs working on specific issues affecting children (such as the European Foundation for Street Children Worldwide, the European Child Friendly Cities network, or the European Child Safety Alliance). There are also other organisations that carry out specific activities or exchange on issues affecting children (European Public Health Alliance on clean environments for children, FEANTSA on homelessness, European Services Network on public services for children). In addition there are several specific child rights organisations that work at a European level, mostly on external issues of development cooperation but also on internal issues (Euronet – the European Children's Network, Save the Children European Alliance).

Eurochild is the only Europe-wide network that brings together both NGOs, public authorities, researchers and ombudsmen in the interest of promoting the welfare and rights of children. The inclusive nature of our membership aims to ensure cooperation and exchange between all stakeholders in the best interests of the child. In this way, Eurochild has a unique role in bringing the EU's Social Agenda to the grassroots level and ensuring its strong connection with the reality on the ground.

5.2. Internal strategic issue identification

These factors (conditions/trends) may involve human resources, financial resources, services provided, internal processes, national members and stakeholder satisfaction, and the institutional culture.

Organisations should be led to answer questions related to the steps foreseen to join their networks; the composition of the Management Board; the internal decision-making process; how members/clients are involved in this; the track record of the networks and their national members; etc.

Specification of these factors will allow you to: 1) identify the potential affect on the organisation; and 2) assess the effect of institutional strengths or challenges to the future development of the organisation and plan accordingly.

a) Governance

Management board

Eurochild benefits from an active management board. Each member holds a position of responsibility within their own national umbrella organisation or network. There is also a good geographical balance with members from Cyprus, Estonia, Finland, Germany and the UK. The members of Eurochild's Management Board are elected every 2 years by the General Assembly. Three members were recently re-elected for a second 3 year period in June 2007. Elections for the other two members takes place in June 2008.

- President: Catriona Williams, Chief Executive, Children in Wales, UK
- Secretary: Ene Tomberg, Member of the board, Estonian Union for Child Welfare, Estonia
- Treasurer: Ninetta Kazantzis, International Relations Secretary and President of the Pancyprrian Coordinating Committee for the Protection and Welfare of Children, Cyprus
- Member: Ulrike Wisser, Project Officer, Arbeitsgemeinschaft für Kinder- und Jugendhilfe-AGJ, Germany
- Member: Maarit Kuikka, International Officer, Central Union for Child Welfare, Finland

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Policy Forum

The Policy Forum is open to all members and meets once a year, alongside the General Assembly. The Policy Forum is supported by a sub-group of Eurochild members that prepare the Forum through a policy working group.

General Assembly

The General Assembly of Eurochild is the main decision-making body of Eurochild and is open to all members. It meets once a year.

b) Human resources

The Eurochild Secretariat is based in Brussels and currently employs 3 people

- Jana Hainsworth, Secretary General
- Anja Härtwig, Information & Policy Development Officer
- Marie Dubit, Office Manager (part time 3 days/week)

In addition, Eurochild takes on regular interns that contribute considerably to the work of the organisation.

Eurochild would like to strengthen its ability to respond to demands for policy inputs. Eurochild wants to give further priority to developing and delivering clear and meaningful policy messages. In view of this need, Eurochild aims to recruit a full-time policy director. Anja Härtwig, currently the information and policy development officer would then move full-time to the position of information and communication. The need for more information time has also been identified during the past year.

Eurochild would also like to strengthen its efforts to recruit new members and support and build capacity among its existing membership, for example supporting cooperation among organisations at national level with a view to developing more national networks. We would therefore propose to recruit a part-time membership development officer.

For the purposes of our three year partnership, Eurochild wishes to have a team of 5 staff members:-

- Secretary General
- Policy Director
- Information & Communications Officer
- Membership Development Officer (part-time)
- Office Manager (part-time)

Financial resources

Eurochild currently receives a core grant from the Community Action Programme to combat poverty and social exclusion covering 90% of its running costs. The remaining 10% is generated through membership fees and contributions from members to our work programme and activities. Eurochild also generates some funding through its information services, for example by writing articles and giving presentations.

As Eurochild grows, so does our need to raise the necessary co-financing. Also Eurochild recognises the need for greater financial autonomy as the European Commission applies the degressivity rule to its functioning grant, decreasing the Community funding from 87% in the first year by 1% each year.

As our membership grows and the services evolve, we fully anticipate being able to generate more co-funding through the income generated by the activities (conferences, information services etc) as well as through membership fees. A working group will be reviewing the whole of the membership processes and this will include considering membership fees according to size and type of membership organisation and the benefits they receive.

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Our finance strategy (see below) also foresees connections with Foundations and other funding sources to support our work.

Services provided

The services provided by Eurochild to its members include:-

- Timely, relevant information about policy developments at European level, funding opportunities, events, Eurochild activities, etc. through Eurochild's weekly Info-Flash and via the Eurochild website
- Opportunities to cooperate and share best practices with child rights organisations and specialists all over Europe
- Possibility to help to shape EU policies affecting children by participating in the development of Eurochild Policy Positions and Joint Statements
- Opportunities to attend Eurochild events at lower fees and access to other events where Eurochild is invited (with travel and participation fees covered for organisations with limited resources)
- Support and advice on EU funding applications and policy developments
- Training activities on Child Rights, EU activities, etc.
- Opportunities to promote their organisation to a Europe-wide audience and the European institutions through Eurochild's network and information services
- Access to Eurochild's growing library on children's issues housed at the Brussels office (list available on request)
- Possibilities to use Eurochild's office facilities in Brussels for meetings (up to 15 people)

Eurochild also provides services to the wider community that are currently free-of-charge. This includes a monthly e-bulletin that is currently distributed to over 2,000 subscribers. Eurochild also writes articles for magazines and journals in several member states as well as the European magazine "Children in Europe".

Eurochild also embraces the ethos of partnership working and has recently taken over the lease of offices and has offered the sub-letting opportunity to organisations in the children's field. This has resulted in the bringing together of Eurochild with Euronet and Save the Children.

Membership

According to Article 4 of Eurochild's Statutes, membership is open to all organisations with a legal personality and individuals who can demonstrate they are able to meet the criteria laid down by the Management Board and approved by the General Assembly.

Full Members include:

- NGO's with an interest in the welfare and rights of children and young people
- Statutory bodies with an interest in the welfare and rights of children and young people
- Academic and research institutions with an interest in the welfare and rights of children and young people.
- Professional Associations with an interest in the welfare and rights of children and young people

Full members have complete membership of Eurochild. Full members set the guidelines and the priorities of the association and make an ongoing contribution to its activities. Full members have full voting rights and are appointed following recommendation by the Management Board plus approval by the General Assembly.

Associate Members include:

- Government Departments

- Any organisation or individual approved by the Management Board, concerned with furthering the objectives of Eurochild

Associate members may take part in the activities of Eurochild. They are kept informed about its activities, and are invited to take part in them on an occasional basis if they are interested. Associate Members have speaking rights but do not have voting rights and are appointed following recommendation by the Management Board plus approval by the General Assembly.

Honorary Members include:

- Any organisation or individual approved by the Management Board, concerned with furthering the objectives of Eurochild

Honorary Members do not have speaking nor voting rights and are appointed following recommendation by the Management Board plus approval by the General Assembly.

The current principles on which criteria for membership, accreditation of members and payment of subscriptions are determined are contained in Articles 4, 5 and 6 respectively of Eurochild's statutes. It states that *'every person or Association desiring admission as an effective member, associate member or honorary member shall make written application in such form and manner as the Management Board may for the time being prescribe.'* A copy of the applicant organisation's statutes or other legal status is always requested. Refusal of membership can be for a number of reasons e.g. lack of legal status or being subject of criminal investigation. Exclusion of members may also be put forward by the Management Board, following due process, as laid down in the statutes.

Applications for membership must be directed to the Management Board duly completed and signed by the representative of the applying organisation. The applications shall be in the standard form available on the Eurochild AISBL's website and be accompanied by the following documents:

- Work Programme of the current year
- Statutes of the organisation (preferably in English or French)
- A list of members and their addresses (if applicable)
- A declaration accepting the Eurochild's joint declarations

The Management Board can provisionally accept or reject a membership application, which is then subject to final approval by the General Assembly.

Eurochild's membership has been steadily growing since its establishment in April 2004. By January 2006, Eurochild had 32 members from 16 countries (15 EU countries + Albania), which increased to 39 members from 19 countries (18 EU countries + Albania) in January 2007. By July 2007, Eurochild has reached **47 full members in 24 countries** (22 EU countries + Albania and FYRO Macedonia).

Eurochild has many different types of organisation in full-membership of Eurochild. These include:-

- Europe-wide organisations or networks (5): Aflatoun Child Savings International; SOS Kinderdorf International – Intercontinental Office of Western Europe; European Non-Governmental Sports Organisation for Youth; Europe's Children Our Concern; Dyslexia International – Tools & Technologies (DITT).

These organisations are important to Eurochild's work both in terms of their geographic spread and the specific issues on which they bring particular expertise. This includes expertise on financial education that can play a key role in breaking the intergenerational inheritance of poverty (Aflatoun); working with the most vulnerable families and children to prevent children being taken into care and quality of out-of-home care should this be unavoidable (SOS Children's Villages); and the particular problems of social exclusion faced by dyslexic children (DITT).

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- National umbrella organisations or networks (12): The Pancyprian Coordinating Committee for The Protection and Welfare of Children (PCCPWC) - Cyprus; Joint Council for Child Issues (Børnesagens Faellesråd) - Denmark; Estonian Union for Child Welfare - Estonia; Central Union for Child Welfare - Finland; Arbeitsgemeinschaft für Jugendhilfe (AGJ) Child and Youth Welfare Association - Germany; Child Rights Alliance - Ireland; Children in Northern Ireland, Children in Wales, Children in Scotland, National Children's Bureau, the National Council of Voluntary Child Care Organisations, NIPPA-The Early Years Organisation - UK.

The political importance of these members at national level is undisputed. Several of these umbrella organisations themselves have hundreds of members. For example in separate jurisdictions within the UK (England, Scotland, Wales and Northern Ireland), and in countries such as Finland, Estonia, Germany, and Cyprus, the Eurochild member is the only national membership organisation within their country and so are the most influential organisations at national level in matters affecting children and particularly in relation to children and young people who are socially excluded. The umbrella bodies in Finland, Wales, Scotland, England, Northern Ireland and Germany, include not-for-profit statutory sector members such as local authorities, municipalities, statutory health bodies and academic and professional institutions and bodies. This means that they are able to promote policy change directly to local authority level and professional networks as well as to governments.

- National organisations (21): The Children's Human Rights Centre of Albania; Voralberger Kinderdorf - Austria; Social Activities and Practices Institute - Bulgaria; Tallinn Child Support Centre - Estonia; Mannerheim League for Child Welfare, Pesapuu Ry-Centre of Expertise in Child Welfare - Finland; Connect Helpline, Panhellenic Association of One Parent Families - Greece; Family, Child and Youth Association, Kev Konal Gyermekkrizis Alapitvány, National Association of Large Families - Hungary; Arts for Peace Foundation, Barretstown, One Family - Ireland; Istituto degli Innocenti - Italy; Latvian Save the Children - Latvia; Association PAVEL - Romania; National Centre for Equal Opportunities - Slovakia; Association for Children and Parents (SEZAM), Ecological-Cultural Association for a Better World - Slovenia; National Youth Institute - the Netherlands, Barnardo's Northern Ireland - UK.

Many countries do not have national networks or umbrella organisations. In some countries the national organisation in membership of Eurochild has a coordinating role and can therefore ensure access to many different organisations and offer cross-sectoral expertise. This is the case in the Netherlands, where the National Youth Institute plays a key role in linking Eurochild to national policy developments and is able to connect to good practice examples across the country. Other members are involved in nationwide practice and research, therefore providing a unique insight into national developments - eg. Social Activities and Practices Institute in Bulgaria, the Family, Child and Youth Association in Hungary, or the Istituto degli Innocenti in Italy.

- Local organisations (3): Minor Ndako, Young Lives/Toekan - Belgium; CEBI - Foundation to Communitarian Development - Portugal.

Although these organisations operate locally they have provided unique insight into the reality on the ground facing particular groups of excluded children. Minor Ndako works with unaccompanied minors, Toekan with children and young people coming out of institutional care, and CEBI with children in care and those from social excluded backgrounds in an integrated community setting. These organisations have also proved useful in gaining access to other organisations at national level (for example, CEBI has been instrumental in bringing together Portuguese organisations to discuss further collaboration on a national level).

- Statutory bodies (3): Department for Children's and Juvenile Affairs of the City of Aarhus - Denmark; Foundation for Social Welfare Services - Malta; Örebro Regional Development Council - Sweden.

Eurochild is the only EU-wide network working on children's issues that includes both non-governmental organisations and not-for-profit statutory bodies. This approach is part of the Eurochild vision to cross traditional organisational and disciplinary boundaries to exchange expertise and

information in the best interests of the child. Local authorities and municipalities are key service providers for the most excluded children and young people and their families – particularly true in Scandinavian countries. For this reason it is considered important to build membership from this sector. Member organisations from Sweden and Malta have been particularly active in participating in Eurochild's activities.

- Children's ombudsmen (2): Luxembourg Ombudsman for Children; The Office of the Commissioner for Children - Malta

Ombudsmen for children are key actors in promoting and protecting the rights of the child across the EU. Ombudsmen for children now exist in 21 EU countries, and together they have formed their own network – ENOC (European Network of Ombudsmen for Children) comprising 27 members. Eurochild works closely with this network in view of the implementation of the EC's recent Communication "Towards an EU strategy on the rights of the child". Nonetheless, Eurochild acts as an important source of information for Ombudsmen for Children. They too can feed into Eurochild's work programme through providing another independent perspective on the situation of children in their countries.

Eurochild currently has no full member in France, Spain, Poland, the Czech Republic or Lithuania. However, Eurochild has associate members in Poland and Lithuania – researchers in the field of child poverty and children's rights. Eurochild has also strong contacts with organisations in France, Spain and the Czech Republic. For example, the Fondation d'Auteuil (France) participated in the members exchange seminar in Belfast in April 2007, while organisations from Spain and Czech Republic participated in the review of the national reports on strategies for social inclusion and social protection in 2006. A major future priority will be to secure active, full members from these countries.

In addition to the 47 full members, Eurochild has 8 'associate members'. Six of these associates come from academic institutes (Universities or research centres) and they have been recruited in order to ensure a closer link between Eurochild's policy activities and research. The two other associate members include an independent consultant working on children's rights and the Velux Foundation that have joined Eurochild to keep informed of activities.

Eurochild also has one Honorary member – Professor Eugeen Verhellen – who has been instrumental in promoting children's rights in Europe and has played a supportive role in development of Eurochild.

NOTE: Eurochild has recently established a membership working group chaired by Maarit Kuikka – board member and international policy officer in the Central Union for Child Welfare – Finland. The role of this group will be to review the current membership and the membership benefits. The group is made up of representatives from each of the different types of members (umbrella bodies, national organisations, statutory bodies and research organisations). The group will work on recommendations for the creation of different categories of membership to the General Assembly in June 2008.

Stakeholder satisfaction

Eurochild carries out regular surveys of its membership to get feedback on how they are using and benefiting from Eurochild's services.

The last survey carried out in March-May 2007 gave the following results:-

- All respondents found Eurochild's activities in members' exchange and capacity building useful. 62% found it 'very useful', 39% 'useful'.
- Regarding the information services, the Weekly Info Flash is by far the most useful service for members, with 78% of respondents finding it 'very useful'.

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- The e-bulletin was considered 'very useful' by 60% of respondents, while the website by only 33% of respondents. However, 67% found the website useful. This was expected as the website has most hits from external users. This may change as the 'members-only' web pages are further developed and used by members.
- Concerning Eurochild's advocacy work, 68% found it very useful, and 32% useful.

Institutional culture

It is important to recall that Eurochild is still a relatively young network. Registered as an international NGO on 26th April 2004, Eurochild has expanded considerably since being set up and has undergone a number of organisational changes. These include expansion of the Management Board from 3 to 5 members in 2005, establishment of the Policy Working Group and Policy Forum, changes in the Secretariat (the current Secretary General took up post in January 2006) and of course, expansion in the number, type and geographical coverage of the membership.

The next 3 years will be a critical period in Eurochild's evolution. As well as strengthening Eurochild activities including information and advocacy work, the organisation will invest considerable effort in the development of its institutional structures and formalisation of internal procedures. It is foreseen that during Year 2 of the partnership agreement (2009), Eurochild will start a facilitated process to develop a 3-year strategic plan for the organisation as well as a review of internal procedures including staff training for the secretariat, and a review of governance structures.

The above internal and external strategic issues are summarised in the following table, indicating the strengths, weaknesses of the organisation (internal issues), and the opportunities and threats (external issues).

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External	<p align="center">Opportunities</p> <p>Strong political commitment across the EU to address the causes & symptoms of child poverty. Readiness for policy report & investment.</p> <p>Good mechanism for formal cooperation between MSs through the OMC on social inclusion & social protection</p> <p>High profile assured through the European Year against Poverty and Social Exclusion (2010)</p> <p>'European Alliance for Families' offers another route for exchange of best practice to support policy reforms in field of family policies</p> <p>EU is starting to develop an EU Strategy on the Rights of the Child, that will strengthen mainstreaming of children's rights across EU policies</p> <p>Greater recognition of investment in early years as a means of promoting inclusion & equal opportunities</p>	<p align="center">Threats</p> <p>Uncertainty surrounding the final Treaty Reform for the EU, that could & should provide a stronger legal basis for working on children's issues at an EU level</p> <p>Possible opt-outs of the social clauses & Charter of Fundamental Rights by some MSs</p> <p>Difficulty to ensure the relevance of EU policy development to national policies in some countries, especially where social inclusion & child & families policies are devolved to regional government.</p> <p>Changing political priorities in MSs according to government changes. Varying level of commitments to the OMC on social inclusion and social protection</p> <p>Horizontal nature of children's policies means that the work of several DGs in the European Commission touches on the well-being & inclusion of children. These are not always coordinated.</p> <p>There are several NGO /public sector networks working at EU level on children's rights. It is important these networks collaborate to ensure maximum effectiveness.</p>
Internal	<p align="center">Strengths</p> <p>Expanding membership</p> <p>Good geographical coverage</p> <p>Committed & active Management Board</p> <p>Influential national platforms in membership from CY, DK, EE, FI, DE, IE, NL, UK</p> <p>Influential in the EU institutions</p> <p>Active & regular contribution of 15 member organisations in Eurochild's Policy Working Group</p> <p>Excellent information services that are well received by members</p> <p>Strong track record in ensuring the link between the OMC on social inclusion & national policy developments</p>	<p align="center">Weaknesses</p> <p>Relatively young network where internal structures & procedures are still evolving</p> <p>Work on formal procedure/criteria to assess new member applications being developed by working group but challenging to meet the needs/structures etc across all EU countries</p> <p>Members have very diverse interests</p> <p>Not all members are 'active' i.e. they do not have the capacity to contribute to policy development, information, representation etc.</p> <p>English is currently the working language. This limits participation from members with limited English & accessibility of information.</p>

	<p>Commitment of Eurochild members to co-fund our activities through membership fees & contributions to the work programme</p> <p>Facilitated closer working opportunities with like-minded networks, through sub-letting arrangement</p>	
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6.- Goals and objectives

Be aware of the common and area-specific priorities that have been identified in the Call for proposals VP/2007/013. This includes the promotion of gender mainstreaming, the accommodation of the needs of disabled people, but also the integrated nature of PROGRESS in terms of possibilities of cross-cutting work.

Those priorities will have to be translated as well in terms of goals and objectives in your strategic plan.

Goals provide the foundation for organisational decisions and actions and are consistent with the institutional vision, values and mission. Goals should relate to the expectations and requirements of all your major stakeholders, including employees, and should reflect the underlying reasons for running the organisation. Goal statements may still reflect a high level of generalisation within this context – limited specificity and ability to measure. Goal statements are characterized by specification of:

Ø *Action: to achieve, to improve*

Ø *Means: by, with*

Ø *Target: who, what*

Objectives are more specific and provide measures that provide indicators of progress toward goal achievement. These are specific interim or ultimate time-based measurements to be achieved by implementing strategies in pursuit of the organisation's goals. Objectives should be quantifiable, consistent, realistic and achievable and they shall be fixed for the horizon 2011.

GOALS

Eurochild has identified the following four goals that reflect Eurochild's underlying vision, mission and values:-

(1) The Eurochild network aims to be an effective interlocutor between the regional, national and EU level policy development affecting children and in particular on policies related to children who are socially excluded or living in poverty. This will be achieved by expanding Eurochild's membership, supporting cooperation between member organisations at national/regional level, and strengthening members' participation in Eurochild's policy and advocacy work and capacity building activities. The main target for this goal is the Eurochild member organisations.

(2) The Eurochild network aims to support member states strengthen their commitment to reducing and eventually eradicating child poverty on the basis of child rights approach. This will be achieved by developing and implementing an influencing strategy involving members and external partners targeted at regional, national and European policy makers. Eurochild will also support members' advocacy work at regional and national level with information and advocacy tools.

(3) The Eurochild network aims to strengthen its position as a central repository of expertise and experience on effective, evidence-based approaches to tackling child poverty and social exclusion using a child rights approach. This will be achieved by strengthening its relationship with academic experts and research centres and providing timely, relevant and tailored information to policy makers, members and other key stakeholders.

(4) The Eurochild network aims to facilitate the direct participation of children and young people who themselves may be experiencing poverty or social exclusion in the development, implementation and monitoring of policy processes. This will be achieved through supporting and promoting effective participation methods and structures within Eurochild's member organisations and integrating children and young people into the decision-making process of Eurochild. The target for these activities will be member organisations and children and young people themselves.

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OBJECTIVES

The following specific objectives will allow Eurochild to measure its progress towards the above specified goals. They are quantifiable, consistent, realistic and achievable and are fixed for the horizon 2011.

Goal 1: Eurochild becomes an effective interlocutor between the regional, national and EU level policy development affecting children and in particular on policies related to children who are socially excluded or living in poverty

Objectives:-

1.1 Increase Eurochild membership

Eurochild aims to increase the number and type of organisations in membership of Eurochild. This will start with a review of current membership in relation to membership benefits, the different interests and contributions of existing members and Eurochild's membership services. This will be carried out by the membership working group that brings together the different types of member organisations. The membership review will help to identify gaps in membership, as well as a marketing strategy to help recruit new members from the different types of organisations that can benefit from Eurochild's services and help to strengthen Eurochild's impact in Member States.

Eurochild expects to increase membership by at least 10 organisations/year, bringing the total number of members to 77 members by 2011.

1.2 Ensure Europe-wide coverage of Eurochild's activities

Eurochild aims to achieve Europe-wide coverage for its activities. Particular effort will continue to be invested in recruiting members from those EU Member States where Eurochild currently has no full member: France, Spain, Poland, the Czech Republic and Lithuania. In addition, Eurochild aims to increase membership from candidate countries to the EU (Croatia and Turkey) as well as from the European Economic Area (Norway and Iceland). Eurochild also has an interest to build membership in neighbouring European countries (from the Balkans and the Commonwealth of Independent States) since we believe there is considerable potential for improving the situation of children living in poverty and social exclusion in these regions, by learning from the exchange within the EU.

By 2011, Eurochild aims to have members from all 27 Member States, plus Croatia and Turkey.

1.3 Support cooperation between Eurochild members within each Member State, where possible helping to build national networks of children's organisations

To ensure an effective voice for children at national level, it is important to build partnerships and platforms for cooperation between organisations working with and for children living in poverty or social exclusion within individual member states. Such partnership and cooperation platforms will help to give maximum impact to EU policy development, as national platforms can influence the national agenda more effectively. It will also help to improve Eurochild's understanding, and that of the EU, of the situation of children in each MS, by bringing together the different experiences of organisations and ensuring a more holistic and accurate picture.

Eurochild can help to facilitate national cooperation by bringing in the experience and expertise of other national networks, and by providing the impetus for collaboration – for example to support a joint response to the national reports on strategies for social inclusion and social protection.

This objective will be measured by the number of joint responses at national level to specific EU policy initiatives. Eurochild also expects that by 2011 two or three national children's networks will have been set up or strengthened, with the support or inputs from Eurochild.

1.4 Strengthen members' participation in and ownership of Eurochild's activities

Strengthening the participation of Eurochild's members in the activities and outputs of the network is absolutely critical for its credibility and effectiveness. Eurochild has a good track record in involving

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its members, and this remains a core value of the network. However, over the 3 years of the partnership agreement, Eurochild aims to put in place new internal structures and operating mechanisms that will further ensure their involvement and ownership of the network.

These structures will evolve and change over the three years – particularly in the light of the planned membership review (2007-2008) and the strategic planning process (2009-2010). However, as a result of the membership evaluation survey, discussions within the Policy Working Group, and the planning undertaken by the Management Board, Eurochild initially proposes to introduce the following changes to its internal structures to strengthen membership participation.

- a) Thematic working groups – these groups will bring together Eurochild members that have a specific interest and commitment to engage in more detailed exchange of information and practice on a particular aspect of child poverty and social exclusion. Each group is expected to have a chair and vice-chair from within the membership who will steer the content and work of the group. They will be supported by the Secretariat and where necessary an external expert who can provide additional expertise on that specific theme. The groups aim is to translate the discussions within Eurochild into a *concrete form*. In other words, members will be encouraged to bring in hard-evidence of how strategies or policies put in place have changed the lives of children and/or their families for the better. It will help in mutual learning and the transfer of experience from one Member State or region to another. It will also help Eurochild to be a more effective interlocutor on specific aspects of child poverty or the policy approaches that should be used to address the problem. Each thematic group may use different working methods – for example a combination of membership exchange seminars, web-based discussion fora, staff exchanges, briefing papers, or peer reviews. In the first instance Eurochild expects to have four thematic working groups working in parallel. They will focus on:
 - Participation of children and young people experiencing poverty and/or social exclusion (see Goal 4)
 - Early years' education and care and its rôle in mitigating poverty and educational disadvantage
 - Support for families most at risk of exclusion – looking at strategies to identify, engage with & empower these families
 - Health and health behaviour of children and young people at risk of poverty and social exclusion
- b) Membership working group - As already mentioned above, the membership working group will review the current membership and the membership benefits. The group is made up of representatives from each of the different types of members: national umbrella bodies, national organisations, statutory bodies and research organisations. They will put together a proposal to the General Assembly 2008 on the re-organisation of Eurochild's membership structure, including (if necessary) proposing different membership categories according to their (1) expectations from membership (2) capacity to contribute to Eurochild (3) membership benefits.
- c) Observer member to the management board – Conscious of the need to ensure continuity on the management board, a better gender balance, and a stronger link between Eurochild management structures and policy work, the management board proposes to introduce the role of 'observer' member to the management board. This member will also be responsible for chairing one of the thematic groups to ensure the link with the policy work of Eurochild.

1.5 Build members capacity in the field of advocacy and use of EU funding to improve the lives of children and young people


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such as safety/fear of crime, mental health and self esteem, social relationships/capital, access to transport etc. While we cannot pre-empt the outputs from the Task Force for child well-being, we hope that they will propose clear, concrete recommendations both to member states but also at EU level that will improve the EU's capacity to monitor the real-lived experiences of children.

An area that still requires considerable development is how to ensure such indicators are informed by children themselves – both with regards to the selection of indicators and to the collection of data. This is an area where Eurochild members hope to have a key involvement. Their work should also feed into on-going work on material deprivation indicators which the EU plans to integrate into the EU SILC (the main EU survey used for data on poverty and social exclusion) by 2011.

- Inputs to the annual Round Table on poverty and social inclusion organised in the frame of the EU Presidency

The Round Table is a major event on the EU's social inclusion calendar. Bringing together all the different stakeholders – government, civil society, researchers, EU institutions – this represents an important opportunity to strengthen cooperation and consultation in the EU and national policy making processes. Eurochild has played an important role in past events, and hopes to do so in the future.

- Inputs to the 2010 European Year against Poverty and Social Exclusion

This will be a key landmark in Eurochild's 3-year partnership agreement. The Year represents an important opportunity for raising awareness about poverty – and in particular child poverty – and bringing good examples on how best it can be tackled. Eurochild's advocacy work and its support for members will build up towards a year long campaign that will include ensuring media coverage (objective 2.7 – see below)

The above activities will be measured in terms of outputs from Eurochild's work programme.

2.2 Ensure progress within Member States through an effective monitoring system

Eurochild aims to develop a system through which Member States' progress in tackling child poverty and social exclusion can be monitored. Eurochild has agreed four key recommendations from its earlier analyses of the national reports on strategies on social inclusion and social protection. These will be monitored systematically:-

- Agreement on clear targets for reducing child poverty – Eurochild has recommended that these be set both at EU and national level. Eurochild will monitor the extent to which this is happening and, where targets have been set, the extent to which Member States (& the EU) are meeting their targets.
- Clear indicators to measure child well-being – Eurochild will monitor the extent to which the recommendations of the Task Force on child well-being are adopted by Member States and the EU, pushing for a more child-centred approach if necessary.
- Links between the UNCRC and policies to tackle child poverty and social exclusion –The UNCRC provides the most comprehensive and holistic framework for policies affecting children. That is why Eurochild advocates that it acts as the basis for any strategy against child poverty. Eurochild will continue to monitor whether recommendations from the UN Committee on the rights of the child are taken into account in national policies.
- Involve children themselves in developing, implementing & monitoring policies to tackle child poverty & social exclusion - Eurochild will monitor the extent to which children themselves are consulted in policy development, implementation and monitoring. This is critical in order to ensure recognition of children as citizens and their right to be heard in all matters affecting them – as stated in Article 12 of the UNCRC.

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2.3 Strengthen integrated policy making at national and EU level JANA – probably need to be specific about what actions we might take to influence politicians

As has been highlighted, policies affecting the well-being of children cut across whole range of policy areas. While Eurochild recognises the important of maintaining strong links with government ministries responsible for social affairs - the key stakeholders in the OMC on social inclusion and social protection - they are by no means the only policy makers that can directly influence policy reform and investment targeted at children living in poverty or social exclusion. Eurochild also aims to maintain and further develop its contacts with officials across the different DGs of the European Commission, as well as with Members of the European Parliament who are key players in influencing the debates at EU level.

Basing its work on the UNCRC, Eurochild recognises the indivisibility of all child rights and we aim to bring this message to EU and national level policy making. The particular areas of focus will be:-

- Integrated child and youth policy – Social inclusion and citizenship are major priorities of the EU's youth policy as stated in the White Paper on Youth Policy. The EU, lead by DG Education and Culture, has an on-going peer review on participation practices of young people from disadvantaged backgrounds, and a developed mechanism for the structured dialogue between the EU institutions and young people themselves. The EU defines 'young people' as those aged 15-25, which therefore overlaps with the definition of children in the UNCRC (0-18). Furthermore, Eurochild's members often work with young people over 18, especially those in particularly vulnerable situations (young people leaving institutional care, young disabled, young people in conflict with the law, teenage mothers). It is therefore very important that Eurochild supports EU policy in the youth field to ensure its mutual re-enforcement of objectives set under the OMC on social inclusion.
- Better links to social protection including health services - An important outcome of the 'streamlining exercise' that took place after the evaluation of the Lisbon strategy in 2005, is the closer alignment of social inclusion and social protection policies at EU level. This is important in the field of children's rights due to the inevitable link between modernisation of social protection services and equality of access and equality of outcomes for children. A key part of our activities will therefore focus on how children living in poverty and social exclusion are affected by changes in service provision across the EU, and ensuring that policies to modernise the social protection reinforce efforts to tackle poverty and social exclusion.
- Education and lifelong learning – Recommendations regarding education and lifelong learning promise to have a strong impact on furthering our goal of maintaining a strong commitment to tackling child poverty and social exclusion. The emphasis on investment in high quality early years care and education, supports Eurochild's view that this is one of the best ways to overcome inequality of opportunity and educational disadvantage. Furthermore, policies strengthening life-long learning and training, can provide a key means of helping families out of poverty. There is also growing recognition of the need for training and support for parents to strengthen parenting skills - particularly of those most at risk of poverty and exclusion.
- Family policies – Given the steady decline in birth rates across the EU, member States are keen to exchange policies and practice on promoting a better work-life balance and supporting families have the desired number of children. Clearly the rights of the child – particularly the rights of those children living in poverty and social exclusion – must be protected. In most cases, policies that support family life also act in favour of the child's well-being. However, Eurochild has a role to ensure that child poverty and social exclusion does not get hidden in this agenda.
- Child rights – Mainstreaming child rights into all EU policy and action is one of the objectives of the EU's Communication "Towards an EU Strategy on the Rights of the Child". Eurochild can test this commitment through its work to strengthen the links between the UNCRC and child poverty strategies at national and EU level.

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2.4 Strengthen collaboration and build strategic partnerships to influence policy at EU level

Eurochild considers that providing clear, relevant inputs to each of the policy areas above will have added value, both to the quality of the policy making and to the outcomes for children and young people on the ground. Nonetheless, Eurochild is keenly aware of the need to collaborate and work closely with other European networks that have particular expertise in the areas identified above. This collaboration and more formal strategic partnerships in some cases will help to avoid duplication of effort and capitalise on the particular strengths of Eurochild and other networks. In the first instance, Eurochild is exploring the possibility of the following strategic partnerships:-

Children in Europe – a network of national magazines specialising in early years education and care. This network comprises a wealth of knowledge and expertise regarding early years services. Bringing this to the heart of Eurochild's policy work will give a stronger evidence base to our work. As Children in Europe focuses on universal services, Eurochild aims to bring a particular focus on how early years education and care mitigates against poverty and social exclusion.

Europarent – a network set up to promote training in parenting skills – particularly for families at risk – previously funded under the Leonardo programme. This partnership will provide inputs to Eurochild's thematic work regarding support for parents and families at most risk of social exclusion.

In addition to these strategic partnerships, Eurochild plays an active role in the following platforms:-

- Social Platform: Eurochild is active in the steering group, Social Policy Working Group and Fundamental Rights Agency Working Group
- European Anti-Poverty Network: European organisations, 6th People Experiencing Poverty conference (German presidency), review group on social inclusion, task force on structural funds
- NGO Action Group on the EU Strategy on the Rights of the Child: comprising 8 Europe-wide or international NGOs, this informal grouping collaborates to ensure the most effective follow-up to the Communication on child rights.

Eurochild will also seek to collaborate with other European networks where we share the same goals or can complement each others' activities. Obvious partners would be other key networks funded through the PROGRESS programme. In the past Eurochild has worked together with the European Services Network, FEANTSA and Caritas. Eurochild would be particularly interested to strengthen its work with those networks focusing on inclusion and non-discrimination of ethnic minorities, including the Roma, and people with disabilities. In each case, children face particular barriers to inclusion and targeted interventions that are non-stigmatising are often the most effective in helping them out of poverty and social exclusion. It would be interesting and valuable to pool the expertise of the different networks in understanding the dynamics of exclusion and the best approaches to tackle it.

Eurochild also recognises the importance of working in partnership with other children's rights networks and NGOs. A strong collaboration has been forged in the frame of the NGO Action Group on the EU Strategy on the Rights of the Child. Eurochild is also building special links with Euronet - the European Children's Network. So far, this has involved several meetings between the Management Board members of each network and a number of joint activities such as joint position papers and a joint event in the European Parliament in October 2007. This relationship is expected to further evolve over the coming 3 years. Our collaboration is also helped by the fact that Euronet sublets office space from Eurochild, which facilitates informal contact between the two Secretariats.

2.5 Support the development of multi-stakeholder partnerships at regional/national level

In addition to collaboration at EU level, it is important to strengthen collaboration between different stakeholders at a national level. The objective to support cooperation between Eurochild members at national level – with the possible formation of national networks – is highlighted above (objective 1.3).

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However, it should also be stressed that other partnerships may be necessary at national level, for example with the national EAPN network, or municipalities. Eurochild will develop and disseminate examples of good practice about how such partnerships have lead to better policy reform and investment that would otherwise be the case.

2.6 Support and strengthen national advocacy through Eurochild membership

National advocacy work is key to achieving our goal of maintaining commitment to reducing (and eventually eradicating) child poverty in the EU. Eurochild has a key role to inform, guide and support national advocacy through the provision of timely, relevant information, policy briefings and where needed, templates for letters and campaign material. This will become increasingly important as we run into 2010 – the European Year against Poverty and Social Exclusion – where we expect to ensure a high profile for child poverty.

2.7 Develop and implement an effective media strategy

Few would deny the impact of the media in influencing public opinion and policy making. So far Eurochild's work with the media has been limited to a few specialised magazines and journals and an occasional interview. Development of a network of media contacts and ensuring they are fed with newsworthy articles and information requires considerable investment of time and resources. Closer links between Eurochild and its members' media activities will be developed, for instance with the members that host the End Child Poverty Campaigns in the UK.

With an eye on the European Year on Poverty and Social Exclusion, Eurochild aims to pilot a media strategy in one or two countries in 2008-2009 and then support members in other member states develop such media strategies in 2010.

The type of media is also important. Eurochild plans to produce a short video (similar to that produced during the UK Presidency of the EU in 2005) to help get our message across in an accessible and attractive way.

Goal 3: Strengthen Eurochild's position as a central repository of expertise and experience on effective, evidence-based approaches to tackling child poverty and social exclusion using a child rights approach

Objectives:

3.1 Promote stronger evidence-based policy making

Eurochild has already built up a wealth of expertise through its work over the last 4 years on the OMC on social inclusion and social protection. Eurochild policy and position papers also always aim to be backed up with 'official' facts and figures. Nonetheless, this is an area that can be strengthened in the future, particularly with the added resources of a full-time policy director.

Eurochild's role is to keep track of all relevant EU facts and figures (demographic change reports, proposed annual report on child and youth policy, supporting documents to the Joint report on social inclusion and social protection, Eurobarometers, etc.) as well as national policy documents.

On selected themes (described above) Eurochild will play a key role in collecting information on good practice and policy making, backed up by research and evaluation concerning their impact and effectiveness.

This work will provide the basis for policy briefings and/or responses to EC policy development.

3.2 Build a network of Eurochild research associates

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Eurochild has already begun to build a network of research associates that are working on issues of child poverty and social exclusion and who can provide inputs to Eurochild's policy work. Eurochild aims to expand and make better use of this network over the duration of the partnership agreement to better understand the situation of children in each country and disseminate the results of applied research being carried out on policy responses.

3.3 Strengthen mutual learning between member organisations

A key role of Eurochild is to strengthen mutual learning among members and other stakeholders. This means not only exchanging information and expertise, but rather supporting the potential adaptation of concepts or practices into another geographical or sectoral context.

Eurochild's mutual learning activities will be strengthened through the thematic working groups as described in Objective 1.4. These groups will focus on the *concrete*, i.e. how strategies or policies put in place have changed the lives of children and/or their families for the better.

3.4 Provide timely, accurate and relevant information for members

A key strength of Eurochild's current activities is its information services for members. Over 75% of members find the weekly Info Flash 'very useful'. Such a service provides a vital information flow from EU level to the national and regional levels. It keeps members informed of policy developments, as well as funding opportunities, events, and potential project partners. This service will be continued and improved based on an external evaluation of Eurochild's information and communication services.

An area in which Eurochild is currently less strong is the exchange of information between members i.e. from members to Eurochild to members. Eurochild will explore ways of improving this exchange either via the website or its information materials (info flash, e-bulletin or newsletter).

3.5 Provide timely, accurate and relevant information for policy makers

The provision of timely, accurate and relevant information for policy makers is linked strongly to Objective 3.1 above. It will depend on strengthening Eurochild's capacity to analyse, consolidate and re-formulate information and research into Eurochild policy and positions that reflect our overall mission, vision, values and goals.

This objective is also closely linked to Objectives 2.1 and 2.2 – reflecting Eurochild's ability to monitor and provide effective policy inputs not only to the OMC on social inclusion and social protection, but also into a range of other policy areas highlighted above that will have an important impact on policies targeted at reducing child poverty and social exclusion.

3.6 Raise wider public awareness of the EU priorities and actions on children and young people in Europe

Eurochild already produces several communication tools targeted at a wider audience of stakeholders. These include the website, the monthly e-bulletin (currently distributed to over 2,000 subscribers) and a bi-annual newsletter.

Eurochild aims to carry out an external evaluation of its information and communication tools in 2007-2008. Recommendations of this evaluation and the recent results of Eurochild's membership survey, will feed into proposals for improvements to these three information tools. Eurochild will also take into account the need to raise financial resources and the possibility of charging for its information sources (see point 8 below).



Goal 4: Eurochild facilitates the direct participation of children and young people who themselves may be experiencing poverty or social exclusion in the development, implementation and monitoring of policy processes

Objectives:

4.1 Support the development of child participation within Eurochild's membership

Child and youth participation is fundamental to everything that Eurochild does and the values it aims to uphold. The current state-of-play in most Member States is that the views and needs of children and young people are interpreted and relayed through adults and they fail to recognise children and young people in their own right or to validate their own perceptions and experiences of poverty. As a result, all too often Member States place an over-riding focus on the future adult and their future economic potential, rather than on child well-being in the present.

For that reason Eurochild will seek to promote 'model' practices of how children and young people can be involved and be heard in policy-making processes.

This will be achieved primarily through the proposed thematic working group on child and youth participation. The aim will be to share concrete examples of how the most vulnerable and excluded children and young people are being involved, with a view to promoting the adaptation of good practice into other geographical or sectoral contexts (mutual learning).

4.2 Integrate children and young people gradually into Eurochild's decision-making process

To best reflect Eurochild's values, the voices of children and young people should also be integrated into Eurochild activities and decision-making. Direct participation of children requires a fundamental re-organisation of internal structures and working practices and at least in the short-term may not add significant value to the outputs or outcomes of Eurochild's work. Nonetheless it is a long-term objective of Eurochild that over the duration of the 3-year partnership agreement, Eurochild will strengthen the direct involvement of children and young people facing poverty or social exclusion through its membership organisations. The exact mechanisms through which this will be achieved have yet to be decided, and will be subject to discussion by the thematic working group. However, one possible route might be through the development of a network of peer educators – young people who can work with Eurochild to influence our policy development and act as advocates in their own country/region.

7. Strategy

What are the actions (or intended actions) to achieve the goals and objectives of your organisation? There is usually more than one way (strategy) to achieve institutional goals and objectives. Thus selecting between alternative strategies is a major component of the strategic planning process.

The following tables list the intended actions to achieve the goals and objectives of Eurochild. In the planning and implementation of these activities, special consideration will be given to issues of inclusion and accessibility, particularly for people with disabilities. For example in the preparation of events, Eurochild will ensure the accessibility of the venue and information material prior to, and during the events. Eurochild's information and communication tools will also be designed with accessibility in mind.

Goal 1: Be an effective interlocutor between regional, national and EU level policy development affecting children – and in particular on policies related to children who are social excluded or living in poverty

<i>Objectives</i>	<i>Activities</i>
Increase Eurochild membership	<ul style="list-style-type: none"> • Develop & implement a membership recruitment strategy based on the conclusions of the membership working group – that will review the needs, benefits, fees & categories of Eurochild's existing membership • Establish part-time position of membership officer responsible for supporting the membership working group and implementing the recruitment strategy agreed upon. She/he will also be responsible for developing promotional materials, following-up with prospective members and maintaining the membership database • Maintain, update and improve the membership database including information on members activities and main areas of interest • Conduct annual surveys on membership satisfaction of Eurochild services • Initiate a strategic planning process involving all members in the review of Eurochild mission, goals, objectives and activities (2009-2010)
Ensure Europe-wide coverage of Eurochild's activities	<ul style="list-style-type: none"> • Organise information events in countries where Eurochild has few or no members – linking where possible to existing events such as the Social Platform networking meeting in new member states • Develop an information pack and presentation materials that existing members can use when attending external meetings and events • Strengthen links with researchers and government representatives in countries with few members to support Eurochild's recruitment activities & the development of national networks
Support national networks / cooperation	<ul style="list-style-type: none"> • Support members interested in setting up national coalitions on specific policy issues through training and guidance on policy and advocacy work (see building membership capacity) • Develop examples of good practice in national cooperative working – for example, profiles of different platforms or examples of partnerships working on specific policy issues • Provide speakers or trainers from countries where such platforms or national coalitions exist to support the development of national networks
Strengthen membership participation & ownership	<ul style="list-style-type: none"> • Establish thematic working groups on areas of specific interest to members. Members will be elected to take the positions of chair/vice-chair of each working group to ensure stronger membership ownership and leadership. Support the working groups through external consultant support, background papers, virtual collaboration and information resources, and secretariat support for the organisation of meetings, events, production of reports and publications etc. • Build on the results of the conclusions and recommendations of the membership working group related to membership categories and recommendations regarding membership benefits and participation in Eurochild activities • Create new post of 'observer' member to the Eurochild board, to enable stronger participation from members in

	the management and decision-making processes of Eurochild.
Build membership capacity	<ul style="list-style-type: none"> • Develop and implement a training programme for Eurochild members and prospective members. This will focus (at least initially) on building national advocacy capacity related to child poverty and social exclusion, and on the use and access to EU funds – e.g. use of Structural Funds for activities targeting children and young people. • Develop guidance notes and tool kits to support advocacy work by members within EU member states.

Goal 2: Influence policy to ensure that Member States and the EU strengthen their commitment to reducing (and eventually eradicating) child poverty and social exclusion on the basis of a child rights approach

<i>Objectives</i>	<i>Activities</i>
Push for policy reform & investment through effective use of the OMC on social inclusion and social protection	<ul style="list-style-type: none"> • Build good relationships with key decision makers, in particular government representatives in the Social Protection Committee, officials in the member state's Permanent Representations to the European Council, Members of the European Parliament, and EC officials • Support members involvement in the preparation of the next round of national reports on strategies for social inclusion and social protection through providing information and guidance notes • Provide inputs to the Peer Review seminars – through research and consultation with members • Promote the outcomes of the Task Force on child well-being if it supports Eurochild's goal of broadening the range of indicators to monitor and measure child well-being • Provide inputs to the programmes of the Round Tables on poverty and social exclusion and use these opportunities to strengthen links between Eurochild members, government, researchers and EU institutions • Prepare for stronger media coverage of child poverty and social exclusion under the European Year against poverty and social exclusion 2010 – through pilot media activities in 1-2 countries in 2008-2009. More media materials will be prepared & distributed in 2010.
Monitor progress within Member States on how well they are meeting their commitments	<ul style="list-style-type: none"> • Develop a system through which members can monitor and report back on progress at national level to reduce child poverty and social exclusion • Publicise the results of this process widely through an annual report
Strengthen integrated policy making a national and EU level	<ul style="list-style-type: none"> • Maintain and improve policy tracking systems across different EU policy areas. • Where possible and relevant ensure Eurochild involvement in different EU political processes e.g. Peer review on social inclusion of disadvantaged young people (DG Education and Culture), High Level Group on Demographic Issues, European Forum on Child Rights • Ensure effective and timely responses to EU policy documents and consultations across key relevant issues: youth policy, child health, education and lifelong learning, family policies, child rights
Strengthen collaboration and build strategic partnerships to influence policy at EU level	<ul style="list-style-type: none"> • Set up strategic partnerships with Children in Europe (specialised in early years education and care) and Europarent (specialised in training and support for parents – particularly those at risk of social exclusion and poverty).

	<ul style="list-style-type: none"> • Continue as active participants in the key platforms: Social Platform, European Anti-Poverty Network, NGO Action Group on the EU Strategy on the Rights of the Child • Collaborate with other key networks e.g. FEANTSA, anti-racism or non-discrimination networks where we share a common interest to promote the well-being of children and young people.
Support the development of multi-stakeholder partnerships at regional and national level	<ul style="list-style-type: none"> • Support members in building national partnerships through provision of key contact lists and examples of good practice of working together
Support and strengthen national advocacy through Eurochild membership	<ul style="list-style-type: none"> • Provision of timely and relevant information, policy briefings, guidance notes and toolkits for national campaigns where appropriate.
Develop and implement an effective media strategy	<ul style="list-style-type: none"> • Produce a short video on child poverty and social exclusion that will be accessible in different languages, and gets our message across clearly and simply • Carry out a trial of media activities in 1-2 countries in 2008-2009. Support members in similar media work, especially within the European Year against Poverty and Social Exclusion.

Goal 3: Strengthen Eurochild's position as a central repository of expertise and experience on the effective, evidence-based approaches to tackling child poverty and social exclusion using a child rights approach

<i>Objectives</i>	<i>Activities</i>
Promote stronger evidence-based policy making	<ul style="list-style-type: none"> • Appointment of a policy director to ensure high quality, relevant and timely policy inputs – building on the expertise and experience of the Eurochild membership and ensuring appropriate representation in external meetings/events • Maintain and improve policy tracking systems across different EU policy areas. • Produce information bulletins and policy briefings to support Eurochild's advocacy work
Build a network of research associates/members	<ul style="list-style-type: none"> • Recruit new research associates to Eurochild to build a network of experts on child poverty and social exclusion
Strengthen mutual learning between member organisations	<ul style="list-style-type: none"> • Establish thematic working groups on areas of specific interest to members. The groups will focus on concrete policies and practice and how they have changed the lives of children and young people in their own countries and regions. They should support the potential adaptation of concepts or practices into another geographical or sectoral context.
Provide timely, accurate and relevant information for members	<ul style="list-style-type: none"> • Maintain and improve Eurochild's weekly information service – the Info Flash • Facilitate exchange of information between members through its information services including website, newsletter and virtual collaboration resources
Provide timely, accurate and relevant information for policy	<ul style="list-style-type: none"> • Produce timely and relevant information, policy briefings and position papers on key policy developments.

makers	
Raise wider public awareness of the EU priorities and actions on children and young people in Europe	<ul style="list-style-type: none"> Carry out a review of Eurochild's communications strategy and implement key recommendations on how to make Eurochild's information more widely accessible, useful and influential

Goal 4: Facilitate the direct participation of children and young people who themselves may be experiencing poverty and social exclusion in the development, implementation and monitoring of policy processes

<i>Objectives</i>	<i>Activities</i>
Support the development of child participation in Eurochild membership	<ul style="list-style-type: none"> Set up focused thematic working group on 'participation of children and young people from disadvantaged backgrounds'. Develop resources for members on how to facilitate participation of children and young people. Highlight examples of good practice.
Integrate children and young people into Eurochild's decision-making process	<ul style="list-style-type: none"> Build recommendations on mechanisms through which Eurochild can directly involve and consult with children and young people through the thematic working group on child and youth participation

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8.a Human resources

Organisations should present

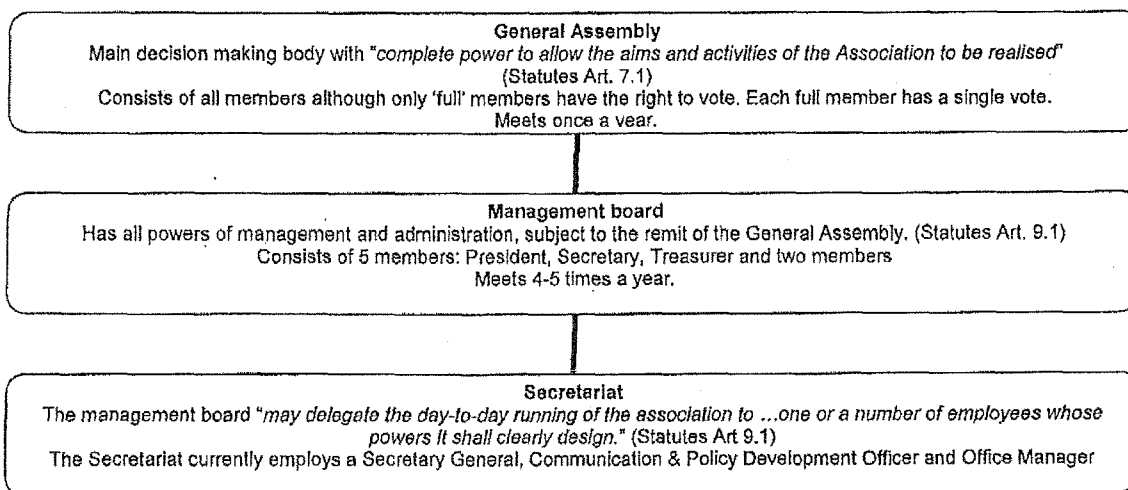
A governance structure describing the roles and responsibilities of the European network and its members in implementing the strategy.

A staff strategy including a description of posts, a salary policy, a training plan and a career development plan over 3 years.

A short gender and disability mainstreaming plan showing how the applicant intends to incorporate gender and disability issues both in its staff policy and its triennial strategy.

8.a

(i) Governance structure



Eurochild also organises an annual Policy Forum (open to all members) which deliberates and advises on the overall policy and strategic direction of the association. This meeting is organised to coincide with the General Assembly where the main decisions are taken. The Management Board is responsible for the overall corporate strategic direction of the organisation and recommends this to the General Assembly for approval. There is a range of financial policies in place to ensure good fiscal governance.

Eurochild Management Board is committed to the support and development of its staff to ensure a quality service to its membership. As a relatively new organisation an employee handbook is currently being developed with the Secretary General which is far ranging and will formalise such matters as internal management and control, staff appraisal systems, complaints and grievances, volunteers, website management etc. in one place which will be easily accessible for all staff.

(ii) Staff strategy

Currently Eurochild has 3 posts financed by the European Commission :

- Secretary General (full-time)
- Office Manager (part-time)
- Policy Officer (part-time)
- Information Officer (part-time)

With this application, Eurochild wishes to enhance its staff resource in order to strengthen and meet the growing demands of the organisation.

Eurochild is therefore requesting funding for five employee positions financed through this partnership agreement. These include:-

- Secretary General (full-time)
- Policy Director (full-time)
- Information and Communications Officer (full-time)
- Membership Officer (part-time)
- Office Manager (part-time)

1. Secretary General (full time)

Role: Overall responsibility for the management of the Eurochild AISBL Secretariat and the discharge of its functions

Reports to: Management Board of Eurochild AISBL

Responsibilities:

- Overall management of the Brussels Secretariat, including the management and supervision of staff
- Overall management of the operational budget to achieve organisational objectives, ensuring compliance with funding agreements
- Effective implementation of the organisation's work programmes, projects and initiatives
- Effective representation of the organisation to external bodies
- Development of a strong and active membership base able to contribute fully to the realisation of organisational objectives
- Development of the public face of the organisation through effective promotional activities
- Promotion of Eurochild AISBL within relevant networks in Brussels, including the institutions of the EU and the NGO sector
- Development and implementation of effective internal processes for supporting and servicing the Management Board in the discharge of its duties
- Participation in strategic planning, policy development and financial planning processes
- Development and implementation of an Equal Opportunities approach to the organisation's work, including the employment of staff
- Overall management of Health and Safety matters relating to staff employed at the Secretariat and visitors
- Any other duties as required by the Management Board

2. Policy Director (full time)

Role: Responsibility for the overall development and implementation of Eurochild's policy work, as directed by the Eurochild Policy Forum and the Eurochild management board.

Reports to: Secretary General

Responsibilities:

- Track, and supervise the work of the information/communications officer, to ensure effective monitoring of all the latest relevant policies/policy documents emanating from the European Parliament, European Commission, Council of Ministers, Council of Europe, UN etc
- Liaise with Eurochild members and other experts to ensure a strong link to between Eurochild's policy work and evidence-based policy and practice across the EU
- Draft position papers, policy briefings, and meeting and conference reports for the Eurochild membership, management board and Secretary General and Eurochild's Members.
- Support the work of the Eurochild Policy Forum and thematic working groups
- Represent Eurochild in external meetings and events



- Work with the Secretary General to develop strategic partnerships with other EU networks to ensure a more effective influencing strategy
- Develop and implement an effective advocacy strategy by building contacts in the European institutions, and supporting the advocacy work of Eurochild member organisations at national level
- Oversee and support the work of the information and communications officer to ensure that the messages support Eurochild's advocacy work

3. Information and Communications Officer (full time)

Role: Management of Eurochild's information, communications and promotional activities

Reports to: Secretary General & Policy Director

Responsibilities:

- Responsible for overall production of Eurochild's information materials, including the collection of articles and information from Eurochild members and partners. This includes the weekly Info Flash for members, the monthly E-bulletin and the bi-annual newsletter
- Improve and develop Eurochild's communication services based on a communications review
- Maintain and develop Eurochild's website
- Oversee the drafting and production of Eurochild publications including the annual report and one-off reports
- Coordinate the translation of Eurochild information materials
- Provide support to the Policy Director in relation to tracking key policy developments

4. Membership Officer (part-time)

Role: Provide effective support and services to existing Eurochild members and implement a marketing and recruitment strategy to expand Eurochild membership

Reports to: Secretary General

Responsibilities :

- Providing an effective service to existing members, including maintaining and developing a membership database with details of members' activities and areas of interest
- Supporting members involvement in Eurochild activities, through the thematic working groups and other fora
- Supporting the work of the membership working group and implementing the conclusions and recommendations from this group
- Providing administrative support such as producing membership lists, labels etc, and supervising the distribution of membership documents
- Manage membership subscriptions and invoicing.
- Support the Information and Communication Officer in developing communication tools for members
- Production of promotional material including a presentation of Eurochild and membership flyers
- Carry out marketing activities as recommended by the membership working group
- Follow-up with prospective member organisations

5. Office Manager – (part-time)

Role: Management of office systems, including IT, office facilities, personnel issues, and book-keeping systems

Reports to: Secretary General

Responsibilities:

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- Management of office systems and liaison with service suppliers (translation services, conference services, telephone and IT services, equipment purchase and maintenance) including contract management
- Administration of personnel issues (salaries, holidays, relations with social secretariat, insurances, legal issues etc) including assistance with recruitment of staff and stagiaires
- Organisation of Eurochild meetings and conferences (room booking, catering, interpretation, secretarial support, travel and accommodation)
- Administration of mail (including newsletters, members bulletins, publicity material)
- Administrative support for the Secretary General and Management Board

Salary policy

Staff salaries of the Secretariat employees are approved by the management board annually. The Secretary General makes a proposal to the Management Board on the basis of the annual staff appraisal and in consultation with the sub-committee of the Management Board designated to work on finance and human resource issues. The salary of the Secretary General is approved annually by the Management Board following the Annual Review. Salaries are expected to reflect the detailed job descriptions and level of responsibility. Education, special training and previous experience of the newly recruited staff will also be factored in determining the exact gross salary of each post.

The estimated monthly gross salary for the 5 staff members is expected to be the following in 2008:-

Position	Estimated gross monthly salary (Euro)
Secretary General	3,840
Policy Director	3,400
Information & Communication Officer	2,800
Office manager (pro-rata)	2,600
Membership officer (pro-rata)	2,250

Training plan

All training needs are identified through the annual staff appraisal. A training budget of 4,000Euro/year is included within the staff costs. Specific requests for training must be approved by the Management Board. In addition, Eurochild aims to contract an external consultant over the period of the 3-year strategic plan to conduct an internal review of Eurochild's operations, including internal communication, staffing policy and future development of the organisation.

Career development

The career development of individual staff members is monitored through the annual staff appraisals with the Secretary General (or in the case of the Secretary General with the President) and reviewed by the management board. This also provides an opportunity for reviewing training needs and salaries.

An employee handbook is currently being developed with the Secretary General which is wide ranging and will formalise such matters as internal management and control, complaints and grievances, volunteers, website management etc. in one place and which will be easily accessible for all staff.

iii) Gender mainstreaming in staff policy & organisational structure

The goal for many international organisations is to achieve 30% of women in senior governing positions. Some organisations practice positive discrimination to reach a 50:50 balance. The EU's Amsterdam Treaty vows to (generally) "promote equality, between men and women" (Arts. 2&3).

Handwritten signature/initials

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However, in contrast to the situation in governing structures of many organisations at national and international level (where women are most often under-represented), social NGOs – and in particular those working with children and young people – is strongly dominated by women. This can be seen in the staff and governance structure of Eurochild, but also in most of our partner-organisations in the field.

However, several representatives of Eurochild's members who contribute a lot to our work are male. (The last General Assembly in June 2007 was attended by 13% of male members.) Eurochild has been and will continue to try to actively involve them into internal meetings, but also in representing the network at various events. This will also be taken into account, when the planned thematic working groups and the membership working group are created. During any forthcoming recruitment processes, Eurochild will encourage male candidates to apply for the post(s) although short listing and appointment will depend on the closest match of experience and skills to the person specification.

Acknowledging the strong female domination in the child rights sector, Eurochild will aim to achieve a more balanced representation in its working structures over the duration of this partnership agreement.

Disabled people are under-represented in the staff and Management Board of Eurochild although there is considerable involvement of disabled children and young people within the work programme. Eurochild is committed to practicing equality of opportunity in its terms and conditions of employment. Equal pay will always be given for work of equal value.

Where employees or participants at events have particular cultural or religious needs, or disabilities Eurochild will always, wherever practicable, seek to enable such needs to be met.

Providing equal opportunities requires much more than a formal statement. Eurochild staffing policy aims to help create the necessary conditions for success for all employees but each individual in Eurochild must contribute. Equal opportunities must be brought to the attention of everyone in Eurochild and kept under regular review. The Management Board will annually review progress in relation to its implementation.

Training

Eurochild will not discriminate in the provision of training opportunities. Steps will be taken in appropriate circumstances to provide additional training for staff from under represented groups to enable them to progress.

Harassment

Eurochild is committed to providing a work environment free from unlawful harassment and prohibits unlawful harassment by any employee, volunteer or director of Eurochild. Harassment is unsolicited behaviour which adversely affects the dignity of the recipient and which can have a detrimental effect upon health, confidence, morale and performance at work. Where the behaviour is motivated by gender, marital status, race, colour, national or ethnic origin, nationality, disability, age, sexual orientation or religion/belief it also amounts to infringement of equal employment opportunity. Harassment is a form of direct discrimination. Harassment can reduce the effectiveness of Eurochild by undermining the confidence of employees, creating a threatening environment and increasing sickness, absence and staff turnover.

The following types of behaviour may amount to harassment (the list gives examples only and is not exhaustive):

- Suggestive or offensive language, comments, gossip or jokes;
- Unwanted physical contact, whether or not of a sexual nature;
- Suggestive or offensive gestures;
- Isolation or ostracism;
- Insults, ridicule, teasing or bullying;
- Humiliating, demeaning, threatening or persistently criticising an individual;


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- Unfair allocation of work or responsibilities;
- Display or circulation of sexually suggestive, pornographic, racist or offensive pictures or other material or transmitting any such messages or images via electronic mail.

If anyone in Eurochild feels that they have been the victim of harassment they should raise a grievance in confidence to Secretary General, or if inappropriate to a member of the board.

All employees and directors have personal responsibility for the practical application of the policy providing equal opportunities. The Eurochild Policy is intended to help create the necessary conditions for success but each individual in Eurochild must contribute. The Policy will be brought to the attention of everyone in Eurochild and will be kept under regular review. The Management Board will annually review progress in relation to implementation of the policies.

To ensure that this policy is implemented effectively, Directors, staff with supervisory responsibilities and the Administrator will receive specific training to enable them to provide confidential guidance and support to complainants in the event of a complaint about harassment being received.

8.b. Financial resources

Organisations should describe what their sources of financing are and what evolution is planned over 3 years. It has to be kept in mind that an annual 1 % degressivity will be applied to the subsidies granted by the Community. Organisations should therefore show the proposed plan and its ability to move towards a progressive higher financial independence

The operating grant from DG Employment, Social Affairs and Equal Opportunities has been the main source of financial support for the central functions of Eurochild since its creation in 2004. The co-financing requirement is met through membership fees, event fees and contributions from Eurochild members to the work programme. The organisation has grown organically since its creation and over the period of this 3 year partnership agreement, Eurochild will further develop and implement a clear financial strategy to ensure the organisation's sustained growth and development.

This strategy will have:

- the primary focus of ensuring sufficient co-funding to complement the increased core grant requested from the European Commission
- the secondary focus of broadening the funding sources for Eurochild for extra discrete activities beyond the specific work programme submitted to the European Commission

1) Co-financing commitment to the EC grant

Eurochild proposes to increase its annual budget by approximately 65% compared to the EC budget year 2006-2007. This increase will result in increased activity and outputs, particularly with the creation of two new positions in the Eurochild secretariat namely: a Policy Director and a Membership Officer. Both these positions will also help to secure additional funding to ensure Eurochild meets its co-financing commitment over the 3- year partnership agreement period.

There will be three streams of income generation that will comprise Eurochild's co-financing commitment:-

a) Partners' contribution in cash

Eurochild members' will contribute their own resources to the activities of Eurochild. This includes, for example: translation of Eurochild information materials into their national language; hosting Eurochild events and provision of meeting room facilities and/or other services; contribution to specific aspects of Eurochild's work programme – for example, evaluation of the national reports on strategies for social inclusion and social protection; producing reports and documents from the

thematic working groups; and payment of travel and accommodation expenses to Eurochild meetings and events.

This is expected to contribute 61% of Eurochild's co-funding requirement. Eurochild is confident it will secure this level of co-funding from members because of the interest and commitment of members to Eurochild's foreseen work programme and the expansion of both membership and activity.

b) Other sources

A small amount of income will be generated through 'other sources' either donations from third parties, or grants provided by Foundations or public sector organisations that want to contribute to Eurochild's work programme.

c) Income generated through the action

As Eurochild expands and builds expertise, more funds will be generated through its activities. A main source of funding in this area is membership fees. As mentioned in the strategic plan, Eurochild is expected to increase its membership by at least 10 organisations per year, generating more membership fees. In addition, the membership working group will review the fee structure, with the possibility of proposing increased fees for larger organisations over the duration of the 3-year partnership agreement.

Another funding source is through participation fees to conferences, seminars and training events. This is also expected to increase over the duration of the partnership agreement as Eurochild builds up a portfolio of training events and conferences.

Eurochild also generates income through its information services. Currently, Eurochild regularly contributes articles to journals including 'Children in Europe' and 'Young Minds' for a small fee. This service is likely to expand over the coming years. Furthermore, Eurochild will explore the possibility of restricting access to its monthly information bulletins to members but collecting subscriptions from non-members to generate income.

As Eurochild strengthens its position as a central repository of expertise and experience, it is planned to explore the possibility of charging consultancy or speaker fees to clients requesting expertise on issues of child poverty and social exclusion. This service is expected to make a small but increasing contribution to Eurochild's finances, and will be delivered by members and associates of the organisation more often than staff.

Income generated through the action will contribute around 30% of Eurochild's overall own contribution.

2) Broadening the funding sources and activities for Eurochild

Eurochild's financial independence also depends on broadening its funding sources and activities. Currently all of Eurochild's activities fall under the scope of the EC operating grant. The policy of Eurochild to date has been not to apply for project funding under the different EU budget lines, as this may lead to potential competition with its members. Our role has, instead, been to facilitate members' access to EU funding opportunities and providing tailored advice and support for project proposals where necessary. This policy will continue over the duration of the 3-year partnership agreement. Nonetheless, Eurochild will participate as a partner in different projects, where our network and services can provide added-value in relation to information dissemination, across Europe, as well as influencing and advocacy work. Eurochild would only participate where the projects' core aims match our mission and goals.

There is a growing interest among a number of European Foundations in children's rights and welfare in Europe. Eurochild has been collaborating with the European Foundation Centre to support

collaborative working between European Foundations in this area, and we will continue to strengthen our links with them over the coming 3 year period. Through this work, Eurochild will explore the possibility of carrying out specific projects that complete the organisation's overall mission and goals.

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The sections from this point onward shall be completed in a second stage by the organisations that will have been selected at the completion of the Call for proposals VP/2007/013.

Organisations are encouraged to already start reflecting on the actions plans it will implement over the three-year partnership period, together with the performance measures as both documents will form the basis of the annual plan of work and the reporting mechanisms of the organisations to the Commission.

This will condition the renewal of Community subsidy conventions. Should you not be in a position to demonstrate progress in reaching towards the goals and objectives fixed for the organisation, this could lead the Commission not to renew your annual subsidy.

9.- Action Plans

Action plans are a detailed description of the steps used to implement specific components of a strategic plan – they provide the detailed answers to the question, **How do we get there?** These should cover resources, objectives, time-scales, deadlines, budgets and performance targets.

Action plans address the following kinds of questions:

1. What work is to be completed? (Action Steps)
2. Who is responsible for getting the work completed?
3. How will the work be completed? (Operational Details if Necessary)
4. When will the work be completed?
5. What resources are needed?

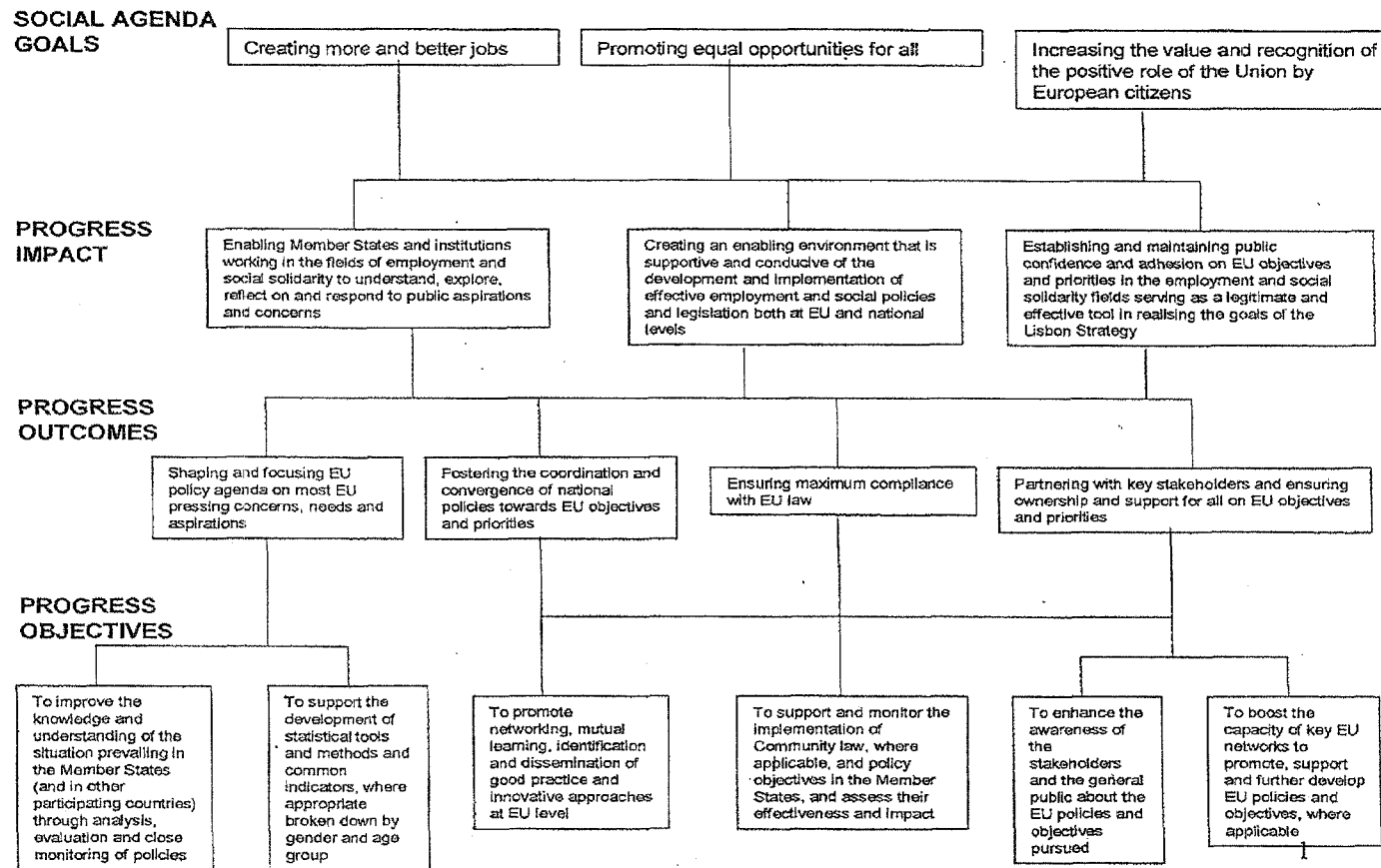
10. Performance measures

Performance measures are the indicators against which you will measure and report on your success. You should provide information on the performance indicators for both outputs and outcomes, the data source, the method for collecting information (see below a summary table).

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PROGRESS LOGIC MODEL – The full logic model is consultable at http://ec.europa.eu/employment_social/progress/docs/progress003_annexe3_en.pdf



SUMMARY TABLE PERFORMANCE MEASUREMENT PLAN

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION	DATA REGULARLY AVAILABLE?	DATA ACQUISITION		RESPONSIBLE OFFICE/PERSON FOR ANALYSIS & REPORTING	CRITICAL ASSUMPTIONS
					SCHEDULE/ FREQUENCY	RESPONSIBLE OFFICE/PERSON		
OUTCOMES: <i>(insert text here)</i>								
1) <i>(insert text of the first performance indicator here)</i>	Definition:							
	Unit:							
Intermediate Result 1.1 <i>(insert text of IRI.1 here)</i>								
1) <i>(insert text of the first performance indicator here)</i>	Definition:							
	Unit:							
Intermediate Result 1.2 <i>(insert text of IRI.2 here)</i>								
1) <i>(insert text of the first performance indicator here)</i>	Definition:							
	Unit:							
Intermediate Result 1.3 <i>(insert text of IRI.3 here)</i>								
1) <i>(insert text of the first performance indicator here)</i>	Definition:							
	Unit:							

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PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION	DATA REGULARLY AVAILABLE?	DATA ACQUISITION		RESPONSIBLE OFFICE/PERSON FOR ANALYSIS & REPORTING	CRITICAL ASSUMPTIONS
					SCHEDULE/ FREQUENCY	RESPONSIBLE OFFICE/PERSON		
indicator here)	Unit:							
Comments/Notes:								

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INSTRUCTIONS

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 indicators, 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.

Definitions

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

Performance Indicator: A performance indicator is a quantitative or qualitative dimension or scale to measure the progress made towards achieving defined outcomes. A performance indicator 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.

Indicator Definition and Unit of Measurement: These two concepts are combined into one column, but both aspects are important. 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.

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.

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.

Analysis and Reporting: This is the last step before actually using performance measurement information is data analysis and reporting. The final column on this table simply indicates who is responsible for the tasks and when the various performance reports are due. As is the case in the two previous columns, the analysis and reporting information allows decision makers to monitor progress in implementing the performance measurement plan. The person might actually be the same than the one responsible for ensuring the data acquisition.

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

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.


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