


To DG Employment
European Commission

	ARES
08. 09. 2010	
N° <u>572108</u>	

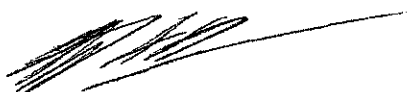
Dear Sir or Madam

Please find enclosed a completed application for the VP/2010/007 Call on social experimentation.

The enclosed application relates to the project entitled:
The Common European Guidelines on De-institutionalisation.


I trust that the information contained is sufficient, but should you require anything further, please do not hesitate to contact me

Yours faithfully

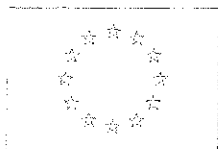


Chief Executive Officer

27 August 2010



LUMOS
Working to transform the lives
of disadvantaged children
Registered company number: 5611912



EUROPEAN COMMISSION
DG Employment, Social Affairs and Equal Opportunities

Employment, social affairs and equal opportunities
Inclusion, socio-political aspects of migration, social integration policies

Call for proposals:	Call for proposals for Social Experimentations
Reference:	VP/2010/007
Budget Heading:	04.04 01 02

APPLICATION FORM

Application ref.: **VP/2010/007/0989**

Applicant information

A: General Information on the Applicant

A.1: Applicant organisation

A.1.1 Name of the organisation..... Lumos Foundation
A.1.2 Abbreviation..... Lumos
A.1.3 Type of organisation..... Private Law Body/Non-profit/International/NGO
A.1.4 Address..... 12 - 14 Berry Street
A.1.5 Postal code..... EC1V 0AU
A.1.6 City..... London
A.1.7 Country..... UK - United Kingdom
A.1.8 Telephone..... +44 20 7253 6464
A.1.9 Fax..... +44 20 7253 6565
A.1.10 E-mail address..... georgette.mulheir@lumos.org.uk
A.1.11 Registration number..... 5611912
A.1.12 VAT number..... 974383972
A.1.13 Web Site..... www.lumos.org.uk
A.1.14 Language for correspondence..... EN - English

A.2: Legal representative

A.2.1 Title..... Mr
A.2.2 Surname.....
A.2.3 Forename.....
A.2.4 Gender..... Male
A.2.5 Function..... Director
A.2.6 Other function..... Chief Executive Officer
A.2.7 Telephone..... +44 20 7253 6464
A.2.8 Fax..... +44 20 7253 6565
A.2.9 E-mail address..... @lumos.org.uk

A.3: Person responsible for managing the action

A.3.1 Title..... Ms
A.3.2 Surname..... MULHEIR
A.3.3 Forename..... Georgette
A.3.4 Gender..... Female
A.3.5 Function..... Director
A.3.6 Other function..... Director of Operations
A.3.7 Telephone..... +44 20 7253 6464
A.3.8 Fax..... +44 20 7253 6565

A.3.9 E-mail address..... georgette.mulheir@lumos.org.uk

Action

B: Information on the action for which the grant is requested

B.1 Title..... The Common European Guidelines on De-institutionalisation

B.2 Short summary of the action..... Led by a consortium of partners with a breadth and depth of knowledge and expertise, and access to networks of NGOs, DPOs, Family groups and service providers, the project will:

- Develop and publish a set of common European Guidelines on de-institutionalisation, covering all four groups affected: children, people with different disabilities of all ages, people facing mental health problems and older people
- Develop and publish a toolkit for assessing de-institutionalisation project proposals, strategies and plans
- Develop and publish a training programme on de-institutionalisation
- Organise mutual learning events in 3 countries as part of the project's social experimentation
- Organise an awareness raising event in Brussels for all key stakeholders and decision makers
- Produce a final report with recommendations for implementing the guidelines, toolkit and training across the region.

B.3 Specific objective(s).....

- To develop a set of Common European Guidelines for transition from institutional to community-based care. These will provide guidance to decision-makers at European and member-State level, as well as those managing and implementing the process of change.
- To create a Toolkit for the assessment of strategies, policies and plans on de-institutionalisation and the provision of care services for all groups affected by institutionalisation.
- To develop a common training programme on the transition from institutional to community based care
- To facilitate mutual learning and mobilise policy support through the broad dissemination of the Common European Guidelines and the Toolkit, using NGO and user-group networks, European platforms and through holding multi-stakeholder mutual learning events .

B.4 Duration of activities

B.4.1 Start..... 01/01/2011

B.4.2 End 31/12/2012

B.4.3 Months..... 24.00

B.5 Implementation of the action.....

Outputs will be developed by experts from a consortium of partners
Consultation will be undertaken with 100s of NGOs/DPOs/family groups and service providers across Europe
Training will be tested in pilot countries
Mutual learning events will ensure cross-cutting input from all four groups of service users
The project will be evaluated and plans will be made for its replication.

The project is developed according to the following methodological principles:

- Using evidence from scientific research
- Using evidence from practice
- The input of experts at all stages of the process
- The shared responsibility and guidance of all partner organisations
- Consultation with and participation of user groups/self-advocates
- Consultation with all stakeholders
- The production of concrete deliverable outputs
- Internal monitoring and evaluation to ensure timeliness, efficiency and quality of work
- External monitoring and evaluation to ensure an objective, professional opinion on the quality of process, outputs and outcomes
- Wide publication and dissemination of the outcomes and outputs.

B.6 Workplan.....

Months 1 - 6:
Desk research
Collection of best practices
Project working groups to develop input for first draft of guidelines and toolkit

Months 7 - 12:
consultation on first drafts
Completion of toolkit
Second draft of guidelines
preparing case studies to provide illustration of guidelines

Months 13 - 18
Complete case studies
Complete guidelines final draft
Develop training programme

Months 19 - 24
3 mutual learning events

3 training pilot events
 1 awareness raising event in Brussels
 Publish all documents - guidelines and accompanying documents, toolkit, training programme, final report and easy read versions of all key documents, plus summary of guidelines translated into all EU languages.

B.7 Will you subcontract any task related to the action?..... Yes

B.8 Timetable for action events

Please enter the key dates for the main events of the action (i.e. conferences, project meetings...)

Start date	End date	Venue	Type of event
01/01/2011	31/01/2011	Brussels/London	First meeting of the Steering Committee
01/01/2011	31/01/2011	Brussels/London	First meeting of the Project Working Group, with all partners
01/07/2012	31/07/2012	Brussels/London	Steering Committee meeting to carry out formal evaluation at month 18 of project
01/08/2012	30/11/2012	Three countries, to be selected in the project	Mutual learning events
01/11/2012	30/11/2012	Brussels/London	Awareness raising event, with all partners
01/10/2012	31/12/2012	Brussels/London	Final meeting of Steering Committee to finalise internal evaluation and to consider final report and recommendations, with all partners

B.9 Partnerships..... The partnership is a consortium which has been working together for more than a year to address the issue of de-institutionalisation as a cross-cutting issue.

All partners take equal responsibility for the guidance, steering and oversight of all project activities.

All partners delegate experts to join project working groups to develop the guidelines, toolkit and training programme

All partners are involved in developing mutual learning events and the Brussels event

Lumos is lead applicant and takes responsibility for ensuring proper financial management and quality control of the project.

B.10 Targeted groups / sectors All people affected by or vulnerable to institutionalisation:

Children
 People with different disabilities of all ages
 People experiencing mental health problems
 Older people
 The families of those in institutions/at risk of institutionalisation
 Service providers
 Donors funding de-institutionalisation and reform programmes

B.11 Transnational dimension..... The consultation on documents takes place with members across all PROGRESS countries. There are three national level mutual learning events to increase understanding on de-institutionalisation across all four user groups. Summary documents will be produced in all European languages and disseminated widely. A Europe wide final conference will be held in Brussels to disseminate all findings and outputs/reports/documents.

B.12 Arrangements for evaluation / monitoring of the action..... Internal monitoring system:
 • Monthly supervision of PMT members by the Project Manager – these supervision sessions will be documented
 • Monthly PMT reports to the Steering Committee. These reports will provide information on how far activities have been achieved in accordance with the detailed work-plan. Steering committee members may feed back to the PMT on the progress of the project. If any steering committee members have major concerns as a result of the monthly reports, they can trigger an emergency meeting of the Committee, in order to take corrective action
 • Quarterly reports to the Steering Committee. These reports will provide information on how far specific outputs and outcomes have been achieved according to the indicators set by the steering committee and the outputs scheduled in the detailed work-plan
 • Six meetings of the steering committee across the lifetime of the project. This will include formal evaluation sessions at month 6, month 12, month 18 and month 24 of the project
 • Annual reports of the PMT to the Steering committee
 • Formal evaluations of mutual learning events, the Brussels-based awareness raising event, the consultation processes and focus groups and the pilot Training event.

External monitoring:

The external evaluator, an academic or senior practitioner in a field relevant to de-institutionalisation, will be independent of all the partner organisations and will not be involved in the direct implementation of activities. The evaluator will:

- Attend at least one steering committee meetings, as an observer, to comment on the input of the steering committee
- Attend a number of PMT planning meetings and supervision sessions to comment on the quality of project management
- Attend at least one mutual learning event and training pilot, to comment on process and efficacy
- Attend the Brussels awareness raising event, to comment on process and efficacy
- Read all publications; produce a final report with recommendations.

B.13 Added value / innovativeness of the action..... This project is innovative in the following ways:

- It provides a cross-cutting approach to de-institutionalisation for all groups affected, as opposed to previous fragmented approaches
- Through mutual learning events in countries that are quite different from each other (economically, socially and culturally), it finds ways to ascertain which aspects of the de-institutionalisation process are universal and which are culturally specific to each country
- It uses the EC Social Agenda as a framework to advance the rights of citizens affected by institutionalisation
- Through a complex, thorough and participatory system of consultation on the Guidelines, it ensures that all stakeholders, including service users, can have a direct impact on the way in which policy makers at the highest level in Europe and member State governments implement changes to service provision
- It uses a range of experts that provide breadth and depth of knowledge, expertise and experience.

B.14 Expected results..... Publications, including:

- A set of Common European Guidelines and accompanying documentation, including case studies and reflections of user-groups, a Toolkit for assessing de-institutionalisation plans and funding proposals and a De-institutionalisation Training programme
- Easy-read versions of the Guidelines and accompanying documentation
- A final report and recommendations.

A website, to provide:

- Collection of good practices and case studies (intranet) and consultation
- Dissemination to the wider public of all publications and results from the project
- Ongoing comments and reflections from stakeholders beyond the life of this project, on the use of the Guidelines and Toolkit, in order to inform future actions.

- Three mutual learning events
- One awareness raising seminar

B.15 Use of results (multiplier effects and dissemination plans)..... Brussels event and 3 national events to disseminate results to key stakeholders

Website to publicise and disseminate all outputs and outcomes
 Regular e-newsletter on progress of the project sent to all relevant stakeholders
 5000 CDs with all materials produced in all translated languages
 600 copies of the guidelines (in five languages)
 600 copies of the toolkit in five languages
 Information packs for mutual learning events, training pilots and Brussels event
 900 copies of the training programme in 5 languages
 1000 copies of easy read documents in 5 languages to ensure accessibility for people with intellectual disabilities
 5600 copies of summaries of the guidelines in all European languages.

Applicant organisation

C: Structure, activities and resources of the applicant organisation

C.1: Operational structure

C.1.1 Main objectives and activities.....	<p>Lumos is a not-for-profit charitable organisation based in the UK, with Operations across the European Region.</p> <p>Primary Objectives:</p> <ul style="list-style-type: none">To bring an end to the institutionalisation of children in the European regionTo support governments, NGOs and communities to improve the provision of health, education and social services to vulnerable children and their familiesTo develop and disseminate best practices in de-institutionalisation (DI), in order to accelerate and improve the quality of process of reform and to reduce the risk to children involved <p>Main activities:</p> <p>Country programmes, including:</p> <p>Rep. of Moldova:</p> <ul style="list-style-type: none">Large scale DI programme - reducing numbers of children in institutions by 25%Infant mortality reduction programmeDevelopment of a national inspection/accreditation system for social services <p>The Czech Republic:</p> <ul style="list-style-type: none">Supported the government to develop a National Action Plan for complete reform of the system of care for vulnerable children (including DI)Support to the government on the implementation of an ESF/ERDF funded large-scale DI programme for children and adults with disabilitiesPilot project for complete DI of children's services in one countySupporting the government on a comprehensive analysis of the entire child care system. <p>Bulgaria:</p> <ul style="list-style-type: none">Supporting the government on the development of a 10-year plan for DI of 137 children's institutionsSupporting the government on the implementation of the national DI plan <p>Montenegro:</p> <ul style="list-style-type: none">Assisting the government and UNICEF to carry out a comprehensive analysis of the child care system, as the basis for a National Plan for DI. <p>International work:</p> <ul style="list-style-type: none">Chairing the ad hoc group on DI; contributed to report on DI requested by Commissioner SpidlaProviding advice to DGs' Empl and Regio on Bulgaria DI programmeTraining for DG Regio and DG Empl desk officers on DIWork in partnership with the WHO and many international NGOs on the development and implementation of a new Declaration on Children with Intellectual Disabilities.
C.1.2 Administrative structure of your organisation.....	<p>Lumos' Administrative Structure:</p> <p>The Board of Trustees, whose members are voluntary, guides, directs and oversees governance and activities, in accordance with English Charity Law. The Board approves the Business Plan of the organisation.</p> <p>A permanent Executive body of full-time directors, led by the Chief Executive Officer, provides the overall direction and management of the actions.</p> <p>Lumos has three Branches - the Czech Branch, the Moldovan Branch and the Bulgarian Branch. Each branch is managed by a local Country Representative, a full-time permanent employee of Lumos.</p> <p>Lumos also has an office in Brussels as a base for our international advocacy work.</p>
C.1.3 Members of your organisation.....	<p>Lumos is not a membership organisation.</p>
C.1.4 Staff employed by your organisation in the relevant field.....	<p>Directors/senior management: 5</p> <p>Project management and implementation: 16</p> <p>Advocacy (1 full-time permanent)</p> <p>Finance (4 permanent)</p> <p>Administration (3 full-time permanent)</p> <p>Communications (1 full-time permanent)</p>
C.1.5 Experience of similar projects.....	<p>Lumos manages a range of international projects, which demonstrate our expertise and capacity in this field, including:</p> <ol style="list-style-type: none">1. Chairing the 'ad hoc group on de-institutionalisation', convened in Brussels by Commissioner Spidla, with a remit to:<ul style="list-style-type: none">Assess the situation of people in long-term residential institutions in EuropeExplore cross-cutting aspects of institutionalisation of different groups (children, adults with disabilities, adults with mental health issues, older people)Assess challenges in DI

Produce recommendations for EC and member states.
The group produced a report, endorsed by Commissioners Spidla Andor.
Lumos budget: 105,000 Euro

2. Provision of advice and training to DGs Empl and Regio in Brussels. The purpose is:
To assist decision makers to improve the funding of DI in Bulgaria
To train desk officers working with New Member States on best practices/challenges in DI.
The advice resulted in the development of a comprehensive DI plan in Bulgaria. The training was welcomed by desk officers, who requested further training, guidelines and toolkits to assist them in assessing Member States' proposals for the use of ESF/ERDF funding.
Lumos budget: 66,000 Euro

3. Partnership with WHO on Children with Intellectual Disabilities (CWID). Lumos' role is to:
Support the development of a WHO Declaration on CWID, to be signed by all governments in the European region
Coordinate consultation with European umbrella NGOs/DPOs on the Declaration
Organise consultation meetings, website/newsletter; an inter-governmental signing conference
Authoring expert papers on best practice.
Lumos budget: 61,000 Euro

4. Large DI programmes in the Czech Republic, Moldova, Bulgaria and Montenegro, including:
Training and capacity building of governments/local authorities
Developing tools for all aspects of DI and supporting implementation
Assisting in analyses of child care systems; developing and implementing DI projects.
Lumos budget: 587,000 Euro

C.2: Financial resources

C.2.1 Your organisation's usual sources of finance.....	<p>Organisation's usual source of finance</p> <p>Income 2007</p> <p>1) £1,950,000 received from "The Tales of Beedle the Bard" book, hand written and illustrated by JK Rowling – representing 98.95% of the total income. 2) £ 20,600 received in general donations – representing 1.05% of the total income.</p> <p>Income 2008</p> <p>1) £252,550 received from "The Tales of Beedle the Bard" royalties – 91.09% of the income. 2) £24,700 received in general donations – 8.91% of the income.</p> <p>Income 2009</p> <p>Accounts for the period 01.01.2009 to 31.12.2009 have not been audited yet. The audited accounts will be available after 30 September 2010.</p> <p>1) £14,337,270 received from "The Tales of Beedle the Bard" royalties – 99.35% of the income. 2) £83,490 received in restricted funding from grants – 0.58% of the income: - £ 72,500 grant from the Department for Education - £10,990 grant from the World Health Organisation 3) £9,900 received in general donations – 0.07% of the income.</p>
C.2.2 Your organisation's turnover or equivalent for the last financial year in EUR.....	<p>Turnover or equivalent for the last financial year in EUR</p> <p>Turnover for the year 01.01.2009 to 31.12.2009 was € 17,624,600 (£14,430,660 - exchange rate 1.221 dated 23.08.2010).</p>
C.2.3 Any other information demonstrating financial capacity.....	<p>During 2010, the main source of finance for the charity's activities has been the proceeds from the sales of "The Tales of Beedle the Bard", written by JK Rowling. The author has donated the rights to publish the book and the proceeds from the sales to the charity. We expect to continue receiving royalties for the foreseeable future.</p>

C.3: Previous grants and current grant applications

C.3.1 Previous Union grants

(1) Previous grants received for which the final report and the final financial statement have not yet been received or approved by the

Commission and/or (2) Any other Union grants obtained during the last three years.

Service responsible and programme	Agreement N°	Year of the award	Title of the action	Amount of the grant (in EUR)

C.3.2 Action Grant applications in the current year

Has your organisation presented or does it intend to submit an application for support in the current year to any other Commission services or other Union institutions? (please specify the Directorate General, the programme or the initiative concerned, the title of the action and n° of agreement if applicable and the state of play of your application).

Service responsible and programme	Title of the action	Grant obtained?	Estimated amount of the grant (in EUR)
DG Empl VP/2010/007	Turning Words Into Action.	Pending	179 586.22

C.3.3 Have you requested/obtained an operating grant which is currently ongoing?..... No

C.3.4 If yes, please indicate the Union Institution and service responsible, the amount and the period covered by the grant/request.....

Partners

D: Partners involved in the action

Partner : 1

P1/ D.1.1 Name of the Organisation..... Inclusion Europe

P1/ D.1.2 Type of organisation..... Private Law Body/Non-profit/European/NGO

P1/ D.1.3 Abbreviation.....

P1/ D.1.4 Address..... Galeries de la Toison d'Or, 29, Chaussee d'Ixelles, 393/32

P1/ D.1.5 Postal code..... B-1050

P1/ D.1.6 City..... Brussels

P1/ D.1.7 Country..... BE - Belgique/België/Belgien

P1/ D.1.8 Telephone +32 2 502 28 15

P1/ D.1.9 Fax..... +32 2 502 80 10

P1/ D.1.10 E-mail address..... secretariat@inclusion-europe.org

Partner : 2

P2/ D.1.1 Name of the Organisation..... Eurochild

P2/ D.1.2 Type of organisation..... Private Law Body/Non-profit/European/NGO

P2/ D.1.3 Abbreviation.....

P2/ D.1.4 Address..... Avenue des Arts 1-2

P2/ D.1.5 Postal code..... BE-1210

P2/ D.1.6 City..... Bruxelles

P2/ D.1.7 Country..... BE - Belgique/België/Belgien

P2/ D.1.8 Telephone +32 2 511 70 83

P2/ D.1.9 Fax..... +32 2 511 72 98

P2/ D.1.10 E-mail address..... admin@eurochild.org

Partner : 3

P3/ D.1.1 Name of the Organisation..... coface

P3/ D.1.2 Type of organisation..... Private Law Body/Non-profit/European/NGO

P3/ D.1.3 Abbreviation.....

P3/ D.1.4 Address..... Londenstraat, 17 rue de Londres

P3/ D.1.5 Postal code..... B-1050

P3/ D.1.6 City..... Brussels

P3/ D.1.7 Country..... BE - Belgique/België/Belgien

P3/ D.1.8 Telephone +32 2 511 41 79

P3/ D.1.9 Fax..... +32 2 514 47 73

P3/ D.1.10 E-mail address..... secretariat@coface-eu.org

Partner : 4

P4/ D.1.1 Name of the Organisation..... EASPD

P4/ D.1.2 Type of organisation..... Private Law Body/Non-profit/European/NGO

P4/ D.1.3 Abbreviation.....

P4/ D.1.4 Address..... Oudergemlaan, Avenue d'Auderghem 63

P4/ D.1.5 Postal code..... B-1040

P4/ D.1.6 City..... Brussels

P4/ D.1.7 Country..... BE - Belgique/België/Belgien

P4/ D.1.8 Telephone +32 2 282 46 10

P4/ D.1.9 Fax..... +32 2 230 72 33

P4/ D.1.10 E-mail address..... info@easpd.eu

Partner : 5

P5/ D.1.1 Name of the Organisation..... Mental Health Europe

P5/ D.1.2 Type of organisation..... Private Law Body/Non-profit/European/NGO

P5/ D.1.3 Abbreviation.....

P5/ D.1.4 Address..... Boulevard Clovis 7

P5/ D.1.5 Postal code..... B-1000

P5/ D.1.6 City..... Brussels

P5/ D.1.7 Country..... BE - Belgique/België/Belgien

P5/ D.1.8 Telephone +32 2 280 04 68

P5/ D.1.9 Fax..... +32 2 280 16 04

P5/ D.1.10 E-mail address..... info@mhe-sme.org

Partner : 6

P6/ D.1.1 Name of the Organisation..... European Network of Independent Living

P6/ D.1.2 Type of organisation..... Private Law Body/Non-profit/European/NGO

P6/ D.1.3 Abbreviation.....

P6/ D.1.4 Address..... Gran Via Marques del Turia, 49.7 12

P6/ D.1.5 Postal code..... 46005

P6/ D.1.6 City..... Valencia

P6/ D.1.7 Country..... ES - España

P6/ D.1.8 Telephone +34 96 325 54 57

P6/ D.1.9 Fax..... +34 96 325 54 59

P6/ D.1.10 E-mail address..... secretariat@enil.eu

Partner : 7

P7/ D.1.1 Name of the Organisation..... European Disability Forum

P7/ D.1.2 Type of organisation..... Private Law Body/Non-profit/European/NGO
P7/ D.1.3 Abbreviation.....
P7/ D.1.4 Address..... rue du Commerce, 39-41
P7/ D.1.5 Postal code..... B-1000
P7/ D.1.6 City.....Brussels
P7/ D.1.7 Country..... BE - Belgique/België/Belgien
P7/ D.1.8 Telephone +32 2 282 46 00
P7/ D.1.9 Fax..... +32 2 282 46 0
P7/ D.1.10 E-mail address..... secretariat@edf-feqh.org

Annexes

E: Annexes

- E.1 Declaration on honour..... EUROGUIDE annexe1 DI proposal.pdf
- E.2 Letters of commitment (as specified in the call)..... EUROGUIDE annexe2, letters.pdf
- E.3 Financial identification form..... EUROGUIDE annexe E3
- E.4 Legal entity form..... EUROGUIDE Annex 4, legal entity LUMOS.pdf
- E.5 Detailed work programme..... European Guidelines on Deinstitutionalisation - Schedule of Project Activities - 2010 08 27.doc
- E.6 Contracts for implementing the action..... SUBCONTRACTING FORMS.docx
- E.7 Checklist..... EUROGUIDE Annexe 7, checklist.pdf
- E.8 Description of the action..... 100824 EC applic EURO GUIDE Annexe E Draft 2 including comments.doc
- E.9 Summary Quantitative Information on Planned Deliverables/Outputs..... Summary Quantitative Deliverables EUROGUIDE.xls
- E.10 Supplementary space for additional documents (if needed)..... EUROGUIDE annexe 10 DI[1].pdf

Signature

F: Signature of the legal representative

Warning : Failure to sign by the lead applicant, will entail the Commission to automatically reject the application.

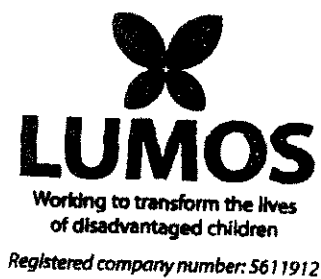
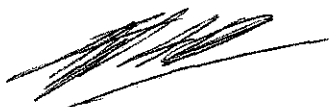
F.1 Name

Please indicate your name only on the paper version.

F.2 Date and place 27/8/10 LONDON

Please insert date and place only on the paper version.

F.3 Signature (on the paper copy)



Budget

If applicable, expected value of the subcontracting plans for external expertise.....

Total cost of the action	380 625.00
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Total eligible costs (D + I)	380 625.00
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Total eligible direct costs (D)	358 625.00
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Heading 1 - Staff costs

Management.....	58 560.00
Administration.....	41 800.00
Secretariat.....	0.00
Accounting.....	9 600.00
Other staff.....	140 516.00
Total - Staff costs.....	250 476.00

Heading 2 - Travel, accommodation and subsistence allowances

Travel.....	23 250.00
Subsistence allowances (accommodation, meals, etc.).....	31 575.00
Total - Travel, accommodation and subsistence allowances.....	54 825.00

Heading 3 - Costs of services

Information dissemination.....	11 500.00
Translations.....	14 340.00
Reproductions and publications.....	14 784.00
Specific evaluation.....	5 000.00
Interpretations.....	5 400.00
External expertise.....	0.00
Other services.....	0.00
Total - Costs of services.....	51 024.00

Heading 4 - Administration costs

Depreciation for purchase of equipment.....	0.00
Hire of rooms.....	2 300.00
Hire of interpreting booths.....	0.00
Audits.....	0.00
Financial services.....	0.00

Other administrative costs..... 0.00

Total - Administration costs..... **2 300.00**

Total eligible indirect costs (I)..... 22 000.00

Heading 5 - Overheads

Overheads..... 22 000.00

Total eligible indirect costs (I)..... **22 000.00**

Total revenue of the action 380 625.00

Income 380 625.00

Income

Beneficiary's contribution in cash (C)..... 147 360.00

Revenue generated by the action (R) 0.00

Union Grant (S)..... 233 265.00

Total Income = C + R + S..... **380 625.00**

Heading 1 - Staff costs

Management/Coordination (transnational and national)

Name	Name of organisation and function within the organisation	Status	Daily Salary cost	Number of days	Total
	Lumos, Director of Operations	Project manager, 2 days per month x 2 years	350.00	48.00	16 800.00
	Lumos Expert	Chair of Steering Committee, 3 days per month x 2 years	580.00	72.00	41 760.00

Total cost of Management/Coordination..... 58 560.00

Administration/Implementation of the project

Name	Name of organisation and function within the organisation	Status	Daily Salary cost	Number of days	Total
To be recruited	Lumos, EC Project co-ordinator	Half-time x 2 years	190.00	220.00	41 800.00

Total cost of Administration/Implementation of the project..... 41 800.00

Secretarial costs

Name	Name of organisation and function within the organisation	Status	Daily Salary cost	Number of days	Total
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Total cost of Secretarial costs..... 0.00

Accounting

Name	Name of organisation and function within the organisation	Status	Daily Salary cost	Number of days	Total
	Lumos, Finance Manager	2 days per month x 2 years	200.00	48.00	9 600.00

Total cost of Accounting..... 9 600.00

Other staff

Name	Name of organisation and function within the organisation	Status	Daily Salary cost	Number of days	Total
To be recruited	Lumos, Research assistant	Full-time x 1 year	170.00	220.00	37 400.00
	EDF, Director	38 days expertise for steering committee and into project deliverables	300.00	38.00	11 400.00
	ENIL	38 days expertise for steering committee and into project deliverables	215.00	38.00	8 170.00
	Inclusion Europe, Director	30 days expertise for steering committee and into project deliverables	431.00	35.00	15 085.00
	Eurochild, Secretary General	30 days expertise for steering committee and into project deliverables	373.00	35.00	13 055.00

	COFACE, Director	30 days expertise for steering committee and into project deliverables	403.00	35.00	14 105.00
	MHE, Senior Policy Officer	35 days expertise for steering committee and into project deliverables	300.00	38.00	11 400.00
	EASPD, Director	30 days expertise for steering committee and into project deliverables	375.00	35.00	13 125.00
	EASPD, Communication and membership officer	18 days expertise for input into project deliverables	210.00	18.00	3 780.00
	COFACE, Officer	12 days expertise for input into project deliverables	225.00	18.00	4 050.00
	Eurochild, Policy Officer	18 days expertise for input into project deliverables	252.00	18.00	4 536.00
	Inclusion Europe, Officer	18 days expertise for input into project deliverables	245.00	18.00	4 410.00

Total cost of Other staff..... 140 516.00

Total staff costs..... 250 476.00

Heading 2 - Travel, accommodation and subsistence allowances

Travel, accommodation and subsistence allowance

Please enter in "Daily cost per person" accommodation and daily subsistence allowance (DSA) costs

Purpose of the travel	Place of the event	Average travel cost per person	Number of people	Travel sub-total	Daily Cost per person	Number of people	Number of days	Subsistence and accommodation sub-total	Total
Travel to 6 steering committee and 6 Project working group meetings (Georgette Mulheir, Jan Pfeiffer, John Evans) - 12 trips x 200 Euro	Brussels	2 400.00	3.00	7 200.00	175.00	1.00	18.00	3 150.00	10 350.00
Travel of facilitators/trainers to three mutual learning events/ training pilots	Three countries to be confirmed	300.00	4.00	1 200.00	175.00	4.00	9.00	6 300.00	7 500.00
Travel of local participants to mutual learning events	Three countries to be confirmed	50.00	75.00	3 750.00	75.00	75.00	3.00	16 875.00	20 625.00
Travel of experts to Brussels awareness raising event (Georgette Mulheir, Jan Pfeiffer, John Evans)	Brussels	200.00	3.00	600.00	175.00	3.00	1.00	525.00	1 125.00
Transport of national stakeholders to Brussels awareness raising event, including self-advocates' supporters/carers/parents	Brussels	300.00	27.00	8 100.00	175.00	1.00	27.00	4 725.00	12 825.00
Transport of project manager to Brussels once a month	Brussels	100.00	24.00	2 400.00	0.00	0.00	0.00	0.00	2 400.00

Total of travel costs..... 23 250.00

Total of subsistence and accommodation costs..... 31 575.00

Total - Travel, accommodation and subsistence allowances..... 54 825.00

Heading 3 - Cost of services

Information dissemination

Nature of costs	Quantity	Unit cost	Total
Website development and management	1.00	5 000.00	5 000.00
Production of Easy read versions of key documents	4.00	1 000.00	4 000.00
Production of CDs with all written materials	5 000.00	0.50	2 500.00

Total information dissemination..... 11 500.00

Translations

Total number of languages (the document is translated to) , Cost per page (1 page=1500 characters without blanks)

Description of documents to be translated	Languages from ... to	Total number of languages	Cost per page	Number of pages	Total
European Common Guidelines on Deinstitutionalisation and accompanying documentation (case studies, examples etc)	From English to 4 languages	4.00	12.00	150.00	7 200.00
Toolkit on assessing DI	From English to 4 languages	4.00	12.00	25.00	1 200.00
Summary of European Guidelines	From English to 27 EU languages	27.00	12.00	5.00	1 620.00
Information packs for National mutual learning events	From English to 3 languages	3.00	12.00	20.00	720.00
Training programme on de-institutionalisation	From English to 4 languages	4.00	12.00	25.00	1 200.00
Easy read versions of documents	From English to 4 languages	4.00	12.00	50.00	2 400.00

Total translations..... 14 340.00

Reproductions and publications

Document	Number of pages	Unit cost	Total
European Common Guidelines on Deinstitutionalisation and accompanying documentation	90 000.00	0.07	6 300.00
Toolkit on assessing DI	15 000.00	0.07	1 050.00
Summary of European Guidelines	28 000.00	0.07	1 960.00
Information packs for National mutual learning events	2 000.00	0.07	140.00
Training programme on de-institutionalisation	30 000.00	0.07	2 100.00
Easy read versions of documents	45 000.00	0.07	3 150.00
Information packs for Brussels event	1 200.00	0.07	84.00

Total reproductions and publications..... 14 784.00

Specific evaluation

Evaluator	Cost	Total
External evaluation	5 000.00	5 000.00

Total specific evaluation..... 5 000.00

Interpretations

Meeting	Languages	Number of interpreter	Number of days	Daily cost per interpreter	Total
Mutual learning events/pilot trainings	English to local language in 3 countries	2.00	9.00	300.00	5 400.00

Total interpretations..... 5 400.00

External expertise

Task	Number of days	Daily cost	Total
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Total external expertise..... 0.00

Other Services

Service	Amount	Total
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Total other services..... 0.00

Total - Costs of services..... 51 024.00

Heading 4 - Administration costs

Depreciation for purchase of equipment

Type of equipment	Estimated depreciation cost
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Total depreciation..... 0.00

Hire of rooms

Meeting	Number of days	Unit cost per day	Number of rooms	Total
3 national mutual learning event and training sessions	3.00	200.00	3.00	1 800.00
Brussels awareness raising event (including refreshment)	1.00	500.00	1.00	500.00

Total hire of rooms..... 2 300.00

Hire of interpreting booths

Meeting	Languages	Number of booths	Number of days	Unit cost per day	Total
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Total Hire of interpreting booths..... 0.00

Audits

Auditor	Cost	Total
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Total audits..... 0.00

Financial costs

Nature of costs	Quantity	Unit cost	Total
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Total financial costs..... 0.00

Other administrative costs

Description	Cost
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Total Other Administrative costs..... 0.00

Total - Administration costs..... 2 300.00

Heading 5 - Overheads

Amount..... 22 000.00

Heading 6 - Income

Income

Own contribution.....	147 360.00
Partner's contribution.....	0.00
Beneficiary's contribution in cash (C).....	147 360.00
Revenue generated by the action (R).....	0.00
Union grant (S) (T - C - R).....	233 265.00
Total Income (T)	380 625.00

Please check that you do not exceed the maximum percentage for Union funding established in the call for proposals. Based on the figures already filled in for the previous items, the percentage of the total eligible costs you are requesting is

61.28

DECLARATION BY THE APPLICANT

I, the undersigned, _____,
authorised to represent the applicant, hereby request from the Commission a grant of
EUR 233265 _____
with a view to implementing the action / work programme on the terms laid down in this
application.


I certify that the information contained in this application is correct and that the applicant
organisation has not received or applied for any other Union funding to carry out the action /
work programme which is the subject of this grant application.

I declare on my honour that the applicant organisation has access to stable and adequate
funding to maintain activities for the period of the project to help finance it as necessary.

I declare on my honour that the applicant organisation has the operational capacity and the
operational resources (technical, management) to successfully complete the activity.

I certify on my honour that the applicant organisation is not in one of the situations which
would exclude it from taking part in a Union grant programme and accordingly declare that
the organisation:

- is not bankrupt or being wound up, is not having its affairs administered by the courts, has
not entered into an arrangement with creditors or suspended business activities, and is not in
any analogous situation arising from a similar procedure provided for in national legislation
or regulations;
- has not been convicted of an offence concerning its professional conduct by a judgment
which has the force of *res judicata*;
- is not guilty of grave professional misconduct proven by any means which the contracting
authority can justify;
- has met its obligations relating to the payment of social security contributions or taxes under
the legislation of the country in which it is established;
- has not been the subject of a judgment which has the force of *res judicata* for fraud,
corruption, involvement in a criminal organisation or any other illegal activity detrimental to
the Union's financial interests;
- is not currently subject to an administrative penalty for having been found guilty of serious
misrepresentation in supplying the information required by the Authorizing Officer or for
failing to supply such information, or for having been declared to be in serious breach of
contract for failure to comply with its contractual obligations subsequent to another
procurement procedure or grant award procedure financed by the Union budget;
- is not subject to any conflict of interest;



12-14 Berry Street, London, EC1V 0AU, United Kingdom
t: +44 20 7253 6464 f: +44 20 7253 6563 info@lumos.org.uk www.lumos.org.uk

Trustees: J.K. Rowling (Chair), Bryan Ellis (Hon Treasurer), Sir Roger Singleton CBE, Dr Peter Southern, Dr Kazem Behbehani Chief Executive: Dr Richard Alderslade



- is not guilty of misrepresentation in supplying any information required by the Authorizing Officer or of failing to supply this information.

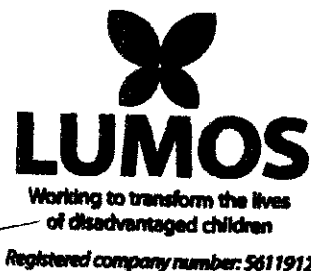
I have been informed that, under Council Regulation (EC, Euratom) N° 1605/2002 of 25 June 2002 on the Financial Regulation applicable to the general budget of the European Communities¹, applicants found guilty of false declarations may be subject to administrative and financial penalties in accordance with the conditions laid down in that Regulation.

The administrative penalties consist in being excluded from all contracts or grants financed from the Union budget for a maximum of two years from the date on which the infringement is established, as confirmed after an adversarial procedure with the applicant. This period may be extended to three years in the event of a repeat offence within five years of the first infringement. Applicants who are guilty of making false declarations will also receive financial penalties representing 2% to 10% of the value of the grant being awarded. This rate may be increased to 4% to 20% in the event of a repeat offence within five years of the first infringement.

Name / first name: ^c

Title or position in the applicant organisation: Chief Executive

Signature and official stamp of applicant:



Date: 27 / 8 / 10

Processing your grant application will involve the recording and processing of personal data (such as names, addresses, CVs, etc.). Such data will be processed pursuant to Regulation (EC) No 45/2001 of the European Parliament and of the Council of 18 December 2000 on the protection of individuals with regard to the processing of personal data by the Union institutions and bodies and on the free movement of such data². Unless indicated otherwise, your replies to the questions in this form and any personal data requested are required to evaluate your grant application and they will be processed solely for that purpose. You are entitled to obtain access to your personal data on request and to rectify any such data that is inaccurate or incomplete. If you have any queries concerning the processing of your personal data, you may address them to the entity acting as data controller. You have the right of recourse at any time to the European Data Protection Supervisor for matters relating to the processing of your personal data.³

You are informed that for the purposes of safeguarding the financial interests of the Union, your personal data may be transferred to internal audit services, to the Court of Auditors, to the Financial Irregularities Panel and/or to the European Anti-Fraud Office (OLAF).

Data of applicants which are in one of the situations referred to in Articles 93(1), 94 and 96(2)(a) of the Financial Regulation¹

¹ OJ L 248, 16.09.2002, p.1, as last amended by Council Regulation n°1525/2007 of 17 December 2007, OJ L 343, 27.12.2007, p.9

² Official Journal L 8, 12.1.2001.

³ Regulation (EC) No 45/2001, applies to the processing of personal data wholly or partly by automatic means, and to the processing other than by automatic means of personal data which form part of a filing system or are intended to form part of a filing system, viz. any structured set of personal data which is accessible according to specific criteria. Any questions should be referred to the Commission's data protection officer <http://www.ec.europa.eu/dataprotectionofficer>.



may be included in a central exclusion database and communicated to the designated persons of the Commission, other institutions, agencies, authorities and bodies mentioned in Article 95(1) and (2) of the Financial Regulation. This refers as well to the persons with powers of representation, decision making or control over the said applicants. Any party entered into the database has the right to be informed of the data concerning it, upon request to the Accounting Officer of the Commission.

26 AUG 2010

Eurochild ^{aisbl}
Avenue des Arts 1-2
1210 Bruxelles
Belgium

Lumos
12-14 Berry Street,
London, EC1V 0AU,
United Kingdom

Letter of commitment

This letter is to confirm that Eurochild, represented by Secretary General of
Eurochild, is committed to participate in the action entitled "The Common European Guidelines to
Deinstitutionalisation".

As a partner in this action, my organisation is undertaking to perform the following roles and tasks
as set out in the work programme:

- Participation in meetings of the Consortium;
- Supporting the collection of good practices regarding the transition from institutional to family- and community-based care for children;
- Contributing to the elaboration of the Guidelines on transition from institutional to community based care and the Toolkit;
- Consulting with Eurochild members on the Guidelines and Toolkit & integrating the feedback;
- Identifying, selecting and developing case studies to illustrate different points in the Guidelines through the Eurochild membership;
- Contributing to the development and delivery of the training module on transition from institutional to community based care;
- Organising through one of Eurochild members a mutual learning event;
- Supporting the dissemination of the Guidelines and Toolkit;
- Supporting the development and maintenance of a Project Webpage as an awareness raising and consultation tool.

As Eurochild is a funded network through the PROGRESS Programme, Eurochild cannot provide cash contribution to the project.

Eurochild is aware of the Commission's intent to publish the name and address of partners in PROGRESS funded projects, alongside the name and address of the beneficiary, in order to increase the visibility of transnational partnerships. Eurochild gives its consent for our name and address to be published in this way.

We look forward to cooperating with Lumos and other consortium partners on this important project.

Brussels, 23rd August 2010



To : Lumos Foundation
12-14 Berry Street
UK - London
EC 1V 0AU

Letter of intent

Subject: Call for proposals for social experimentation VP/2010/007 of DG EMPL

On behalf of AGE Platform Europe, I would like to confirm our interest in the project on "***The Common European Guidelines to de-institutionalisation***" submitted by Lumos, and our wish to support the objectives of the project in an advisory position to bring in our members' perspective on the Guidelines and the Toolkit to be developed, i.e.:

- to react to the first draft of the Guidelines, give input for the intermediary version and the final version of the Guidelines;
- to react to the first draft of the Toolkit;
- to participate to the dissemination of the Guidelines and the Toolkit.

Brussels, 13 August 2010

Director

AGE - The European Older People's Platform
111, rue Froissart
B - 1040 Bruxelles
Tel.: +32(0)2.280.14.70
Fax: +32(0)2.280.15.22
e-mail: info@age-platform.org



Confédération des Organisations Familiales de l'Union Européenne
Confederation of Family Organisations in the European Union

Letter of commitment

This letter is to confirm that the Confederation of Family Organisations in the European Union, represented by _____ Director, is committed to participate in the action entitled "The Common European Guidelines to Deinstitutionalisation".

As a partner in this action, my organisation is undertaking to perform the following roles and tasks as set out in the work programme:

- Participation in meetings of the Consortium;
- Elaborating the first draft of the Guidelines on transition from institutional to community based care;
- Consultation of the first draft of the Guidelines on transition from institutional to community care;
- Developing the intermediary version of the Guidelines for transition from institutional to community based care;
- Developing the final version of the Common European Guidelines for transition from institutional to community based care;
- Dissemination of the Common European Guidelines on transition from institutional to community-based care and Toolkit for assessment;

In terms of contribution to the costs of the action, COFACE will provide a cash contribution to the action of ___Zero___ Euros.

Confederation of Family Organisations in the European Union is aware of the Commission's intent to publish the name and address of partners in PROGRESS funded projects, alongside the name and address of the beneficiary, in order to increase the visibility of transnational partnerships. Confederation of Family Organisations in the European Union gives its consent for our name and address to be published in this way.

Brussels, 23rd August 2010

COFACE
Rue de Londres, 17
B-1050 BRUXELLES

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Londenstraat 17 rue de Londres
B-1050 Brussels
☎ +32 2 511 41 79
☎ +32 2 514 47 73
secretariat@coface-eu.org
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RPM. Bruxelles
BE 420 937 537



Inclusion Europe

The European Association of Societies of Persons with Intellectual Disabilities and their Families
L'Association Européenne des Organisations des Personnes Handicapées Mentales et leurs Familles

Letter of commitment

This letter is to confirm that **Inclusion Europe asbl.**, represented by
, Director, is committed to participate in the action entitled

"The Common European Guidelines to de-institutionalisation"

As a partner in this action, my organisation is undertaking to perform the following roles and tasks as set out in the work programme:

- Participation in meetings of the Consortium
- Collecting the good practices and tools
- Elaborating the first draft of the Guidelines on transition from institutional to community based care
- Elaborating the first draft of the Toolkit for assessment of financing initiatives
- Consultation of the first draft of the Guidelines on transition from institutional to community care and Toolkit for assessment of financing initiatives
- Developing the intermediary version of the Guidelines for transition from institutional to community based care and of the final version of the Toolkit for assessment
- Preparing case studies from the countries
- Developing the final version of the Common European Guidelines for transition from institutional to community based care
- Drafting the training module on transition from institutional to community based care
- Organising a pilot training
- Participation to elaboration of the final training module on transition from institutional to community based care
- Organising 1 mutual learning event
- Dissemination of the Common European Guidelines on transition from institutional to community-based care and Toolkit for assessment by the European network
- Developing and Project Webpage and as an awareness raising and consultation tool

Galerie de la Toison d'Or
29, Chaussée d'Ixelles, 393/32
B-1050 Brussels (Belgium)
tél. +32 2 502 28 15 - fax +32 2 502 80 10
e-mail: secretariat@inclusion-europe.org
<http://www.inclusion-europe.org>

Inclusion Europe is committed to advancing the human rights and defending the interests of people with learning or intellectual disabilities and their families in the Member States of the European Union and other European countries.

Inclusion Europe asbl défend les droits de l'homme et les intérêts des personnes handicapées mentales et de leurs familles, dans les Etats membres de l'Union européenne, ainsi que dans les autres pays européens.

In terms of contribution to the costs of the action, Inclusion Europe will provide a cash contribution to the action of Zero Euros.

Inclusion Europe is aware of the Commission's intent to publish the name and address of partners in PROGRESS funded projects, alongside the name and address of the beneficiary, in order to increase the visibility of transnational partnerships. Inclusion Europe gives its consent for our name and address to be published in this way.

Brussels, 20. August 2010

Director



Inclusion Europe

Galleries Toison d'Or
29 Chée d'Ixelles, # 393-32
B-1050 Brussels (Belgium)



Mr.
Chief Executive
Lumos Foundation
12-14 Berry Street, London, EC1V 0AU, United Kingdom

Brussels, 26 August 2010

Ref. EDF-010-117-CB

Dear Mr. I

Letter of commitment

This letter is to confirm that the European Disability Forum, represented by its Director of European Disability Forum, is committed to participate in the action entitled "The Common European Guidelines to Deinstitutionalisation".

As a partner in this action, my organisation is undertaking to perform the following roles and tasks as set out in the work programme:

- Participation in meetings of the Consortium;
- Collecting the good practices and tools;
- Elaborating the first draft of the Guidelines on transition from institutional to community based care;
- Elaborating the first draft of the Toolkit for assessment of financing initiatives;
- Consultation of the first draft of the Guidelines on transition from institutional to community care and Toolkit for assessment of financing initiatives;
- Developing the intermediary version of the Guidelines for transition from institutional to community based care and of the final version of the Toolkit for assessment;

European Disability Forum



- Preparing case studies from the countries;
- Developing the final version of the Common European Guidelines for transition from institutional to community based care;
- Dissemination of the Common European Guidelines on transition from institutional to community-based care and Toolkit for assessment;
- Participating to developing the dissemination tools

In terms of contribution to the costs of the action, European Disability Forum will provide a cash contribution to the action of Zero Euros.

European Disability Forum is aware of the Commission's intent to publish the name and address of partners in PROGRESS funded projects, alongside the name and address of the beneficiary, in order to increase the visibility of transnational partnerships. European Disability Forum gives its consent for our name and address to be published in this way.

Yours sincerely,

Director of the European Disability Forum



The European Disability Forum

rue du Commerce 39-41 bte 6

B-1000 Bruxelles

T +32 2 282 46 00 - F +32 2 282 46 09



**IMPROVING SERVICES
IMPROVING LIVES**

Letter of commitment

This letter is to confirm that the European Association of Service Providers of Persons with Disabilities, represented by _____ Secretary General of EASPD, is committed to participate in the action entitled "The Common European Guidelines to Deinstitutionalisation".

As a partner in this action, my organisation is undertaking to perform the following roles and tasks as set out in the work programme:

- Participation in meetings of the Consortium;
- Collecting the good practices and tools;
- Elaborating the first draft of the Guidelines on transition from institutional to community based care;
- Elaborating the first draft of the Toolkit for assessment of financing initiatives;
- Consultation of the first draft of the Guidelines on transition from institutional to community care and Toolkit for assessment of financing initiatives;
- Developing the intermediary version of the Guidelines for transition from institutional to community based care and of the final version of the Toolkit for assessment;
- Preparing case studies from the countries;
- Developing the final version of the Common European Guidelines for transition from institutional to community based care;
- Drafting the training module on transition from institutional to community based care;
- Organising a pilot training;
- Participation to elaboration of the final training module on transition from institutional to community based care;
- Organising one of 3 mutual learning events;
- Dissemination of the Common European Guidelines on transition from institutional to community-based care and Toolkit for assessment by the European networks;
- Developing a Project Webpage as an awareness raising and consultation tool.

In terms of contribution to the costs of the action, European Association of Service Providers of Persons with Disabilities will provide a cash contribution to the action of
 ____Zero____ Euros.

The European Association of Service Providers for Persons with Disabilities (EASPD) promotes the equalisation of opportunities for people with disabilities through effective and high quality service systems in Europe. EASPD represents over 8000 service provider organisations across Europe and across disability.

EASPD

**IMPROVING SERVICES
IMPROVING LIVES**

European Association of Service Providers of Persons with Disabilities is aware of the Commission's intent to publish the name and address of partners in PROGRESS funded projects, alongside the name and address of the beneficiary, in order to increase the visibility of transnational partnerships. European Association of Service Providers of Persons with Disabilities gives its consent for our name and address to be published in this way.

Brussels, 24th August 2010

EASPD

Oudergemlaan 63 Av. d'Auderghem

B-1040 BRUSSEL

Tel. +32 2 282 46 10 - Fax +32 2 230 72 33

Info@easpd.eu

The European Association of Service Providers for Persons with Disabilities (EASPD) promotes the equalisation of opportunities for people with disabilities through effective and high quality service systems in Europe. EASPD represents over 8000 service provider organisations across Europe and across disability.

EASPD - Oudergemlaan / Avenue d'Auderghem 63
B-1040 Brussels, Belgium
Reg. Nr. 478.078.455

info@easpd.eu
www.easpd.eu

Tel. +32 2 282 46 10 - Fax +32 2 230 72 33
IBAN: BE07 7765 9430 6266
BIC: GKCC BEBB



EUROPEAN NETWORK ON INDEPENDENT LIVING

Gran Via Marqués del Túrria, 49. 7º 12ª

46005 - Valencia - Spain

Tel.: (+34) 96 325 54 57

Fax: (+34) 96 325 54 59

NIF: N0071716E

E-mail: secretariat@enil.eu

Letter of commitment

This letter is to confirm that the European Network on Independent Living (ENIL), represented by E. [redacted] is committed to participate in the action entitled 'The Common European Guidelines to de-institutionalisation'.

As a partner in this action, my organisation is undertaking to perform the following roles and tasks as set out in the work programme:

- Participation in meetings of the Consortium;
- Collecting the good practices and tools on de-institutionalisation available at the level of the European networks.
- Elaborating the first draft of the Guidelines on transition from institutional to community based care.
- Elaborating the first draft of the Toolkit for assessment of financing initiatives.
- Consultation of the first draft of the Guidelines on transition from institutional to community care and the Toolkit for assessment of financing initiatives.
- Developing the intermediary version of the Guidelines for transition from institutional to community based care and of the final version of the Toolkit for assessment of financing initiatives.
- Developing the final version of the Common European Guidelines for transition from institutional to community based care.
- Drafting the training module on transition from institutional to community based care.
- Elaboration of the final training module on transition from institutional to community based care.
- Dissemination of the Common European Guidelines on transition from institutional to community-based care and Toolkit for assessment.
- Developing and maintaining the Project Webpage and as an awareness raising and consultation tool.

President: Bente Skansgard (Norway), Executive Director: Jamie Bolling (Sweden)

Directors: Donal Toolan (Ireland), John Evans (United Kingdom), Kapka Panayotova (Bulgaria) and Viebeke Maroy Melstrom (Norway)

Company Secretary: Martin Naughton (Ireland)

Registered Office: Carmichael Centre, North Brunswick Street, Dublin 7



Registration Number: 295540



EUROPEAN NETWORK ON INDEPENDENT LIVING
Gran Via Marqués del Túria, 49. 7º 12ª
46005 - Valencia - Spain
Tel.: (+34) 96 325 54 57
Fax: (+34) 96 325 54 59
NIF: N0071716E
E-mail: secretariat@enil.eu

In terms of contribution the European Network on Independent Living will provide a cash contribution to the action of zero Euros.

The European Network on Independent Living is aware of the Commission's intent to publish the name and address of partners in PROGRESS funded projects, alongside the name and address of the beneficiary, in order to increase the visibility of transnational partnerships. The European Network on Independent Living gives its consent for its name and address to be published in this way.


European Network on Independent Living
Gran Via Marqués del Turia, 49, 7, 12
46005 VALENCIA, SPAIN
Tel. (34) 96 325 54 57 - Fax (34) 96 325 54 59
C.I.F. N 0071716 E
26th of August 2010


President: Bente Skansgard (Norway), Executive Director: Jamie Bolling (Sweden)
Directors: Donal Toolan (Ireland), John Evans (United Kingdom), Kapka Panayotova (Bulgaria) and Viebeke Maroy Melstrom (Norway)
Company Secretary: Martin Naughton (Ireland)
Registered Office: Carmichael Centre, North Brunswick Street, Dublin 7
Registration Number: 295540



MENTAL HEALTH EUROPE – SANTE MENTALE EUROPE aisbl
Boulevard Clovis 7, B-1000 Brussels
Tel +32 2 280 04 68 - Fax +32 2 280 16 04
E-Mail: info@mhe-sme.org
www.mhe-sme.org

Letter of commitment

This letter is to confirm that **Mental Health Europe – Santé Mentale Europe aisbl**, represented by _____, director, is committed to participate in the action entitled "**The Common European Guidelines to de-institutionalisation**".

In terms of contribution to the costs of the action, Mental Health Europe will provide a cash contribution to the action of ____Zero__ Euros.

Mental Health Europe is aware of the Commission's intent to publish the name and address of partners in PROGRESS funded projects, alongside the name and address of the beneficiary, in order to increase the visibility of transnational partnerships. Mental Health Europe gives its consent for our name and address to be published in this way.

As a partner in this action, my organisation is undertaking to perform the following roles and tasks as set out in the work programme:

- Participation in the project management group
- Participation in the project working group
- Collecting good practices and tools:
 - Sending out the request for documentation to our own network
 - Identifying the members interested to participate in the consultation process
 - Providing good practices, methodologies and tools by the participating country-based members of our network
- Elaborating the first draft of the Toolkit for assessment of financing initiatives
- Consultation of the first draft of the guidelines on transition from institutional to community care and toolkit for assessment of financing initiatives: sending out the request for consultation through our network
- Developing the intermediary version of the guidelines
- Preparing the final version of the toolkit for assessment
- Preparing case studies from the countries through our network
- Developing the final version of the guidelines
- Drafting the training module
- Organizing a pilot training
- Elaborating the final training module
- Assisting with the organisation of 3 mutual learning events
- Disseminating the common Guidelines
- Assist with the development of a project webpage as awareness raising and consultation tool

Brussels, 3 August 2010
MENTAL HEALTH EUROPE
SANTÉ MENTALE EUROPE
Boulevard
Tel **

Director



FINANCIAL IDENTIFICATION

PRIVACY STATEMENT

http://ec.europa.eu/budget/execution/ftiers_fr.htm

ACCOUNT NAME

ACCOUNT NAME⁽¹⁾ Lumos Foundation
ADDRESS 12-14 Berry Street
TOWN/CITY London POSTCODE EC1V 0AU
COUNTRY United Kingdom

CONTACT

TELEPHONE +44 FAX +44 (0)
E - MAIL

BANK

BANK NAME HSBC Bank Plc
BRANCH ADDRESS 8 Victoria Street
TOWN/CITY London POSTCODE SW1H 0NJ
COUNTRY United Kingdom
ACCOUNT NUMBER
IBAN⁽²⁾

REMARKS:

for this account if (k) is also an authorised contact is not available.
Bank Statements are attached.

BANK STAMP + SIGNATURE OF BANK REPRESENTATIVE

(Both Obligatory)⁽³⁾

DATE + SIGNATURE ACCOUNT HOLDER :

(Obligatory)

DATE 18/8/10

- (1) The name or title under which the account has been opened and not the name of the authorized agent
(2) If the IBAN Code (International Bank account number) is applied in the country where your bank is situated
(3) It is preferable to attach a copy of recent bank statement, in which event the stamp of the bank and the signature of the bank's representative are not required. The signature of the account-holder is obligatory in all cases.



23 JUL 2010

Your statement

contact tel 08457 60 60 60

see reverse for call times

text phone 1800 108457 125 563

used by deaf or speech impaired customers

www.hsbc.co.uk

0713

Lumos Foundation

12-14 Berry Street

London

EC1V 0AU



086422_230 1/ 7 00043 8388 3237 68100

Account Summary

Opening Balance	224,098.31
Payments In	143.59
Payments Out	90,793.86
Closing Balance	133,448.04

International Bank Account Number

Branch Identifier Code

Sortcode	Account Number	Sheet Number
11	81875252	111

17 July to 23 July 2010

Duplicate

Account Name

Lumos Foundation No one Account

Your Business Current Account details

Date	Payment type and details	Paid out	Paid in	Balance
16 Jul 10	BALANCE BROUGHT FORWARD			224,098.31
19 Jul 10	SO R KEEN SALARIES AC	47,908.50		176,189.81
20 Jul 10	CR CHQ IN AT HSBC BANK PLC CLERKENWELL		18.00	176,207.81
21 Jul 10	DR TOTAL CHARGES TO 29JUN2010	29.06		
	DR 290THE353 GB121070A11JFPE0 THE DANISH CULTURA	2,501.08		
	DR 290THE353 GB121070A11JFPE0 PAYMENT CHARGE	40.00		
	BP WATERLOW LEGAL® INV.WLW028312	500.00		
	BP COLMAN GETTY LTD INV.10398	6,359.81		
	BP CLEAN LIVING SERV INVOICE 2969	249.45		
	DR 750TON353 GB121070A11JFPDX TONY DIMOV	645.16		
	DR 750TON353 GB121070A11JFPDX PAYMENT CHARGE	40.00		
	BP UK FIRE TRAINING INVOICE 13891	440.63		
	BP CASSIA TRADE INV. 21006021	800.00		
	BALANCE CARRIED FORWARD			164,602.62



Interest

Credit Interest is calculated daily on the cleared credit balance and is paid monthly if applicable (this is not paid on all accounts, eg, Basic Bank Account, HSBC Passport, Bank Account and HSBC Advance). Debit interest is calculated daily on the cleared debit balance of your account, it accrues during your charging cycle (usually monthly) and is deducted from your account following the end of your charging cycle.

The following sections below regarding our **Overdraft Service, HSBC Fair Fees Policy, Arrangement Fees and Return Fees** only apply to personal customers (excluding customers who hold Bank Account Pay Monthly). Commercial customers please refer to your terms and conditions.

Overdraft Service

We may charge an Arrangement Fee when we agree to a formal or informal overdraft request from you.

HSBC Fair Fees Policy

We always aim to be fair in the way we charge for our Overdraft services, therefore:

- we will not charge an Arrangement Fee provided that, within the last 6 months, we have not agreed to a request from you for an overdraft
- we will not charge an Arrangement Fee for an overdraft request of £10 or less
- we will not charge Arrangement Fees for Informal overdrafts if covering funds are paid in before the end of the day
- we will give advance notice before Arrangement Fees are debited from your account
- if debited Arrangement Fees (or interest) cause your account to go overdrawn or further overdrawn we will not make a further charge
- arrangement Fees charged will never be higher than the overdraft requested (eg, a £15 overdraft will not cost you say, £50)
- we will not charge more than one Arrangement Fee a day.

Please note that in addition to the above we operate some discretionary policies as to how charges and interest rates apply to overdrafts.

Return Fees

We may not be able to grant every request you make for an overdraft. Where we decline an informal overdraft request we will not charge an Arrangement Fee but a Return Fee will be payable.

Arrangement Fees and Return Fees are also accrued during your charging cycle (usually monthly) and deducted from your account following the end of your charging cycle.

Before we deduct debit interest, arrangement fees and/or return fees, we will give you at least 14 days notice of the amount to be deducted.

If you are switching your banking to us we will not charge fees or debit interest on the entire debit balance of your account for up to three months if you have used our switching service.

Arrangement Fees

1st overdraft in 6 months	free*
Subsequent overdrafts	£25

*See HSBC Fair Fees Policy above

Return Fees

Up to £10	no charge
Up to £25	£10 per item
Above £25	£25 per item

The following references regarding debit cards only apply to personal customers, commercial customers please refer to your terms and conditions.

Your debit card

Using your card abroad

General: Any foreign currency debit card payments (including cash withdrawals) are converted to Sterling by VISA or MasterCard (as appropriate) using wholesale market rates applying on the day the conversion is made. These transactions are subject to our foreign exchange charge of 2.75%. We will deduct the payment from your account once we receive details of the payment from the card scheme, at the latest the next working day. Details of the current wholesale market rates can be obtained by calling us on the usual telephone numbers.

Cash Machines: Cash Machines: There is an ATM transaction fee currently 2% (minimum £1.75, maximum £5.00) for withdrawing cash at cash machines overseas. HSBC Advance and HSBC Premier MyAccount customers can make withdrawals at cash machines overseas free of ATM transaction fees from HSBC and will therefore not pay this fee. We will deduct the amount of the transaction fee from your account once we receive details of the payment from the card scheme, at the latest the next working day. Some cash machine operators may apply a direct charge for withdrawals from their cash machines and this will be advised on screen at the time of withdrawal.

Shops and retailers: There is no transaction fee for using your debit card to pay for goods and services overseas.

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Dispute resolution

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HSBC Bank plc.

Registered in England and Wales with registration number 14259.

Registered office: 8 Canada Square London EC14 5HQ.

contact tel 08457 60 60 60

see reverse for call times

text phone 1800 108457 125 563

used by deaf or speech impaired customers

www.hsbc.co.uk
17 July to 23 July 2010
Duplicate
Account Name

Lumos Foundation No one Account

Sortcode
Account Number
Sheet Number
Your Business Current Account details

<i>Date</i>	<i>Payment type and details</i>	<i>Paid out</i>	<i>Paid in</i>	<i>Balance</i>
	BALANCE BROUGHT FORWARD			164,602.62
	BP KEY TRAVEL LIMITED 141667 141342 1424	2,117.70		
	BP KERRY HALL LUMOS FOUND1	71.37		
	BP ADDISON LEE INV 962388	1,369.16		
	BP EDWIN COE LLP 2011-1639 2011-164	4,678.85		
	BP FAT BEEHIVE LTD INVOICE 2406	4,553.13		
	BP KATY ROBINSON CHILD HIGH LEVEL	69.58		
	BP VEALE WASBROUGH INV NO. 265136	2,445.76		
	DR ADVICE CONFIRMS 7X21070M02101042 DANIELA PANCHEVA P	1,330.87		
	DR ADVICE CONFIRMS 7X21070M02101316 PETRA KACIRKOVA	1,527.02		
	CR CHQ IN AT HSBC BANK PLC COVENTRY DSC		125.59	
	DR CHARGE FGN CHQ NEGOTIATED	18.00		146,546.77
22 Jul 10	CHQ 100536	1,070.00		
	CHQ 100559	133.89		
	CHQ 100560	58.23		
	DR 360KLA353 GB122070A11JFPEP	1,221.61		
	DR 360KLA353 GB122070A11JFPEP			
	PAYMENT CHARGE	40.00		144,023.04
23 Jul 10	CHQ 100557	10,575.00		133,448.04
23 Jul 10	BALANCE CARRIED FORWARD			133,448.04

Account Fee

Business Current Account subscription

charge
frequency

3.50

Monthly

Credit Interest Rates
balance
*AER
variable*

Credit interest

0.00 %

Debit Interest Rates
balance
*EAR
variable*

Debit interest

26.30 %



Interest

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- arrangement Fees charged will never be higher than the overdraft requested (eg, a £15 overdraft will not cost you say, £50)
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Arrangement Fees

1st overdraft in 6 months	free*
Subsequent overdrafts	£25

*See HSBC Fair Fees Policy above

Return Fees

Up to £10	no charge
Up to £25	£10 per item
Above £25	£25 per item

The following references regarding debit cards only apply to personal customers, commercial customers please refer to your terms and conditions.

Your debit card

Using your card abroad

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Shops and retailers: There is no transaction fee for using your debit card to pay for goods and services overseas.

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HSBC Bank plc.

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contact tel 08457 60 60 60
see reverse for call times
text phone 1800 108457 125 563
used by deaf or speech impaired customers
www.hsbc.co.uk

0713
Lumos Foundation
12-14 Berry Street
London
EC1V 0AU

086422_230 3/ 7 00043 8390 3237 68100

Account Summary

Opening Balance	133,448.04
Payments In	501,049.81
Payments Out	26,248.54
Closing Balance	608,249.31

International Bank Account Number

Branch Identifier Code
MIDLGB2110D

Sortcode Account Number Sheet Number
40-07-13 81875353 114

24 July to 30 July 2010

Duplicate

Account Name

Lumos Foundation No one Account

Your Business Current Account details

Date	Payment type and details	Paid out	Paid in	Balance
23 Jul 10	BALANCE BROUGHT FORWARD			133,448.04
26 Jul 10	DD JUST GIVING	17.62		133,430.42
27 Jul 10	CR CAFGYE91000523872		5.00	
	CR GIVING.COM LIMITED		2.88	
	DD INT HERALD TRI	20.95		
	DD OPUS ENERGY LTD	197.16		
	TFR 400713 81875809			
	FUNDS TRANSFER		500,000.00	633,220.19
28 Jul 10	DD PENINSULA BUSINESS	640.38		
	CHQ 100570	2,152.80		
	BP JANE H ANTHONY			
	LUMOS FOUNDI	638.75		
	BP D N CAINES			
	VAT PAYMENTS	1,483.44		
	DR 192CON353			
	GB128070A0J6FZ0U			
	CONGRESS TRAVEL	1,640.84		
	DR 192CON353			
	GB128070A0J6FZ0U			
	PAYMENT CHARGE	40.00		
	DR ADVICE CONFIRMS			
	7X28070M02801267			
	HANA SOLAROVA	544.06		
	DR ADVICE CONFIRMS			
	7X28070M02801455			
	JINDRICH RACEK	700.34		625,379.58
29 Jul 10	CHQ 100562	744.90		
	CHQ 100564	14,889.89		
	BALANCE CARRIED FORWARD			609,744.79



Interest

Credit Interest is calculated daily on the cleared credit balance and is paid monthly if applicable (this is not paid on all accounts, eg, Basic Bank Account, HSBC Passport, Bank Account and HSBC Advance). Debit interest is calculated daily on the cleared debit balance of your account, it accrues during your charging cycle (usually monthly) and is deducted from your account following the end of your charging cycle.

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- we will not charge an Arrangement Fee for an overdraft request of £10 or less
- we will not charge Arrangement Fees for Informal overdrafts if covering funds are paid in before the end of the day
- we will give advance notice before Arrangement Fees are debited from your account
- if debited Arrangement Fees (or interest) cause your account to go overdrawn or further overdrawn we will not make a further charge
- arrangement Fees charged will never be higher than the overdraft requested (eg, a £15 overdraft will not cost you say, £50)
- we will not charge more than one Arrangement Fee a day.

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Return Fees

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Arrangement Fees

1st overdraft in 6 months	free*
Subsequent overdrafts	£25

*See HSBC Fair Fees Policy above

Return Fees

Up to £10	no charge
Up to £25	£10 per item
Above £25	£25 per item

The following references regarding debit cards only apply to personal customers, commercial customers please refer to your terms and conditions.

Your debit card

Using your card abroad

General: Any foreign currency debit card payments (including cash withdrawals) are converted to Sterling by VISA or MasterCard (as appropriate) using wholesale market rates applying on the day the conversion is made. These transactions are subject to our foreign exchange charge of 2.75%. We will deduct the payment from your account once we receive details of the payment from the card scheme, at the latest the next working day. Details of the current wholesale market rates can be obtained by calling us on the usual telephone numbers.

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Shops and retailers: There is no transaction fee for using your debit card to pay for goods and services overseas.

The following references apply to all customers

Dispute resolution

If you have a problem with your agreement, please try to resolve it with us in the first instance. If you are not happy with the way in which we handled your complaint or the result, you may be able to complain to the Financial Ombudsman Service. If you do not take up your problem with us first you will not be entitled to complain to the Ombudsman. We can provide details of how to contact the Ombudsman.

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contact tel 08457 60 60 60
see reverse for call times
text phone 1800 108457 125 563
used by deaf or speech impaired customers
www.hsbc.co.uk

24 July to 30 July 2010

Duplicate

Account Name

Lumos Foundation No one Account

Sortcode

40-07-13

Account Number

81875353

Sheet Number

115

Your Business Current Account details

Date	Payment type and details	Paid out	Paid in	Balance
	BALANCE BROUGHT FORWARD			609,744.79
	CHQ 100569	395.50		
	DR 160ALE353			
	GB129070A0J6FYZT			
	ALENA SVOBODOVA	544.06		
	DR 160ALE353			
	GB129070A0J6FYZT			
	PAYMENT CHARGE	40.00		
	BP R KEEN SALARIES AC	1,200.18		607,565.05
30 Jul 10	CHQ 100563	57.67		
	CHQ 100561 CASH 400217	300.00		
	CR CHQ IN AT HSBC BANK PLC			
	CLERKENWELL		1,041.93	608,249.31
30 Jul 10	BALANCE CARRIED FORWARD			608,249.31

Account Fee

	charge	frequency
Business Current Account subscription	3.50	Monthly

Credit Interest Rates

balance	AER variable
Credit interest	0.00 %

Debit Interest Rates

balance	EAR variable
Debit interest	26.30 %



Interest

Credit Interest is calculated daily on the cleared credit balance and is paid monthly if applicable (this is not paid on all accounts, eg, Basic Bank Account, HSBC Passport, Bank Account and HSBC Advance). Debit interest is calculated daily on the cleared debit balance of your account, it accrues during your charging cycle (usually monthly) and is deducted from your account following the end of your charging cycle.

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- we will not charge an Arrangement Fee for an overdraft request of £10 or less
- we will not charge Arrangement Fees for informal overdrafts if covering funds are paid in before the end of the day
- we will give advance notice before Arrangement Fees are debited from your account
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Arrangement Fees

1st overdraft in 6 months	free*
Subsequent overdrafts	£25

*See HSBC Fair Fees Policy above

Return Fees

Up to £10	no charge
Up to £25	£10 per item
Above £25	£25 per item

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Your statement

contact tel 08457 60 60 60

see reverse for call times

text phone 1800 108457 125 563

used by deaf or speech impaired customers

www.hsbc.co.uk

0713

Lumos Foundation
12-14 Berry Street
London
EC1V 0AU



086422_230 5/ 7 00043 8392 3237 68100

Account Summary

Opening Balance	608,249.31
Payments In	0.00
Payments Out	125.28
Closing Balance	608,124.03

31 July to 6 August 2010

Duplicate

Account Name

Lumos Foundation No one Account

International Bank Account Number

Branch Identifier Code

MIDLGB2110D

Sortcode	Account Number	Sheet Number
40-07-13	81875353	116

Your Business Current Account details

Date	Payment type and details	Paid out	Paid in	Balance
30 Jul 10	BALANCE BROUGHT FORWARD			608,249.31
03 Aug 10	DD VODAFONE LIMITED	125.28		608,124.03
06 Aug 10	BALANCE CARRIED FORWARD			608,124.03

Account Fee

	charge	frequency
Business Current Account subscription	3.50	Monthly

Credit Interest Rates	balance	EAR variable	Debit Interest Rates	balance	EAR variable
Credit interest		0.00 %	Debit interest		26.30 %



Interest

Credit Interest is calculated daily on the cleared credit balance and is paid monthly if applicable (this is not paid on all accounts, eg, Basic Bank Account, HSBC Passport, Bank Account and HSBC Advance). Debit interest is calculated daily on the cleared debit balance of your account, it accrues during your charging cycle (usually monthly) and is deducted from your account following the end of your charging cycle.

The following sections below regarding our Overdraft Service, HSBC Fair Fees Policy, Arrangement Fees and Return Fees only apply to personal customers (excluding customers who hold Bank Account Pay Monthly). Commercial customers please refer to your terms and conditions.

Overdraft Service

We may charge an Arrangement Fee when we agree to a formal or informal overdraft request from you.

HSBC Fair Fees Policy

We always aim to be fair in the way we charge for our Overdraft services, therefore:

- we will not charge an Arrangement Fee provided that, within the last 6 months, we have not agreed to a request from you for an overdraft
- we will not charge an Arrangement Fee for an overdraft request of £10 or less
- we will not charge Arrangement Fees for Informal overdrafts if covering funds are paid in before the end of the day
- we will give advance notice before Arrangement Fees are debited from your account
- if debited Arrangement Fees (or interest) cause your account to go overdrawn or further overdrawn we will not make a further charge
- arrangement Fees charged will never be higher than the overdraft requested (eg, a £15 overdraft will not cost you say, £50)
- we will not charge more than one Arrangement Fee a day.

Please note that in addition to the above we operate some discretionary policies as to how charges and interest rates apply to overdrafts.

Return Fees

We may not be able to grant every request you make for an overdraft. Where we decline an informal overdraft request we will not charge an Arrangement Fee but a Return Fee will be payable.

Arrangement Fees and Return Fees are also accrued during your charging cycle (usually monthly) and deducted from your account following the end of your charging cycle.

Before we deduct debit interest, arrangement fees and/or return fees, we will give you at least 14 days notice of the amount to be deducted.

If you are switching your banking to us we will not charge fees or debit interest on the entire debit balance of your account for up to three months if you have used our switching service.

Arrangement Fees

1st overdraft in 6 months	free*
Subsequent overdrafts	£25

*See HSBC Fair Fees Policy above

Return Fees

Up to £10	no charge
Up to £25	£10 per item
Above £25	£25 per item

The following references regarding debit cards only apply to personal customers, commercial customers please refer to your terms and conditions.

Your debit card

Using your card abroad

General: Any foreign currency debit card payments (including cash withdrawals) are converted to Sterling by VISA or MasterCard (as appropriate) using wholesale market rates applying on the day the conversion is made. These transactions are subject to our foreign exchange charge of 2.75%. We will deduct the payment from your account once we receive details of the payment from the card scheme, at the latest the next working day. Details of the current wholesale market rates can be obtained by calling us on the usual telephone numbers.

Cash Machines: Cash Machines: There is an ATM transaction fee currently 2% (minimum £1.75, maximum £5.00) for withdrawing cash at cash machines overseas. HSBC Advance and HSBC Premier MyAccount customers can make withdrawals at cash machines overseas free of ATM transaction fees from HSBC and will therefore not pay this fee. We will deduct the amount of the transaction fee from your account once we receive details of the payment from the card scheme, at the latest the next working day. Some cash machine operators may apply a direct charge for withdrawals from their cash machines and this will be advised on screen at the time of withdrawal.

Shops and retailers: There is no transaction fee for using your debit card to pay for goods and services overseas.

The following references apply to all customers

Dispute resolution

If you have a problem with your agreement, please try to resolve it with us in the first instance. If you are not happy with the way in which we handled your complaint or the result, you may be able to complain to the Financial Ombudsman Service. If you do not take up your problem with us first you will not be entitled to complain to the Ombudsman. We can provide details of how to contact the Ombudsman.

Telephone Banking Service

Customer representatives are available from 8am – 10pm everyday and 24 hours a day for HSBC Advance customers (except Christmas Day, Boxing Day and New Years Day) Calls may be monitored or recorded for quality purposes. Alternatively for all your banking needs go to hsbc.co.uk.

Disabled Customers

We offer a number of services such as statements in Braille or large print. Please contact us to let us know how we can serve you better.

Lost and stolen cards

If any of your cards issued by us are lost or stolen please call our 24-hour service immediately on 08456 007 010 or if you are calling from abroad, please call us on 44 1442 422 929.

HSBC Bank plc.

Registered in England and Wales with registration number 14259.

Registered office; 8 Canada Square London EC14 5HQ.

contact tel 08457 60 60 60
see reverse for call times
text phone 1800 108457 125 563
used by deaf or speech impaired customers
www.hsbc.co.uk

0713
Lumos Foundation
12-14 Berry Street
London
EC1V 0AU

086422_230 6/ 7 00043 8393 3237 68100

Account Summary

Opening Balance	608,124.03
Payments In	33.60
Payments Out	30,655.52
Closing Balance	577,502.11

7 August to 13 August 2010
Duplicate
Account Name
Lumos Foundation No one Account

International Bank Account Number

Branch Identifier Code
MIDLGB2110D

Sortcode **Account Number** **Sheet Number**
40-07-13 81875353 117

Your Business Current Account details

Date	Payment type and details	Paid out	Paid in	Balance
06 Aug 10	BALANCE BROUGHT FORWARD			608,124.03
09 Aug 10	CHQ 100565	2,444.62		605,679.41
10 Aug 10	DD COMMERCIAL CARD	1,185.56		
	DR CHARGE			
	AUDITOR INFORMATN	29.37		604,464.48
11 Aug 10	CR GIVING.COM LIMITED		33.60	
	BP DCSF RECEIPTS			
	CYPF 09 0103	2,943.60		
	BP WATERLOW LEGAL®			
	DIA007842SJW000875	645.00		
	BP R KEEN SALARIES AC			
	AUG SAL & REDUN	8,261.49		
	DR 400INT535			
	GB111080A0KG8BP1			
	INTEGRAM SPRL	3,386.96		
	DR 400INT535			
	GB111080A0KG8BP1			
	PAYMENT CHARGE	40.00		
	DR 135DJU353			
	GB1110801PKG656H			
	DJURISIC S ANKA	1,143.10		
	DR 135DJU353			
	GB1110801PKG656H			
	PAYMENT CHARGE	40.00		
	DR 105GLU353			
	GB111080ICKGID0S			
	GLUSCEVIC M JELENA	889.08		
	BALANCE CARRIED FORWARD			587,148.85



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HSBC Bank plc.

Registered in England and Wales with registration number 14259.

Registered office; 8 Canada Square London EC14 5HQ.



LEGAL ENTITIES

PRIVACY STATEMENT

http://ec.europa.eu/budget/execution/legal_entities_fr.htm

PRIVATE COMPANIES

TYPE OF COMPANY	Private law body/ non-profit/ International/ NGO		
NGO	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>	(Non-Governmental Organisation)
NAME(S)	Lumos Foundation		
ABBREVIATION	Lumos		
ADDRESS OF HEAD OFFICE	Lumos Foundation		
	1st Floor		
	12-14 Berry Street		
POSTCODE	EC1V 0AU	P.O. BOX	
TOWN/CITY	London		
COUNTRY	UK		
VAT (1)	974383972		
PLACE OF REGISTRATION	England and Wales		
DATE OF REGISTRATION	03 D D	11 M M	2005 Y Y Y Y
REGISTRATION No (2)	5611912		
PHONE	+44 (0)207 253 6464	FAX	+44 (0)207 253 6563
E-MAIL	info@lumos.org.uk		

THIS "LEGAL ENTITIES" FORM SHOULD BE COMPLETED AND RETURNED TOGETHER WITH:

1. A COPY OF THE VAT REGISTRATION DOCUMENT IF APPLICABLE AND IF THE VAT NUMBER DOES NOT APPEAR ON THE OFFICIAL DOCUMENT REFERRED TO AT 2 BELOW.
2. A COPY OF SOME OFFICIAL DOCUMENT (OFFICIAL GAZETTE, COMPANY REGISTER ETC.) SHOWING THE NAME OF THE LEGAL ENTITY, THE ADDRESS OF THE HEAD OFFICE AND THE REGISTRATION NUMBER GIVEN TO IT BY THE NATIONAL AUTHORITIES.



Working to transform the lives
of disadvantaged children

Registered company number: 5611912

DATE AND SIGNATURE OF AUTHORISED REPRESENTATIVE

19/8/10



**HM Revenue
& Customs**

**CERTIFICATE OF REGISTRATION
FOR
VALUE ADDED TAX**

CHILDREN'S HIGH LEVEL GROUP
HOPE HOUSE
45 GREAT PETER STREET
LONDON
SW1P 3LT

REGISTRATION NUMBER **974 3839 72**

EFFECTIVE DATE **1 JULY 2009**

CERTIFICATE ISSUED ON **6 AUGUST 2009**

RETURNS TO BE MADE IN RESPECT OF PERIODS
ENDING **30 SEPTEMBER 2009**
AND **THREE MONTHLY** THEREAFTER

BANK CODE NO: **40-07-13**
BANK A/C NO: **81875353**

LEGAL ENTITY **INCORPORATED COMPANY**

TRADE CLASSIFICATION **88990 -**
OTHER SOCIAL WORK WITHOUT ACCOMMODATION

Please check the above details are correct. It is particularly important that your bank details are accurate as they will be used to make any repayment of tax that may be due to you.

You should inform the National Registration Service of any error or changes in these details. Please refer to the supplement of notice 700/1 *Should I be registered for VAT?* Or refer to the HM Revenue and Customs Website at www.hmrc.gov.uk, to find out which of the registration sites you should contact.

If you need further advice and help please ring HM Revenue and Customs National Advice Service on 0845 010 9000 between 8:00am and 8:00pm, Monday to Friday. If you have hearing difficulties, please ring the Textphone service on 0845 000 0200.

If you would like to speak to someone in Welsh, please ring 0845 010 0300 between 8:00am and 6:00pm, Monday to Friday.



**CERTIFICATE OF INCORPORATION
ON CHANGE OF NAME**

Company No. 5611912

The Registrar of Companies for England and Wales hereby certifies that
under the Companies Act 2006:

CHILDREN'S HIGH LEVEL GROUP

a company incorporated as private limited by guarantee; having its
registered office situated in England/Wales; has changed its name to:

LUMOS FOUNDATION

Given at Companies House on 23rd February 2010



Companies House
— for the record —



THE OFFICIAL SEAL OF THE
REGISTRAR OF COMPANIES

CONTRACTS FOR IMPLEMENTING THE ACTION

Reasons must be given for contracting out implementation work.

Contracts must be awarded to the tender offering best value for money, that is to say, to the tender offering the best price-quality ratio, care being taken to avoid any conflict of interest. Any special rules in this connection contained in the call for proposals or any other document governing the grants concerned must be complied with.

The information below must be given for each contract covering a heading or sub-heading of the costs of the action or work programme concerned:
(add further sheets if necessary)

- Tasks involved:

Development and maintenance of website

- Reasons for contracting out implementation work:

To ensure the best quality and most competitive price

- Selection procedure:

Advertise and select the best quotation in terms of quality and price

- Contractor's official name (if known):

Not known

CONTRACTS FOR IMPLEMENTING THE ACTION

Reasons must be given for contracting out implementation work.

Contracts must be awarded to the tender offering best value for money, that is to say, to the tender offering the best price-quality ratio, care being taken to avoid

any conflict of interest. Any special rules in this connection contained in the call for proposals or any other document governing the grants concerned must be complied with.

The information below must be given for each contract covering a heading or sub-heading of the costs of the action or work programme concerned:

(add further sheets if necessary)

- Tasks involved:

Printing of documents and reports

- Reasons for contracting out implementation work:

To ensure the best quality and most competitive price

- Selection procedure:

Advertise and select the best quotation in terms of quality and price

- Contractor's official name (if known):

Not known

CONTRACTS FOR IMPLEMENTING THE ACTION

Reasons must be given for contracting out implementation work.

Contracts must be awarded to the tender offering best value for money, that is to say, to the tender offering the best price-quality ratio, care being taken to avoid any conflict of interest. Any special rules in this connection contained in the call for proposals or any other document governing the grants concerned must be complied with.

The information below must be given for each contract covering a heading or sub-heading of the costs of the action or work programme concerned:

(add further sheets if necessary)

- Tasks involved:

External evaluation

- Reasons for contracting out implementation work:

To ensure the best quality and most competitive price

- Selection procedure:

Advertise and select the best quotation in terms of quality and price

- Contractor's official name (if known):

Not known

CONTRACTS FOR IMPLEMENTING THE ACTION

Reasons must be given for contracting out implementation work.

Contracts must be awarded to the tender offering best value for money, that is to say, to the tender offering the best price-quality ratio, care being taken to avoid any conflict of interest. Any special rules in this connection contained in the call for proposals or any other document governing the grants concerned must be complied with.

The information below must be given for each contract covering a heading or sub-heading of the costs of the action or work programme concerned:
(add further sheets if necessary)

- Tasks involved:

Interpretations

- Reasons for contracting out implementation work:

To ensure the best quality and most competitive price

- Selection procedure:

Advertise and select the best quotation in terms of quality and price

- Contractor's official name (if known):

Not known

CONTRACTS FOR IMPLEMENTING THE ACTION

Reasons must be given for contracting out implementation work.

Contracts must be awarded to the tender offering best value for money, that is to say, to the tender offering the best price-quality ratio, care being taken to avoid any conflict of interest. Any special rules in this connection contained in the call for proposals or any other document governing the grants concerned must be complied with.

The information below must be given for each contract covering a heading or sub-heading of the costs of the action or work programme concerned:

(add further sheets if necessary)

- Tasks involved:

Translations

- Reasons for contracting out implementation work:

To ensure the best quality and most competitive price

- Selection procedure:

Advertise and select the best quotation in terms of quality and price

- Contractor's official name (if known):

Not known

Checklist of the documents to be submitted with applications


VP/2010/007

Before sending your application, please number the documents as shown below and send in the following supporting documents **in duplicate (original + one identical copy)**. The absence of any of these documents may invalidate your application.

Order	Document	Check <input checked="" type="checkbox"/>: completed document is included in the application dossier
0	Complete application dossier 1 original and 1 copy of all the documents below are submitted Documents are printed double-sided, where possible Only 2-hole folders are used. The dossier is not bound or glued	<input checked="" type="checkbox"/>
1	Original cover letter of application quoting the reference number of the call (VP/2010/007), duly signed and dated by the legal representative of the applicant organisation.	<input checked="" type="checkbox"/>
2	Print-out of the complete online application form including estimated budget , dated and signed by the legal representative of the applicant organisation.	<input checked="" type="checkbox"/>
3	Print-out of Declaration on honour (articles 93 (1), 94 and 96 (2)a) , signed by the legal representative of the applicant organisation attesting the financial and operational capacity. (SWIM Annex E.1.)	<input checked="" type="checkbox"/>
4	Letters of co-funding/partnership commitment signed by the legal representatives of the organisations concerned and <u>specifying the amount</u> of each cash contribution. (SWIM Annex E.2.)	<input checked="" type="checkbox"/>
5	Print-out of Financial identification form duly completed and signed by the accountholder of the applicant organisation and bearing the stamp and signature of the bank. http://ec.europa.eu/budget/info_contract/tiers_en.htm?submenuheader=0 It is preferable to attach a copy of recent bank statement, in which event the stamp of the bank and the signature of the bank's representative are not required. The signature of the account-holder is obligatory in all cases. (SWIM Annex E.3.)	<input checked="" type="checkbox"/>
6	Print-out of Legal entity form, completed and signed by the legal representative of the applicant organisation. http://ec.europa.eu/budget/info_contract/legal_entities_en.htm?submenuheader=0 A copy of the VAT registration document if applicable and if the VAT number does not appear on the certificate of official registration or other official document attesting the establishment of the entity or the official document referred to in document nr 11. (SWIM Annex E 4)	<input checked="" type="checkbox"/>
7	Print out of the document " Contracts for implementing the action " for subcontracting. (SWIM Annex E 6)	<input checked="" type="checkbox"/>
8	Print out of the checklist (SWIM Annex E.7)	<input checked="" type="checkbox"/>

9	Print-out of the description of the action and the timetable . (SWIM Annex E.8.)	<input checked="" type="checkbox"/>
10	Print out of the quantitative information on all the deliverables/outputs which you plan to develop during the implementation of the action grant, which you have already described in other parts of your application. (SWIM Annex E.9.)	<input checked="" type="checkbox"/>
11	Copy of the official registration certificate or any other official document attesting to the establishment of the organisation (not necessary for public bodies & international organisations).	<input checked="" type="checkbox"/>
12	Detailed CVs (educational and professional qualifications) and job specifications of the project manager/coordinator and of the persons who will perform the main tasks.	<input checked="" type="checkbox"/>
13	A list of the main projects carried out in the last three years relating to the objective of the call. In the case of work done for the Commission, applicants must also indicate the <i>reference number of the contract and the department</i> for which the contract was performed	<input checked="" type="checkbox"/>
14	Profit and loss accounts and balance sheets for the last financial year from the applicant's organisation (not necessary for public bodies & international organisations).	<input checked="" type="checkbox"/>
15	Copy of articles of association/statutes or equivalent, proving the eligibility of the organisation.	<input checked="" type="checkbox"/>

9

	<p><i>VP/2010/007 Call for proposals for social experimentations</i></p>
<p>APPLICATION FORM 2010</p>	
<p><i>DESCRIPTION OF THE ACTION AND TIMETABLE</i></p>	
<p>VP/2010/007</p>	

PROJECT DESCRIPTION

1. Title.

The Common European Guidelines on De-institutionalisation

2. Name of the organisation responsible for implementing the project.

Lumos Foundation

3. Description of the project.

3.1 Rationale for this proposal

This proposal addresses the needs of a large and varied group of marginalised people across Europe – those who are living in, or at risk of placement in, long-stay residential institutions. The group includes children, people with different disabilities of all ages, people facing mental health problems and older people. The purpose of residential institutions is ostensibly to provide care, shelter and services to vulnerable citizens. However there is a growing body of evidence demonstrating that institutionalisation infringes the rights of vulnerable people and rarely provides an adequate response to their individual needs.

This is because of the nature of "institutional culture", typical characteristics of which have been described and analysed by pioneering researchers some four decades ago. This research demonstrates that institutional care segregates users and tends to be characterised by *depersonalisation* (removal of personal possessions, signs and symbols of individuality and humanity), *rigidity of routine* (fixed timetables for waking, eating and activity irrespective of personal preferences or needs), *block treatment* (processing people in groups without privacy or individuality) and *social distance* (symbolising the different status of staff and residents)³. Residents of such institutions develop passive ("institutionalised") behaviour in their adaptation to these routines, to boredom and to a lack of meaningful activities. Also the care workers - as Goffman famously described in the case of a mental health institution¹ - tend to become increasingly "institutionalised" over time.

¹ Goffman, E. (1968) *Asylums: essays on the social situation of mental patients and other inmates*. Harmondsworth: Penguin.

3.1.1 The rights and needs of institutionalised citizens of Europe

Although gathering accurate statistics across Europe is challenging, it would appear that *several million citizens of the European Union live in long-stay residential institutions*.² These people have the same rights as all other European citizens, within the agreed legislative framework, including:

- The right to respect for private and family life (European Convention on Human Rights [ECHR], Art. 8); the right to protection from torture or inhuman and degrading treatment (ECHR, Art. 3); the right to liberty and security (ECHR, Art. 5)
- All children (including those with disabilities) have the right to know and be cared for by their parents (United Nations Convention on the Rights of the Child [UNCRC]), Art. 7. Simultaneously they have the right to free and accessible education (Art. 28), access to adequate healthcare services (Art. 24), protection from harm and abuse (Art. 19) and an adequate standard of living (Art. 27). Their parents have a right to State support to ensure they can fulfil their parental responsibilities (Art. 18)
- All persons with disabilities have: the right to live independently and to participate fully in the community (UN Convention on the Rights of Persons with Disabilities [UNCRPD] Art. 19). In order to facilitate this, States should ensure accessibility of all facilities (including schools and hospitals) (Art. 9). They have the right to freedom from torture or inhuman and degrading treatment (Art. 15) and the right to liberty and security – no arbitrary deprivation of liberty (Art. 14). The Convention recognises that women and girls with a disability suffer from multiple discrimination and disadvantage (Art. 6) and that policies should be developed to address this.
- All persons who require additional care, have the right to choose where they wish to live, how they wish their care to be provided and to live with dignity.

Despite this, a growing body of evidence demonstrates that institutionalisation infringes those rights and denies people the access, inclusion, independence, equality, dignity and life chances provided by the EU's rights-framework. Specifically:

- Sixty years of research evidence demonstrates the harm caused by institutionalisation to the health, development and life chances of children. In particular, early institutionalisation has been found to impair Early Brain Development (EBD).³ Significantly, children removed from institutions and placed in families demonstrated a significant recovery from these delays.
- Studies across a number of countries demonstrate the negative outcomes for young adults raised in institutions. According to studies in the Netherlands, 70% of young people leaving residential treatment and detention centres go on to re-offend within 4 years of leaving a judicial institution⁴. One Russian study found high levels of involvement in criminal activity, prostitution, alcohol and drug dependency, unemployment and suicide among young institution-leavers, as compared with their peers.⁵ Similarly a study in Moldova demonstrated that young adults raised in foster care had significantly better outcomes than

² For evidence of numbers in institutions see, among others: Eurochild National surveys on children in alternative care (2010), ; Mansell, J et al. (2007) the DECLOC report; Brown, K et al (2003) Mapping the Numbers and Characteristics of Children under 3 in Institutions Across Europe; Mulheir, G et al (2007) *De-institutionalising and Transforming Children's Services – A Guide to Good Practice*.

³ For example, see: Bowlby, J (1950) *Maternal Care and Mental Health*; Bowlby J et al (2004) *Fifty Years of Attachment Theory*; Glaser, D (1995) *Emotionally abusive experiences*; Nelson, C, Zeanah, C et al (2007) *Cognitive Recovery in Socially Deprived Young Children*.

⁴ Harder, A.T. et al, (2006) 'Residentiele jeugdzorg in beeld. Een overzichtsstudie naar de doelgroep, werkwijzen en uitkomsten' in Eurochild (2010) national surveys on children in alternative care p198.

⁵ Pashkina (2001). *Orphans in Russia*

their counterparts raised in institutions. The same study found that young women raised in institutions were particularly disadvantaged in terms of their educational achievements and ability to find secure employment.⁶

- The 2003 'Included in Society' project studied institutionalisation of persons with disabilities across Europe. It found that large institutions are unable to deliver the same quality of life as community based services. It also found that large institutions for persons with disabilities exist in many EU countries.⁷
- Practitioners working on de-institutionalisation across Europe have found many practices that infringe rights, including:
 - the placement of children and adults together, without adequate supervision
 - the placement of children with disabilities in institutions simply because adequate education or adequate healthcare are not provided in their local communities
 - the provision of residential care as the *only form of care* for children, persons with a disability or mental health problems and older people
 - disproportionate spending on institutional care as compared to community based care
 - poverty as a primary reason for placing children in care
 - an over-representation of persons with a disability and certain ethnic groups (especially Roma) in institutional care
 - the placement of people in locked facilities, depriving them of their liberty, without the involvement of a court decision
 - the use of inhuman and degrading punishments or behaviour management systems, including physical restraint (strait jackets, locked punishment rooms) and psychiatric drugs, often at high doses, and often for people who have no psychiatric diagnosis
 - the situation of institutions in isolated environments, 'hiding' residents from society.

3.1.2 The case for de-institutionalisation

The evidence cited above not only demonstrates the harm and infringement of human rights caused by institutionalisation, but also shows that alternatives to institutions provide better solutions. Community-based services:

- Are flexible and can be tailored to meet individual needs
- Are of a higher quality, since they provide an improved quality of life and result in better outcomes. Namely, better physical and mental health, greater life chances, less requirement for intensive services, lower likelihood of offending behaviour, a higher likelihood of involvement in employment and an increased economic contribution to society
- Allow for maximum choice, independence and inclusion in society
- Reduce the burden on the State and society.

De-institutionalisation is a complex process, involving a wide variety of stakeholders and resources that includes:

- An agreement of values and principles underpinning the care and support of vulnerable citizens
- Awareness raising at all levels on the need for de-institutionalisation
- Development of national legislative and policy frameworks to facilitate the change
- Development of a range of community based services to replace institutions

⁶ Mulheir, G et al (2008). Healing the Past, Building the Future. Family Type Homes in the Republic of Moldova

⁷ Included in Society (2003). Inclusion Europe, Autism Europe, Mental Health Europe, the Open Society Institute.

- Active participation of service-users and their families in the design and development of family- and community-based services
- Actively closing institutions and transferring care to community based services
- Transferring resources (human and financial) from institutions to community based services
- Retraining and redeploying institution personnel in the workforce required for the new community based services.⁸

There are risks associated with any major social change. The process of de-institutionalisation must be handled carefully to ensure that all decisions in the process are taken in the best interests of the vulnerable people at the heart of the change. Many countries across Europe have been involved in de-institutionalisation for decades and are at varying stages in the process. For the new member states, the process began in earnest over the last decade. A great deal has been learned through experience; the outcomes of de-institutionalisation programmes across the Union can be used to inform, accelerate and improve the process in all countries engaged in de-institutionalisation programmes.

3.1.3 The Social OMC and Social Agenda – a framework for realising the rights of institutionalised citizens in Europe

The three overarching objectives of *the Social OMC* provide the framework for de-institutionalisation policy development in Europe. De-institutionalisation helps meet these objectives as follows:

- By developing family and community-based alternatives to institutions, societies improve accessibility, flexibility of services and bring an end to discrimination and marginalisation of their most vulnerable citizens.
- Caring for vulnerable people in community-based settings reduces isolation, increases independence skills and results in better educational outcomes. This means that a great number of people currently denied access to employment may become employed and contribute to economic growth.
- When implemented correctly, de-institutionalisation policies and processes are based on a systematic assessment of need and involve service-users, their families, service providers, carers and professionals, alongside politicians, civil servants and local authorities.

For more information on how this project helps meet the Social OMC objectives, see section 6 below.

The EC Social Agenda provides the framework for practical implementation of best practice in de-institutionalisation, by linking together:

- **EU legislation**, providing a framework for national policy
- **Cooperation between member States**, providing opportunities to learn from each other's experience, identify successes and challenges and thereby accelerate and improve the process of de-institutionalisation
- **EU funding**, to facilitate the practical implementation of major change

⁸ For more information on the process of de-institutionalisation see: Mulheir, G et al op. cit. and Mansell, J et al op. cit.

- **Partnership dialogue and communication**, to ensure that all stakeholders and self-advocates are involved in developing policy and best practice
- **Ensuring that all EU policies promote opportunities, access and solidarity.** By moving towards de-institutionalisation and the provision of community-based services, more of Europe's marginalised and vulnerable citizens gain access to opportunities at every level of society
- **Indicators and monitoring tools**, which have so far focused on household data.

In essence, the EC Social Agenda provides an opportunity for member States to:

- Assess the evidence related to the best forms of care
- Agree values and principles underpinning the provision of care, based on agreed EU rights based legislation
- Translate these values and principles into policy, learning from the experience of others
- Find ways (tried and tested best practice methods) and means (including financial means) to implement these policies in practice.

This project will add enormous value to the wealth of knowledge and material built up over the last 10 years of the Social OMC. So far the indicators developed to monitor social progress across the EU have predominantly focused on households, thus failing to capture the situation of the most vulnerable who are not living in family units – including those in institutions. To some extent this gap has been filled by studies in the field of disability. However, this is the first attempt to bring together all the different groups that are living in residential institutions. It is hoped that as a result of this project, member states will be better equipped to deal with this important issue within the framework of the future Social OMC.

The project outlined in this proposal follows that process systematically, as evidenced in section 3.5 below.

Challenges and opportunities in using the Social OMC and Social Agenda as a framework for de-institutionalisation

Social policy evolves differently in different member States. Economic prosperity, history of social upheaval and the development of democracy, as well as length of membership of the EU are all factors that impact on variation in social policy. Inevitably, some policies must differ according to locally specific socio-cultural conditions. However, the rights-based framework and evidence of the impact of institutionalisation demonstrate that certain principles and challenges in de-institutionalisation are universal across Europe.

The above-mentioned factors lead to a number of challenges to the implementation of best practice in de-institutionalisation, including:

- Conflicting messages on best practices
- Different donors funding widely differing approaches (for example in a given country, one donor may provide funds to close institutions and develop community based services, whilst another donor provides funds to improve institutions or build new ones)
- Lack of common agreement, understanding and vision related to the provision of care services
- A lack of belief that change is possible or appropriate; eg. in some countries, there is still a widely held belief that people with disabilities need to live in institutions

- Resistance to change. In particular institution directors and personnel are afraid they will lose their jobs and this can tend to cloud their judgment regarding the best interests of the people they are employed to serve.

However, these challenges by their very nature also demonstrates the benefits of working across the EU to share practices across countries which have different social policies. Particularly in this time of financial crisis, it is challenging for member States to consider investing in major change. The Social OMC refers to the need for "affordable, quality long-term care". In countries that rely heavily on large residential institutions, which are hugely expensive, whilst rarely providing good quality care, plans to develop community-based services appear daunting. This is because there is a need to 'front-load' the financing of de-institutionalisation, since community based services must be developed before institutions can close. However, countries that have been through major de-institutionalisation programmes are able to fund high quality residential care provided in small units, because the predominance of community based services means that very few people require residential care.⁹

Because of this, the financial crisis can also be seen as an opportunity: member States can use the de-institutionalisation agenda, coupled with EU funding, to develop more efficient, as well as higher quality, services for their most vulnerable citizens.

3.1.4 European level policy developments in de-institutionalisation

Over the past decade, the European Union has taken an increasingly leading role in supporting the development and implementation of de-institutionalisation policies. Specific EC funded projects and programmes include:

- 'Included in Society' (2003)¹⁰. This project was led by four advocacy and human rights organisations, representing the interests of disabled people (two of whom, Inclusion Europe and Mental Health Europe, are partners in this project. The project found that community based services have better outcomes than institutional services; that institutions increase segregation and that institutional care for disabled people is prevalent across Europe.
- This was followed in 2005 by the DECLOC project¹¹. This provided evidence and practical recommendations on the reallocation of financial resources to meet the needs of people with disabilities in the process of transition from institutional to community based care.
- In 2003 the Daphne programme funded a survey of children under three in institutional care across Europe.¹² It found a great disparity of practice: in some countries (eg. UK, Iceland, Sweden) placed no babies in institutions, whilst in others the practice was commonplace. The research also found that reasons for institutionalisation of infants in

⁹ Eg. In the UK, the cost per child for disability services is 5000 Euro per annum. Most children with disabilities are cared for within their families; outcomes are excellent. In Bulgaria, the cost per child for disability services is 4000 Euro per annum; Bulgaria places 10 times as many children with disabilities in institutions as the UK; outcomes are poor – most children move into adult institutions as they grow up, do not become independent or join the workforce. (Information from UK government statistics and Bulgarian government statistics).

¹⁰ Included in Society (2003) was led by Inclusion Europe, Autism Europe, Mental Health Europe and the Open Society Institute.

¹¹ Mansell, J et al. op. cit.

¹² Browne, K et al op. cit.

new member States were primarily poverty and disability, in other member States, the primary reason was child abuse and neglect.

- This was followed by a further DAPHNE funded programme in 2005 on best practices in de-institutionalisation of children's services across Europe. This resulted in a European Guide to best practice in de-institutionalisation, published in 2007.¹³
- However, it was not until 2009, that a 'joined-up' approach to the process of de-institutionalisation was developed. The (at that time) Commissioner for Employment, Social Affairs and Equal Opportunities, Vladimir Spidla, convened an Ad Hoc Group¹⁴ of Experts on the Transition from Institutional to Community-based Care. The group brought together cross-cutting expertise on the situation of children, people with disabilities, people with mental health problems and older people, to produce a common assessment and set of recommendations.
- The report produced by the group outlines best practices in de-institutionalisation and provides recommendations for member States and EC officials. One of the key recommendations welcomed by Commissioner Spidla was the development of European Guidelines on the use of EU funds for de-institutionalisation.

The report has been welcomed widely by NGOs, DPOs, EC officials, MEPs and some member State government representatives. Commissioner Andor also endorsed the report, underlining in his closing speech at the Active inclusion and homelessness conference on 6 May 2010, that *"Europe's societies should work to introduce more humane, person-centred, individualised care models". In his view, "The [...] report provides not only a well-argued rationale for change but also realistic advice on how to achieve it and what to avoid, distilled from experience in those Member States where such reforms have already been carried out"*.

- The Ad Hoc group has continued working together beyond the production of the report and has provided advice and training to officials from DGs Employment and Regio on the process of de-institutionalisation and the best use of EC funds. During this training, desk officers responsible for vetting member States funding proposals requested guidelines and tools to assist them in improving the quality of de-institutionalisation and other service reform programmes planned and implemented across the EU.

3.1.5 The role of this project in further development and implementation of the European policy framework

This project has grown specifically from the work of the 'Ad Hoc' group. All group members are partners, or will take an advisory role, such as AGE Platform Europe, in the development and implementation of this project. (See section 3.6 for more details on the partners).

The Consortium submitting this proposal represents, Europe-wide, the interests of children, people with different disabilities of all ages, people experiencing mental health problems and older people: in essence, all groups vulnerable to institutionalisation: the European Disability Forum (EDF), The European Network on Independent Living (ENIL), Eurochild, Inclusion

¹³ Mulheir, G et al. op. cit.

¹⁴ Members of the group include: Lumos (then the Children's High Level Group), AGE (European Older People's Platform), COFACE (Confederation of Family Organisations in the EU, EASPD (European Association of Service Providers for People with Disability), ECCL (European Coalition for Community Living), EDF (European Disability Forum), Inclusion Europe and Mental Health Europe.

Europe and Mental Health Europe (MHE). The support of the AGE Platform Europe, in an advisory role, will ensure the perspective of older people is fully represented. This perspective is further enlarged by adding the crosscutting dimension of families and service providers (Confederation of Family Organisations in the European Union (COFACE) and the European Association for Service Providers for Persons with Disabilities (EASPD)). Lumos, through its experts, brings practical experience, knowledge and research evidence resulting from supporting national governments in the development and implementation of policies and action plans for de-institutionalisation of children's services in ten countries across Central and Eastern Europe.

This project seeks to:

- build on the scientific evidence and practical expertise provided by previous studies and programmes
- take account of different member States' experience of de-institutionalisation
- forward the objectives of the Social OMC (see section 6)
- utilise the opportunities provided by the Social Agenda, to ensure coherence in de-institutionalisation policies and practices, across different groups and across member States,
- respond to the requests of EC desk officers for guidance and toolkits, and
- move forward the recommendations of the Spidla report.

3.2 Purpose

The purpose of this project is to reduce marginalisation and improve the inclusion and life chances of some of Europe's most vulnerable citizens by accelerating and improving the quality of de-institutionalisation throughout the European Union.

The *added value* of this proposal is that it provides a holistic policy perspective on de-institutionalisation at European level, crossing all user groups, including children and families, people with disabilities of all ages, people experiencing mental health problems and older people. All the partners have been involved in past projects and activities that have addressed the issue of de-institutionalisation from their particular perspective. This is the first time that these organisations will work together on a common European framework.

3.3 Objectives

The specific objectives of the project are:

3.3.1 To develop a set of Common European Guidelines for transition from institutional to community-based care. These will provide guidance to decision-makers at European and member-State level, as well as those managing and implementing the process of change.

3.3.2 To create a Toolkit for the assessment of strategies, policies and plans on de-institutionalisation and the provision of care services for all groups affected by institutionalisation.

3.3.3 To develop a common training programme on the transition from institutional to community based care

3.3.4 To facilitate mutual learning and mobilise policy support through the broad dissemination of the Common European Guidelines and the Toolkit, using NGO and user-group networks, European platforms and through holding multi-stakeholder mutual learning events .

3.4 Target groups/stakeholders

The target groups who will benefit in the medium to long term from this initiative are children, people with disabilities, people experiencing mental health problems and older people, either currently living in institutions or at risk of institutionalisation.

The Common European Guidelines are aimed primarily at:

- European level politicians and officials responsible for EU social policy and the implementation of the Social Agenda
- politicians and senior civil servants in member States, responsible for policy on service provision for vulnerable citizens
- local authorities responsible for local service provision and management across member States
- service providers, both public and private
- NGOs and DPOs advocating for change.

The Toolkit for assessing de-institutionalisation initiatives, plans and strategies is aimed primarily at:

- European level policy makers and implementers,
- European Commission officials responsible for funding reform programmes in member States
- European Commission desk officers responsible for vetting member States' proposals for the use of structural funds
- Member State governments seeking to apply for funding to reform services for vulnerable citizens
- Other donors who provide funding for reform in EU member States (NGOs, foundations etc).

The involvement of large European networks representing vulnerable groups is crucial to the success of the project. It will help create a large community of stakeholders committed to the process of de-institutionalisation, comprising national, regional and local members of the European networks. The methodology of the projects is based on a strong participatory dimension. Particular attention will be given to ensuring that the needs of vulnerable groups and their families are leading the process.

3.5 Methodology, activities and outputs

3.5.1 Structures for the management and implementation of the project

In order to ensure an efficient and high quality implementation of project activities, a two-level system of management is employed:

Steering Committee. Made up of senior representatives of each of the partner organisations, this committee will:

- Have overall responsibility for ensuring the realisation of the project activities

- Oversee and guide the implementation of activities
- Provide expert advice to the implementation of activities
- *Consider and comment on monthly progress reports*
- Monitor progress of work carried out by the Project Working Group (PWG) and Project Management Team (PMT) and provide guidance to improve implementation, modifying project plans as necessary
- Approve the activity and financial reports.

The steering committee will meet formally three times each year (six meetings over the duration of the project). The steering committee will be chaired by Dr Jan Pfeiffer, one of Lumos' experts, and the chair of the 'Ad Hoc Group'. Outside formal meetings, steering committee members will continue to communicate via email and telephone with the PWG and PMT to monitor and advise on progress of activities.

The implementation of specific activities, as directed by the steering committee, will be assisted by a **Project Working Group**. Made up of experts delegated by each of the partners, this Project Working Group will:

- Provide the primary expert and technical input into the development of the Guidelines, Toolkit and Training Programme, through a series of intensive Project Working Group meetings
- Use each organisation's networks to undertake consultation on the Guidelines and Toolkit
- Contribute to dissemination of the results through each organisation's networks and by raising the project at seminars and conferences.

The membership of the Project Working Group may change at different points during the project, according to the specific expertise required for each deliverable.

Project Management Team (PMT). This team will be responsible for the day-to-day implementation of the project's activities. Guided by the Steering Committee and PWG, this team will be responsible for realising the objectives of the project.

The team includes a Project Manager, who will be responsible for overall management and for ensuring the quality of work of the PMT. This post will be filled by Georgette Mulheir, Lumos' Director of Operations and a member of the 'Ad Hoc Group'.

The Project Manager will be assisted by:

- One part-time Project Co-ordinator, who will organise all activities, under the direction of the Project Manager
- One full-time Research Assistant, who will undertake desk research and assist experts in drafting the Guidelines and Toolkit (full-time for one year, during the intensive phase of the information gathering)
- One part-time administrator, who will coordinate logistics and provide secretarial support for meetings, mutual learning events and the final conference
- A percentage of the time of Lumos' Finance Manager, who will ensure proper procedures are followed regarding expenditure of project funds and producing financial reports

- The Chair of the Steering Committee, [redacted], will also participate in the PMT, in order to ensure proper co-ordination between the management and implementation bodies of this project.

The PMT will be based primarily in Brussels, with regular contact and meetings between Brussels based personnel and Lumos' HQ, to ensure proper and responsible financial and administrative oversight on the part of the Lead Applicant.

3.5.2 Project implementation – phase 1

The first phase of the project relates to Objectives 1 and 2 – the development of the Common Guidelines and the Toolkit. This phase will be realised through six key activities, as follows:

Activity 1. Desk Research

This will involve:

- An overview of the legal framework. Taking account of all the relevant Conventions mentioned in Section 3.1.1, as well as Council of Europe Recommendations and other relevant instruments, a European legislative framework for de-institutionalisation will be developed.
- An overview of existing research and publications. This will provide a centralisation of all available evidence based data, studies and examples of best practice in de-institutionalisation. This will provide the initial basis for the development of the Guidelines and Training programme

Activity 2. Collecting and analysing good practices on de-institutionalisation in Europe

This will involve:

- The development of a template by the Project Assistant, in order to facilitate systematic collection and analysis of data
- All partners will send the template to their networks of NGOs/DPOs and user-groups
- Individual organisations will provide examples of methods, tools, training programmes and other relevant documentation, demonstrating good practice in various aspects of de-institutionalisation
- The Project Assistant, Project Manager and Project Working Group will analyse this documentation and produce a summary of the best practices, for publication on the website
-

Activity 3. Producing the first draft of the Common European Guidelines

Drawing on the research work carried out in Activities 1 and 2:

- The PMT will draft the outline framework of the Guidelines, according to the Chapters decided upon by the Steering committee
- The Project Working Group of experts will work closely with the PMT to produce the first draft of each Guideline
- The first draft will be referred to the Steering Committee for comments and amendments

The Guidelines will cover at least the following Chapters:

- The evidence base for de-institutionalisation

- The legislative and policy framework
- The management of change, including the preparation of all involved, the creation of community services, the transfer of resources from institutions to community services and the closure of institutions
- Needs assessment and individual planning for those in need of care services
- Human resources including retraining and redeployment
- Empowerment and participation of service users and their families/carers in the process
- Quality assurance, monitoring and evaluation
- Financial planning, including investment required, transitional costs and ensuring future sustainability of services.

Activity 4. Producing the first draft of the Toolkit for assessing de-institutionalisation initiatives

Based on the research work carried out in activities 1 and 2:

- The PMT and the Project Working Group will produce the first draft of the Toolkit
 - The draft will be submitted to the Steering Committee for comments and amendments
- The toolkit will include at least:
- Easy to use checklists for donors and decision makers which will demonstrate how far a de-institutionalisation plan adheres to good practices and responds to the best interests of the service users
 - More detailed assessment instruments for specific aspects of the de-institutionalisation process, to provide donors and decision makers with a broader and deeper analysis of project proposals, action plans and strategies, where needed.

Activity 5. Consultation on the first drafts of the Guidelines and the Toolkit

The consultation will take place in two ways:

- Firstly, based on a template developed by the PMT, all partners will ask their member organisations for feedback on the Guidelines and Toolkit
- The PMT will summarise feedback and forward this to the Steering Committee, who will make recommendations for amendments
- Secondly, under the guidance of the Steering Committee, the PMT will organise a series of consultations with different target groups (such as, service-users/self-advocates, service providers, policy-makers, donors and funders)
- The PMT will summarise feedback and forward this to the Steering Committee, who will make recommendations for amendments.

Activity 6. Producing the second draft of the Guidelines and final draft of the Toolkit

Based on the feedback from Activity 5 above, including the recommendations of the Steering Committee:

- The PMT will produce a second draft of the Guidelines and final draft of the Toolkit
- These will be forwarded to the Steering Committee for comments/amendments

3.5.3 Project implementation – phase 2

The second phase of the project relates to Objective 1, in that it provides verification and illustration of the Common European Guidelines. It will be realised through two key activities, as follows.

Activity 7. Preparing and collating case studies on de-institutionalisation

- In order to illustrate the Guidelines, partners will collect case studies from national member organisations, who can provide significant examples of the process and outcomes of de-institutionalisation
- The PMT will develop an outline for case studies, to be followed by national member organisations
- Case studies will be collated by the PMT and the most illustrative ones will be selected to publish as accompanying documentation for the Guidelines
- Case studies will illustrate good practices in each stage of de-institutionalisation
- Some case studies will also be selected to demonstrate pitfalls, challenges and risks in de-institutionalisation where best practice is not followed.
- The draft documentation of case studies will be submitted to the Steering Committee for comments and amendments.

Activity 8. Production of the final draft of the Guidelines, including accompanying documentation

Following on from Activities 6 and 7:

- The PMT will produce a final draft of the Guidelines and accompanying documentation and forward it to the Steering Committee for comments and amendments

3.5.4 Project implementation – phase 3

The third phase of project implementation addresses Objective three and involves the development of a joint training programme on de-institutionalisation. It will be realised through three activities, as follows.

Activity 9. Production of the first draft of the Training programme

This training programme is necessary to ensure the dissemination and wide use of the Guidelines and Toolkit.

- Drawing on the research carried out to date, the draft Guidelines and Toolkit, as well as the illustrative case studies, the PMT, together with the Project Working Group, will produce the first draft of the training programme
- The training programme will cover all aspects of the de-institutionalisation process outlined in the Guidelines
- It will also demonstrate how to use the tools and instruments provided in the Toolkit
- The programme will include:
 - A general module on de-institutionalisation, covering all user groups and stakeholders
 - Specific modules on the particular needs of each user group
 - Specific modules targeted at particular groups of stakeholders, including: decision-

makers, families and carers, service providers, judges, individual professionals and providers of mainstream services (such as health, education, employment and housing).

- The draft training programme will be forwarded to the steering committee for comments and amendments.

Activity 10. Awareness raising seminar in Brussels

The PMT and Steering Committee will organise an awareness raising seminar in Brussels.

- This seminar will invite key EU and member State level policy and decision makers, self-advocates/representatives of user groups, other major donors, NGOs/DPOs and networks
- The purpose of the seminar will be to raise awareness on the issue of de-institutionalisation, introduce the Guidelines, supporting documentation and Toolkit and make the training available to all those who are interested
- The seminar will present an opportunity to disseminate the project's publications and to present recommendations for next steps
- Seminar participants will be asked to complete evaluation form to assess the impact of the project and to ascertain how far participants are interested in further training or in using the Guidelines/Toolkit
- The seminar will be attended by the External Evaluator, in order to inform the final evaluation report. The PMT and Steering Committee will organise an awareness raising seminar in Brussels.

Activity 11. Production of the final draft of the Training programme

Based on the evaluation data produced as a result of the pilot training sessions:

- The PMT and project working group will recommend amendments to the draft training programme and forward the new draft to the Steering Committee
- The Steering Committee will comment on the draft

3.5.5 Project implementation – phase 4

The final phase of project implementation relates to Objective 4 and relates to the broad dissemination of the Guidelines, Toolkit and Training programme. It includes mutual learning events, a high level seminar and a range of publications and will be realised through four activities, as follows.

Activity 12. Organisation of three mutual learning events and pilot training sessions

In cooperation with the PMT, three of the project partners will each organise a mutual learning event at country level. During the same week in each of the three countries, the de-institutionalisation Training Programme will be piloted. These two activities are combined in order to optimise the use of experts' time and the travel budget.

- In order to enhance the results of the social experimentation, the events will take place in three countries which between them represent diversity in terms of geographical location, level of economic development, stage in the process of de-institutionalisation and length of membership of the EU (this may include a candidate country that is not yet a member)
- The mutual learning events will be small and will involve approximately 20 participants who between them represent the main user-groups

- The purpose of these sessions is to focus on each aspect of the de-institutionalisation process as provided by the Guidelines and to reflect on the different (and similar) experiences of each user-group, in order to enhance the Guidelines and accompanying documentation
- The reflections of the user-groups will be collated by the PMT, submitted to the Steering Committee for comments and prepared for publication.

The pilot training sessions will test the efficacy of the training programme:

- The session will involve up to 15 participants, representing the groups of stakeholders mentioned at Activity 9 above.
- The training will be carried out by the PMT, together with other experts from the Project Working Group.
- The External Evaluator will attend the pilot training to observe and make suggestions for improvement
- Participants will be asked to feedback on the efficacy of the training programme on pre-prepared evaluation forms
- The trainers will be asked to feedback on the coherence and efficacy of the training programme on trainers' evaluation forms

The PMT will summarise the participants' evaluation data provided by the participants, trainers and External Evaluator, then forwards this to the Steering Committee.

Activity 13. Publications and website

The project will result in a series of publications (for details, see Annexe ???) that will include, at least:

- The Common European Guidelines and accompanying documentation, including case studies and reflections of user-groups
- The Toolkit for assessing de-institutionalisation plans and funding proposals
- The De-institutionalisation Training programme
- Easy-read versions of the Guidelines and accompanying documentation
- The final report and recommendations.

The project will also develop a website, which will include a public forum and an intranet for partners. This will be used for

- Collection of good practices and case studies (intranet)
- Consultation on the Guidelines and Toolkit (intranet)
- Regular e-newsletters on the progress of the project, to build and maintain the interest of key stakeholders and decision makers
- Dissemination to the wider public of all publications and results from the project
- Ongoing comments and reflections from stakeholders beyond the life of this project, on the use of the Guidelines and Toolkit, in order to inform future actions.
- Each of the partners will have a link to the project website. At the end of the project, the main outcomes and outputs will be integrated into partners' websites in order to be accessible to their networks.

Activity 14. Dissemination of the project's results via the partners' networks and the mass media

In addition to dissemination via the awareness raising seminar and website,

- All partners will distribute publications to members of their networks
- The PMT, under the guidance of the steering committee, will produce a media strategy to ensure that European newspapers, journals and websites highlight the issue of de-institutionalisation and the new Guidelines
- Partner organisations will, as far as possible ensure that press releases and journalists' information packs are disseminated to the mass media in as many member States as possible.

Activity 15. Final report and recommendations

In order fully to benefit from the social experimentation aspect of this project, a final report will be produced along with a set of recommendations.

- The report will summarise the project, reflect upon challenges and present outcomes
- Using the evaluation data provided by the internal and external monitoring and evaluation processes, the report will demonstrate the efficacy and limitations of the project
- If the activities are deemed a success, the report will set out recommendations for ways in which the Training programme, the Guidelines and the Toolkit can be further disseminated across member States, EC officials and other donors. These recommendations will include a timescale and estimated costs for Europe-wide implementation.

3.5.6 Summary of the project's outputs

Publications, including:

- A set of Common European Guidelines and accompanying documentation, including case studies and reflections of user-groups, a Toolkit for assessing de-institutionalisation plans and funding proposals and a De-institutionalisation Training programme
- Easy-read versions of the Guidelines and accompanying documentation
- A final report and recommendations.

A website, to provide:

- Collection of good practices and case studies (intranet) and consultation
- Dissemination to the wider public of all publications and results from the project
- Ongoing comments and reflections from stakeholders beyond the life of this project, on the use of the Guidelines and Toolkit, in order to inform future actions.

- *Three mutual learning events*
- One awareness raising seminar

It should be noted that all publications will include the following statement:

This (publication, conference, training session etc) is supported by the European Union's Programme for Employment and Social Solidarity - PROGRESS (2007-2013). This programme is managed by the Directorate-General for Employment, social affairs and equal opportunities of the European Commission. It was established to financially support the implementation of the objectives of the European Union in the employment and social affairs area, as set out in the Social Agenda, and thereby contribute to the achievement of the Lisbon Strategy goals in these fields. The seven-year Programme targets all stakeholders who can help shape the development of appropriate and effective employment and social legislation and policies, across the EU-27, EFTA-EEA and EU candidate and pre-candidate countries. PROGRESS mission is to strengthen the EU contribution in support of Member States'

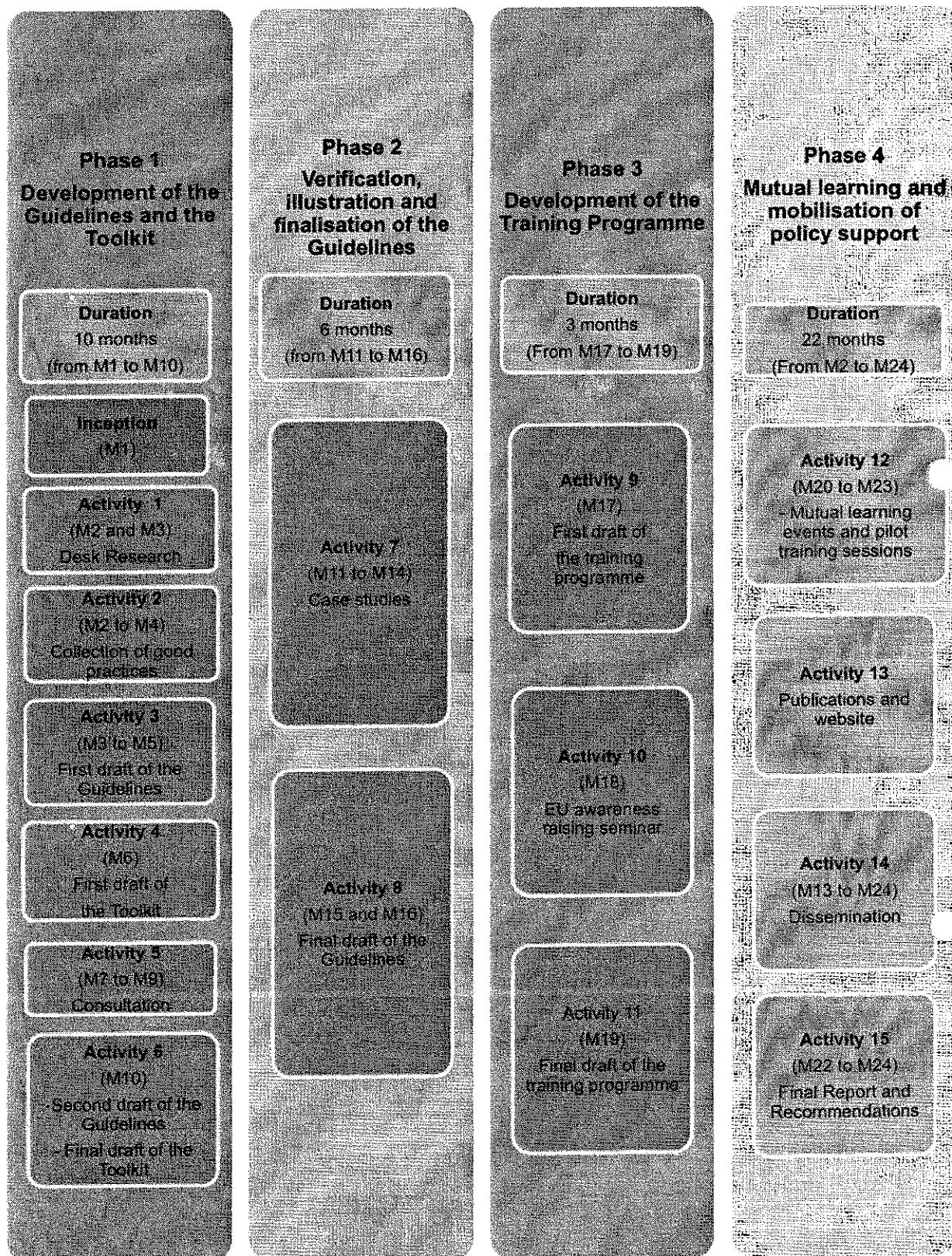
commitment. PROGRESS is instrumental in: - providing analysis and policy advice on PROGRESS policy areas; - monitoring and reporting on the implementation of EU legislation and policies in PROGRESS policy areas; - promoting policy transfer, learning and support among Member States on EU objectives and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

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

Publications will also state that "The information contained in this publication does not necessarily reflect the position or opinion of the European Commission".

The implementation phases and activities are summarised in the following diagram.

PROJECT IMPLEMENTATION PHASES AND ACTIVITIES



3.6 Partners – roles and responsibilities

The partners in this project have agreed to work together because they provide:

- a breadth and depth of expertise and experience in de-institutionalisation across all four target groups
- links to networks of service users, self-advocates, service providers, NGOs, advocacy groups and policy makers
- continuity of the policy and advocacy work mentioned in section 3.1.4 above, and in particular the work of the 'Ad Hoc Group'.

The partners' roles, responsibilities and participation in activities in this project are summarised in the following table.

Activities/ outputs	Partners							
	Lumos	COFACE	EASPD	EDF	ENIL	Eurochild	Inclusion	MHE
Project Management								
Steering Committee								
Project Working Group								
Data collection								
Consultation								
Mutual learning events								
Brussels awareness raising event								

3.7 Expected outcomes

The project's outputs are summarised in section 3.5.6 above. However, in order to demonstrate the impact of this project, it is important to present the outcomes, or results that the project seeks to achieve. Together, the outputs and outcomes will form the basis for monitoring and evaluation of the project.

Outcomes/Indicators that are measurable in the short-term (during the lifetime of the project)

- Increased awareness amongst all stakeholders of the negative impact of institutionalisation, the better family and community based alternatives that exist and the process by which the necessary changes are achieved
- Improved ability of EC desk officers involved in the consultation and pilot training to vet, select and monitor proposals from member states for EC funding
- Improved ability of member States' policy makers involved in pilot training to plan reform based on best practice and to apply for EC funding according to the Guidelines

- A decrease in the proportion of EC funds expenditure planned for the renovation of large institutions (particularly in the countries where pilot training and mutual learning events are carried out)
- An increase in the proportion of EC expenditure planned for the development of community based services (particularly in the countries where pilot training and mutual learning events are carried out)

These short-term indicators will form the basis for monitoring and evaluating the impact of this project and the results of the social experimentation.

Outcomes/indicators that are measurable in the medium to long-term (beyond the lifetime of the project)

- Improved life chances and life expectancy of vulnerable children and adults
- Significant decrease in the numbers of vulnerable children and adults living in large institutions in Europe
- Increased number and diversity of family- and community based services for vulnerable children and adults
- Increased inclusion of vulnerable children and adults into mainstream community (eg. numbers of children with disabilities educated in mainstream or integrated schools; numbers of adults with disabilities or mental health problems in mainstream employment)
- Improved cost-benefit for the EC funds invested in reform.

These medium to long-term outcomes will become relevant should the project be deemed a successful experiment and be implemented across the Union, in accordance with the recommendations of the final report.

3.8 Monitoring and Evaluation

In order to ensure quality, efficiency and impact, this project will benefit from two levels of monitoring and evaluation: internal and external. Both internal and external monitoring will consider the quality of:

- outputs – the project's activities and deliverables, including publications, mutual learning events and awareness raising event
- outcomes – the impact of this project according to the indicators outlined at section 3.7
- process - the quality and efficiency of the methodology used to achieve the end results.

Internal monitoring system:

- Monthly supervision of PMT members by the Project Manager – these supervision sessions will be documented
- Monthly PMT reports to the Steering Committee. These reports will provide information on how far activities have been achieved in accordance with the detailed work-plan. Steering committee members may feed back to the PMT on the progress of the project. If any steering committee members have major concerns as a result of the monthly reports, they can trigger an emergency meeting of the Committee, in order to take corrective action
- Quarterly reports to the Steering Committee. These reports will provide information on how far specific outputs and outcomes have been achieved according to the indicators set by the steering committee and the outputs scheduled in the detailed work-plan

- Six meetings of the steering committee across the lifetime of the project. This will include formal evaluation sessions at month 6, month 12, month 18 and month 24 of the project
- Annual reports of the PMT to the Steering committee
- Formal evaluations of mutual learning events, the Brussels-based awareness raising event, the consultation processes and focus groups and the pilot Training event.

External monitoring system:

The project will hire an external evaluator, an academic or senior practitioner in a field relevant to de-institutionalisation. This person will be independent of all the partner organisations and will not be involved in the direct implementation of activities. The evaluator will:

- Attend at least one steering committee meetings, as an observer, to comment on the input of the steering committee
- Attend a number of PMT planning meetings and supervision sessions to comment on the quality of project management
- Attend at least one mutual learning event and training pilot, to comment on process and efficacy
- Attend the Brussels awareness raising event, to comment on process and efficacy
- Read all publications produced by the project
- Produce a final evaluation report, with recommendations for future dissemination of the results of the project, if it is deemed a success.

THE POLICY DIMENSION OF YOUR PROPOSAL

4. Which social need will the project address?

This project addresses a number of social needs including:

- The harm caused by institutionalisation to health, development and life chances of some of Europe's most vulnerable citizens
- The separation of children from families, as a direct result of poverty or the lack of adequate service provision
- The marginalisation and isolation of children, people with disabilities, people with mental health problems and older people
- The need for full inclusion in society of marginalised and vulnerable people
- The need for gender equality in terms of service provision, since research demonstrates that young women who were raised in institutions are at a greater disadvantage than young men
- Child poverty, since many of the services required to replace institutions are family support services that address child poverty
- The social exclusion of young people, which is greatly exacerbated for those who have been institutionalised.

5. Which policy priority will be addressed in the project?

The primary policy priority addressed by the project is the transition from institutions to community based care (de-institutionalisation).

However, the project also addresses:

- The social inclusion of young people
- Child poverty
- Active inclusion of people with disabilities
- Active inclusion of people experiencing mental health problems, through assisting the closure of large psychiatric hospitals.

6. In what way does the project correspond to the objectives of the open method of coordination on social protection and social inclusion (social OMC)?¹⁵

This project is directly relevant to the overarching objectives of the social OMC in the following ways:

- *Social cohesion, gender equality and equal opportunities for all through the provision of adequate, accessible, flexible and sustainable social protection systems and policies.* Proper implementation of the Guidelines and Toolkit will result in the development of family and community-based alternatives to institutions. In this way, societies improve accessibility, flexibility of services and thereby reduce discrimination and marginalisation of their most vulnerable citizens.
- *Effective and mutual interaction between the Lisbon objectives of greater economic growth more and better jobs and greater social cohesion, and with the EU's Sustainable Development Strategy.* Caring for vulnerable people in community-based settings reduces isolation, increases independence skills and results in better educational outcomes. If the Guidelines and Toolkit are implemented properly, a great number of people currently denied access to employment may become employed and contribute to economic growth.
- *Good governance, transparency and the involvement of stakeholders in the design, implementation and monitoring of policy.* When implemented correctly, de-institutionalisation policies and processes are based on a systematic assessment of need and involve service-users, service providers, carers and professionals, alongside politicians, civil servants and local authorities. The Guidelines, Toolkit and Training programme all aim to improve the capacity of all stakeholders and decision makers to implement de-institutionalisation according to good practice. This therefore improves governance and transparency.

7. In what way do you consider the policy response to be developed in the project innovative?

This project is innovative in the following ways:

- It provides a cross-cutting approach to de-institutionalisation for all groups affected, as opposed to previous fragmented approaches
- Through mutual learning events in countries that are quite different from each other (economically, socially and culturally), it finds ways to ascertain which aspects of the de-institutionalisation process are universal and which are culturally specific to each country
- It uses the EC Social Agenda as a framework to advance the rights of citizens affected by institutionalisation
- Through a complex, thorough and participatory system of consultation on the Guidelines, it ensures that all stakeholders, including service users, can have a direct impact on the way in which policy makers at the highest level in Europe and member State governments implement changes to service provision

¹⁵ http://ec.europa.eu/employment_social/spsi/common_objectives_en.htm

- It uses a range of experts that provide breadth and depth of knowledge, expertise and experience.

8. How does the project contribute to enhance mutual learning?

Through mutual learning events, user groups and experts learn from each other, in order to enhance the process of de-institutionalisation

Through piloting and testing, stakeholders and experts learn from each other in order to enhance the efficacy of the Guidelines, Toolkit and training

Through a mass-consultation process on the Guidelines and the collection of illustrative case studies, NGOs, DPOs and other organisations learn from each other's experience.

Through a media strategy and a wide dissemination of the results of the projects, policy makers, professionals and the general public learn about the impact of institutionalisation and the need for de-institutionalisation.

The end beneficiaries of this project are the children, people with disabilities, those with mental health problems and older people, as the partners' ultimate aim is to reduce the numbers in institutional care and ensure high quality family- and community-based services are established in their place. This will ensure a life of dignity to the millions of people who are still denied individualised support which is responsive to their specific needs.

We expect that the project will directly reach out to several hundred organisations operating at national and regional level through the participating networks. For many this is the first time that these organisations have addressed the issue of deinstitutionalisation from the perspective of different user groups and we expect that this will be an enriching experience, highlighting some of the commonalities as well as the differences and supporting more effective lobbying and practice.

- The consultation on the guidelines is expected to reach approximately 500 organisations;
- Around 20 organisations will be involved in the collection of case studies;
- Around 90 organisations will be involved in the mutual learning events in the 3 countries;
- During the lifetime of the project, the training is expected to reach approximately 45 key stakeholders (as a pilot). However, following the project it is expected that partners involved will continue to use the Training programme in their work and will act as 'trainers of trainers', to provide all interested organisations and groups with the expertise they need to use the Guidelines and Toolkits appropriately.

9. How will the project respond to the needs of the relevant target group(s)?

By producing Guidelines, a Toolkit and a training programme that are high quality and effective, the project should:

- Accelerate the process of de-institutionalisation in Europe, ensuring that people currently resident in large residential institutions can be transferred to better forms of care, and preventing future admissions to such institutions

- Improve the quality of the process of de-institutionalisation in Europe, thereby ensuring that the experience of transfer from institutions to other forms of care is positive for each individual involved. This should also reduce risks related to ill-planned or poorly implemented de-institutionalisation, such as the trauma of unprepared moves, or moves to placements that are not adequately prepared or resourced
- Improve the sustainability of the development of community based services across Europe, by encouraging the transfer of resources from large residential institutions to community based services
- This should ultimately result in fewer admissions to institutions and better quality care for vulnerable citizens, which in turn will result in greater inclusion in society, increased independence and improved life chances for those currently affected by institutionalisation.

10. What methodology will be used to carry out the activities of the project?

The project is developed according to the following methodological principles:

- Using evidence from scientific research
- Using evidence from practice
- The input of experts at all stages of the process
- The shared responsibility and guidance of all partner organisations
- Consultation with and participation of user groups/self-advocates
- Consultation with all stakeholders
- The production of concrete deliverable outputs
- Internal monitoring and evaluation to ensure timeliness, efficiency and quality of work
- External monitoring and evaluation to ensure an objective, professional opinion on the quality of process, outputs and outcomes
- Wide publication and dissemination of the outcomes and outputs.

TIMETABLE OF YOUR PROPOSAL

Month/Year	Location	Activity/Output	Allocation of task per partner
01/2011	Brussels/ London	Inception phase and establishment of management structures	- Establishing PMT. Lumos - Steering Committee first meeting. All partners - PMT planning and supervision. Lumos - Reviewing methodology and work-plan. All partners - Project working group first meeting. All relevant partners.
02 – 03/2011	London	Activity 1. Desk research	- Overview of legal framework. Lumos - Collection and analysis of all relevant publications, studies and reports. Lumos

02 – 04/2011	Brussels/ London	Activity 2. Collecting good practices, tools and methods in DI	<ul style="list-style-type: none"> - Identifying members of networks to participate in consultation; sending out requests to own networks. ENIL, EDF, (IE), MHE, Eurochild - Coordination and contact point for gathering good practices. Lumos - Development of the website and intranet for consultation. Lumos
03 – 05/2011	Brussels/ London	Activity 3. Producing the first draft of the Guidelines	<ul style="list-style-type: none"> - Second project working group meeting – drafts the Guidelines. All partners - Write up of the work of the Project working group. Lumos
06/2011	Brussels/ London	Activity 4. Producing the first draft of the Toolkit	<ul style="list-style-type: none"> - Third project working group meeting drafts the Toolkit. All partners - Write up of the work of the project working group. Lumos
07 – 09/2011	Europe-wide	Activity 5. Consultation on first draft of Guidelines and Toolkit	<ul style="list-style-type: none"> - Sending out request for consultation to all selected members of networks. All partners. - Coordinating the input of network members. Lumos - Modifying the first drafts to include consultation input. Lumos - Second meeting of steering committee to consider the draft and to undertake formal evaluation of the project at month 6. All partners
10/2011	Brussels/ London	Activity 6. Draft 2 of the Guidelines and final draft of the Toolkit	<ul style="list-style-type: none"> - Fourth meeting of project working group to continue the drafting process. All partners - Write up of the work of the project working group for consideration by steering committee. Lumos
11/2011 – 02/2012	Brussels/ London	Activity 7. Preparing and collating case studies from member States	<ul style="list-style-type: none"> - Fifth meeting of the project working group – identifying which country members should contribute case studies. All partners - Preparing template for case studies. Lumos. - Collecting case studies from national member organisations. Partner networks - Using case studies to develop accompanying document to illustrate Guidelines. All partners in PWG - Third meeting of the steering group to consider case studies and accompanying document and to carry

			out formal evaluation at month 12. All partners.
03 - 04/2012	Brussels/ London	Activity 8. Produce final draft of the Guidelines	<ul style="list-style-type: none"> - Preparation of the final draft and accompanying document, based on all activity to date. Lumos. - Fourth meeting of the steering committee to consider final draft - Translation of final version into three main languages. Lumos. Production of a summary version of the Guidelines and translation into all EU languages. Lumos
05 - 06/2012	Brussels/ London	Activity 9. Draft the training programme on de- institutionalisation	<ul style="list-style-type: none"> - Sixth project working group meeting to draft the training programme. All partners. - Write up the work of the project working group and forward to steering committee for comments. Lumos.
07/2012	Brussels	Activity 11. Produce final draft of the training programme	<ul style="list-style-type: none"> - Modify draft according to steering committee comments and outcomes of pilot. Lumos. Fifth meeting of steering committee to consider final draft prior to publication and to carry out formal evaluation at month 18 of project. All partners
08 - 11/2012	Three countries (TBC)	Activity 12. Organise 3 mutual learning events and pilot training sessions	<ul style="list-style-type: none"> - Fifth steering committee meeting to: <ul style="list-style-type: none"> Identify countries and local organisations to run events Develop methodology for the events. All partners - Implement events. Inclusion Europe, Eurochild, EASPD, Lumos
11/2012	Brussels	Awareness raising event	<ul style="list-style-type: none"> - Organise awareness raising event in Brussels. All partners. Lumos to provide logistics, administration and communications
04 - 12/2012	Europe-wide	Activity 13. Dissemination of products/ publications of the project	<ul style="list-style-type: none"> - Dissemination via the internet. All partners- - Dissemination of paper publications/CDs at events, meetings and conferences. All partners

01 – 12/2012	London/ Brussels	Activity 14. Development of website and a media strategy to disseminate results	<ul style="list-style-type: none"> - Implement media awareness strategy for the project and publications. Lumos - Develop public section of project webpage to disseminate results. All partners.
10 – 12/2012	Brussels/ London	Activity 15. Evaluation, final report and recommendations	<ul style="list-style-type: none"> - Finalise external evaluation Write up final report and recommendations. Lumos - Sixth meeting of steering committee to finalise internal evaluation and to consider final report and recommendations. All partners - Publish and disseminate final report and recommendations. All partners.

SUMMARY QUANTITATIVE INFORMATION ON PLANNED DELIVERABLES/OUTPUTS



I. REPORTS	Unit	Planned
If there are REPORTS (which include written outputs such as reports, analyses, studies, reviews, manuals, working papers, toolkits, etc.) to be produced as part of your action, please indicate:		
<i>Guidance:</i>		
Please provide the total number of freestanding/independent written outputs, irrespective of whether they are to be published or not. An output produced in several languages counts as a single output.		
Next please disaggregate the total number into the subcategories provided according to the written output's primary objective. A single output may fall into several categories (e.g., a study may aim to produce policy advice and at the same time to identify good practice).		
The total number of reports:	No.	8
• reports aimed at providing policy advice, research and analysis	No.	3
• reports aimed at identifying good practices	No.	3
• monitoring and assessment reports on the implementation of laws or policies	No.	0
• reports aimed at the development of appropriate statistical tools, methods and indicators	No.	2
Scope of dissemination: If (any of) the reports will be actively distributed, please indicate:		
Total number of paper copies to be distributed (please provide a total cumulative number for all the reports); below, please mark the key audiences you will target:	No. of paper copies to be distributed	8700
• EU-level policy and decision-makers		<input checked="" type="checkbox"/>
• National/regional/local-level policy and decision-makers		<input checked="" type="checkbox"/>
• Social, economic/business partners		<input type="checkbox"/>
• Civil society, NGOs		<input checked="" type="checkbox"/>
• Academia, experts, think tanks		<input checked="" type="checkbox"/>
• Media, Journalists		<input checked="" type="checkbox"/>

SUMMARY QUANTITATIVE INFORMATION ON PLANNED DELIVERABLES/OUTPUTS



2. INFORMATION/PROMOTIONAL MATERIAL/WEBSITE	Unit	Planned
If there are any INFORMATION/PROMOTIONAL MATERIALS (including leaflets, brochures, newsletters, websites, articles in media, video material, etc.) to be produced as part of your action, please indicate:		
<i>Guidance:</i>		
Please provide the total number of various information and promotion materials, irrespective of their form/type of publishing (video, electronic document, printed on paper, etc.). An output produced in several languages counts as a single output.		
Next please provide the total cumulative number of to be disseminated copies of these materials (e.g., printed/published copies distributed to your target audiences, number of downloads of the electronic copies published on websites, etc.).		
Total number of pieces of such information and promotional material, of which:	No.	12800
• Total number of printed material copies	No.	27
• In which languages (EN FR DE and other (specify)	LI OTHER EUROPEAN UNION LANGU	
• In easy-to-read language for disabled people (please mark the appropriate)	<input checked="" type="radio"/> Yes	<input type="radio"/> No
Scope of dissemination:		
Total number of material copies to be distributed; below, please mark the key audiences you will target:	No. of copies to be distributed	12800
• EU-level policy and decision-makers		<input checked="" type="checkbox"/>
• National/regional/local-level policy and decision-makers		<input checked="" type="checkbox"/>
• Social, economic/business partners		<input type="checkbox"/>
• Civil society, NGOs		<input checked="" type="checkbox"/>
• Academia, experts, think tanks		<input checked="" type="checkbox"/>
• Media, Journalists		<input checked="" type="checkbox"/>

SUMMARY QUANTITATIVE INFORMATION ON PLANNED DELIVERABLES/OUTPUTS



3. TRAINING/MUTUAL LEARNING	Unit	Planned
If there are TRAINING/MUTUAL LEARNING EVENTS (which include various training sessions, peer reviews and other forms of mutual learning) to be organised as part of your action, please indicate:		
Number of training sessions, peer reviews and other mutual learning events	No.	19
Total cumulative duration of these events (please sum up duration of the above events, converted into full working day equivalent, i.e., 8 hours)	Days	25
Number of individuals who will participate in these events	No.	225
Number of women among these participants	No.	135

SUMMARY QUANTITATIVE INFORMATION ON PLANNED DELIVERABLES/OUTPUTS



4. OTHER INFORMATION AND COMMUNICATION EVENTS	Unit	Planned
If there are OTHER INFORMATION AND COMMUNICATION EVENTS (which include various seminars, conferences, round tables, networking events, etc.) to be organised as part of your action, please indicate:		
Number of information and communication events	No.	4
Total cumulative duration of these events (please sum up duration of the above events, converted into full working day equivalents, i.e., 8 hours)	Days	10
Number of individuals who will participate in these events	No.	145
Number of women among these participants	No.	90

The Common European Guidelines on De-institutionalisation

Job Descriptions

1. Project manager

Based at Lumos Head Office in London, the project manager has overall responsibility for ensuring the quality, efficiency and probity of all actions.

Specific responsibilities include:

- Supervising the other members of the project management team in their day to day activities
- Supervising the preparation of all relevant reports
- Providing proper control over financial expenditure
- Ensuring regular reporting to the steering committee
- Contributing to the development of deliverables
- Participating in all project activities
- Making decisions on sub-contracting
- Reporting to the EC in relation to this project, according to EC requirements.

The project manager is a part time role filled by Lumos' Director of Operations, Georgette Mulheir.

2. Chair of the Steering Committee.

The Chair is responsible for guiding and supporting the steering committee in their responsibilities, which include the following.

With overall responsibility for ensuring the realisation of the project activities, the steering committee will:

- Oversee and guide the implementation of activities
- Provide expert advice to the implementation of activities
- Consider and comment on monthly progress reports
- Monitor progress of work carried out by the Project Working Group (PWG) and Project Management Team (PMT) and provide guidance to improve implementation, modifying project plans as necessary
- Approve the activity and financial reports.

The steering committee will meet formally three times each year (six meetings over the duration of the project). Outside formal meetings, steering committee members will continue to communicate via email and telephone with the PWG and PMT to monitor and advise on progress of activities.

The Chair of the Steering Committee is a part-time role filled by [redacted], one of Lumos' experts.

3. Project co-ordinator

Reporting to the project manager, the project co-ordinator has the following key responsibilities:

- Organising all project activities, meetings, events etc

- Writing the monthly and quarterly reports and submitting them to the project manager for approval
- Overseeing the work of the research assistant
- Ensuring regular communication with all stakeholders
- Producing and disseminating the regular e-newsletter
- Organising all sub-contracting
- Organising all publications and ensuring their dissemination
- Providing support to the steering committee and project working groups.

4. Research Assistant

Full-time for the first year of the project, the post-holder will:

- Carry out all desk research in relation to the production of guidelines, toolkits, training programme
- Collate and summarise all documents collected from partners' members
- Support the project working groups in writing up the guidelines, toolkits, training programmes.

Date: 19/08/2010
Time: 15:57:01

Lumos Foundation
Profit and Loss

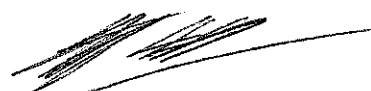
Page: 1

From: Month 1, January 2009
To: Month 12, December 2009

Chart of Accounts:

Default Layout of Accounts

	<u>Period</u>	<u>Year to Date</u>
Sales		
Donations	559,898.26	559,898.26
Grants	83,490.00	83,490.00
Charitable Activities	13,787,274.63	13,787,274.63
Investment Income	17,052.42	17,052.42
	14,447,715.31	14,447,715.31
Purchases		
Charitable Expenditure - Grants Payable	397,298.00	397,298.00
Cost of Charitable Activities	3,936.01	3,936.01
	401,234.01	401,234.01
Direct Expenses		
Cost of Fund Generation - Fund Raising	100,670.68	100,670.68
Cost of Training and Project Support	24,458.76	24,458.76
Governance Costs	18,511.39	18,511.39
	143,640.83	143,640.83
Gross Profit/(Loss):	13,902,840.47	13,902,840.47
Overheads		
Support Costs - Rent and Rates	44,364.43	44,364.43
Support Costs - Heat, Light and Power	1,575.08	1,575.08
Support Costs - Travelling Expenses	84,600.60	84,600.60
Support Costs - Printing and Stationery	17,431.78	17,431.78
Support Costs - Maintenance	88,693.77	88,693.77
Support Costs - General Expenses	2,060.69	2,060.69
Management & Admin - Bank Charges and Interest	4,328.23	4,328.23
Management & Admin - Gross Wages	684,884.26	684,884.26
Management & Admin - Professional Fees	139,344.94	139,344.94
Suspense & Mispostings	3,839.93	3,839.93
	1,071,123.71	1,071,123.71
Net Profit/(Loss):	12,831,716.76	12,831,716.76





Date: 19/08/2010
Time: 15:58:09

Lumos Foundation
Balance Sheet

Page: 1

From: Month 1, January 2009
To: Month 12, December 2009

Chart of Account:

Default Layout of Accounts

	<u>Period</u>	<u>Year to Date</u>
Fixed Assets		
Office Equipment	4,911.39	36,811.39
Furniture and Fixtures	35,318.36	35,318.36
	40,229.75	72,129.75
Current Assets		
Debtors	0.00	24,322.00
Deposits and Cash	41,965.72	68,543.81
Bank Account	12,834,934.70	13,885,315.90
VAT Liability	147.86	147.86
	12,877,048.28	13,978,329.57
Current Liabilities		
Creditors : Short Term	85,561.27	127,944.21
	85,561.27	127,944.21
Current Assets less Current Liabilities:	12,791,487.01	13,850,385.36
Total Assets less Current Liabilities:	12,831,716.76	13,922,515.11
Long Term Liabilities		
	0.00	0.00
Total Assets less Total Liabilities:	12,831,716.76	13,922,515.11
Capital & Reserves		
Capital & Reserves	0.00	2,368,672.70
Funds	(32,379.98)	(1,310,254.33)
P&L Account	12,831,716.76	12,831,716.76
	12,799,336.78	13,890,135.13





Conformed copy
24 September 2010

15

Company No: 5611912

Charity No: 1112575

THE COMPANIES ACT 1985 AND 1989

COMPANY LIMITED BY GUARANTEE AND
NOT HAVING A SHARE CAPITAL

MEMORANDUM

AND

ARTICLES OF ASSOCIATION

OF

LUMOS FOUNDATION

Incorporated on 3 November 2005
As amended by Written Resolution dated 16 December 2005,
a special resolution to change the name dated 14 February 2010
and a special resolution dated 24 September 2010

FARRER & CO LLP
66 Lincoln's Inn Fields
London WC2A 3LH

THE COMPANIES ACT 1985 AND 1989

COMPANY LIMITED BY GUARANTEE AND
NOT HAVING A SHARE CAPITAL

MEMORANDUM OF ASSOCIATION
OF THE
LUMOS FOUNDATION

1. **Name**

The name of the Company is Lumos Foundation ("the Charity")¹

2. **Registered Office**

The registered office of the Charity is to be in England and Wales.

3. **Objects**

The objects ("the Objects") of the Charity are:

- 3.1 the relief of poverty and sickness, the promotion of education, the promotion of child health and development, and the prevention of cruelty to or maltreatment of children in any part of the world; and²
- 3.2 such other exclusively charitable objects as the Trustees of the Charity may in their absolute discretion determine.

¹ Name changed from Children's High Level Group by special resolution dated 14 February 2010

² As amended by written resolution dated 16 December 2005

4. Powers

The Charity has the following powers, which may be exercised only in promoting the Objects:

- 4.1 to provide goods, services, financial or other assistance or support by way of grant, donation, loan or otherwise (and whether or not for valuable consideration);
- 4.2 to promote, commission or carry out research, including investigation by site visit, personal interview or otherwise and to hold conferences, lecture classes and training courses on any matter touching upon the Objects;
- 4.3 to support, administer or set up other charities or other bodies;
- 4.4 to promote or carry out the collection, analysis or publication of information of all types and in all forms, on such terms as shall be thought fit;
- 4.5 to award, or participate in the award of, scholarships, bursaries or other prizes;
- 4.6 to provide and maintain or to encourage the provision and maintenance of information and statistics relating directly or indirectly to the Objects including the use of information and communication technology;
- 4.7 to consult, advise and co-operate with, and to promote co-operation within and between, other bodies or persons (including charities, departments of government, local authorities, educational, health and welfare establishments and other public and private organisations, and those responsible generally for the wellbeing of children) on any matters concerned, whether directly or indirectly, or assist others in any ventures or initiatives which promote whether directly or indirectly, with the Objects;

- 4.8 to achieve and take over to such an extent as may be thought fit (and permitted by law) the assets, liabilities and undertakings of any person or body whatsoever;
- 4.9 to raise funds (but not by means of carrying on a trade or business on a continuing basis which is for the principal purpose of raising funds rather than for the purpose of actually carrying out the Objects, unless the income of the Charity from that trade or business is exempt from tax by reason of any legislation or concession from time to time in force);
- 4.10 to invite, receive and accept financial assistance (whether private or public), subscriptions, donations, gifts, endowments, sponsorship, fees, legacies and bequests of any real or person estate;
- 4.11 to act as trustee of charitable trusts jointly with one or more other trustees or, where it may legally do so, as sole trustee;
- 4.12 to enter into any funding or other arrangement with any government or any other authority and to obtain from such government or authority any rights, concessions, privileges, licences and permits;
- 4.13 to guarantee the performance of the contracts or obligations of any person or organisation; and to give any warranties, indemnities, guarantees or undertakings on account of any covenants, promises, pledges, assurances or trusts that might be undertaken by the Charity or in connection with any agreement or arrangement whatsoever, whether or not the Charity is a party to the same;
- 4.14 subject to such consents or procedures as may be required by law, to borrow money and give security for loans;
- 4.15 to acquire, hire or charge property and/or any interest in, or relating to, land of such kind and on such terms, and to appoint such advisers, surveyors, managers and builders and other advisers and contractors on such terms as the Trustees shall determine;

- 4.16 subject to such consents or procedures as may be required by law, to let, licence or dispose of all or any assets held from time to time by or on behalf of the Charity;
- 4.17 to set aside funds for special purposes or as reserves against future expenditure;
- 4.18 to deposit or invest the monies of the Charity not immediately required for its operations in any manner as may be thought fit (including but not limited to the establishment of trading or other subsidiaries of any kind), subject to such conditions (if any) and such consents or procedures (if any) as may for the time being be imposed or required by law;
- 4.19 to open and maintain in the name of the Charity, or in such other name as the Trustees may think fit, bank accounts at such banks as the Trustees may from time to time decide and at any time may pay any monies of the Charity to the credit of any such account or place the same on deposit with any bank;
- 4.20 to delegate the management of investments to an individual, company or firm who is a Financial Expert, on such terms as the Trustees think fit'
- 4.21 to arrange for investments or other property of the Charity to be held in the name of a nominee under the control of the Trustees or of a Financial Expert acting under their instructions and to pay any reasonable fee required;
- 4.22 to employ or otherwise contract for the services of agents, staff or advisers (upon such terms and conditions as may be thought fit) and, subject to Clause 5, to remunerate any person, firm or company rendering services to the Charity and provide and contribute to pension and other death-in-service or other benefits for employees and former employees of the Charity and their widows, children or other dependants;

- 4.23 to delegate functions to committees, officers and/or employees or other staff of the Charity;
- 4.24 to insure the property of the Charity (including, for the avoidance of doubt any property not owned by the Charity but under its control) against any foreseeable risk and take out other insurance policies to protect the Charity when required;
- 4.25 to indemnify out of the assets of the Charity every Trustee, other officer or auditor of the Charity in respect of any liabilities properly incurred by them in defending any proceedings, whether civil or criminal, in which judgment is given in their favour or in which they are acquitted or in connection with any application in which relief is granted to them by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Charity;
- 4.26 to provide indemnity insurance to insure the Trustees:
 - 4.26.1 against the costs of a successful defence to a criminal prosecution brought against them as company directors and/or charity trustees;
 - 4.26.2 against personal liability incurred in respect of any act or omission which is or is alleged to be a breach of trust or breach of dutyprovided that any such insurance shall not extend to any liability to pay a fine or cover a Trustee who knew that, or was reckless whether, the act or omission was a breach of trust or breach of duty;
- 4.27 to enter into contracts of any type, including contracts to provide services to or on behalf of other bodies or persons;
- 4.28 to incorporate, establish and promote subsidiary companies (whether or not wholly owed by the Charity) to further the Objects (or any of them), to assist or act as agents for the Charity or otherwise where the incorporation,

establishment and promotion of such companies is expedient or generally beneficial and largely in the interests of the Charity;

- 4.29 to amalgamate with any other bodies which are charitable and have objects similar to all or any of the Objects and which prohibit the payment of any dividend or profit to, and the distribution of assets amongst, their members at least to the same extent as is the case in this Memorandum;
- 4.30 to pay out of the funds of the Charity the costs of and incidental to the formation and registration of the Charity;
- 4.31 to do all or any of the above things in any part of the world as principal, agent, contractor, trustee or otherwise, and either alone or in conjunction with or through the medium of others; and
- 4.32 to do anything else within the law which promotes or helps to promote the Objects.

5. Application of Property and Funds

- 5.1 The property and funds of the Charity must be used only for promoting the Objects and do not belong to the members of the Charity. No part of the income or capital may be paid or transferred, directly or indirectly, to the members of the Charity, whether by way of dividend or bonus or in any other way that amounts to a distribution of profits or surplus. This does not prevent the payment of:
 - 5.1.1 reasonable and proper remuneration to any officer, employee or member of the Charity in return for any services provided to the Charity;
 - 5.1.2 a reasonable rate of interest on money lent to the Charity'
 - 5.1.3 a reasonable rent or hiring fee for property let or hired to the Charity;
 - 5.1.4 premiums on the indemnity insurance referred to in Clause 4

- 5.2 A Trustee must not receive any payment of money or other benefit which may not be financial but has a monetary value (whether directly or indirectly) ("Material Benefit") from the Charity except:
- 5.2.1 as permitted by law;
 - 5.2.2 as mentioned in Clauses 5.1 and 5.3;
 - 5.2.3 reimbursement of reasonable out-of-pocket expenses (including hotel and travel costs) actually incurred in carrying out the Charity's business;
 - 5.2.4 in exceptional cases, other payments or benefits (but only with the written approval of the Charity Commission in advance).
- 5.3 Any Trustee (or any firm or company of which a Trustee is a member or employee) may enter into a contract with the Charity to supply goods or services in return for a payment or other Material Benefit but only if:
- 5.3.1 the goods or services are actually required by the Charity;
 - 5.3.2 the nature and level of remuneration is no more than is reasonable in relation to the value of the goods or services;
 - 5.3.3 no more than one half of the Trustees are subject to such a contract in any financial year; and
 - 5.3.4 the Trustees comply with the procedures set out in Clause 5.4 and any such additional procedures as are required by law.
- 5.4 Whenever a Trustee has a personal interest in a matter to be discussed at a meeting of the Trustees or a committee the Trustee concerned must:
- 5.4.1 declare an interest as or before discussion begins on the matter;
 - 5.4.2 withdraw from the meeting for that item unless expressly invited to remain in order to provide information;

- 5.4.3 not be counted in the quorum for that part of the meeting;
- 5.4.4 withdraw during the vote and have no vote on the matter; and
- 5.4.5 comply with such additional procedures as are required by law.

5.5 This Clause 5 may not be amended without the prior written consent of the Charity Commission

6. Limited Liability

The liability of the members is limited

7. Guarantee

If the Charity is wound up while a person is a member, or within one year after that person ceases to be a member, every member of the Charity shall contribute such amount as may be required, not exceeding One Pound (£1), to the assets of the Charity, for the payment of the Charity's debts and liabilities contracted before the member ceases to be a member, and of the cost and expenses of winding up, and for the adjustment of the rights of the contributories among themselves.

8. Dissolution

If the Charity is dissolved the assets (if any) remaining after provision has been made for all its liabilities must be applied in one or more of the following ways;

- 8.1 by transfer to one or more other bodies or persons established for exclusively charitable purposes within, the same as or similar to the Objects;
- 8.2 directly for the Objects or for any charitable purpose or purposes within the Objects.

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24 September 2010

9. **Interpretation**

Words and expressions defined in the Articles of Association of the Charity have the same meanings in this Memorandum of Association

We wish to be formed into a company under this Memorandum of Association.

NAMES AND ADDRESSES OF SUBSCRIBERS

SIGNATURE OF SUBSCRIBERS

Temple Secretarial Ltd
16 Old Bailey
London
EC4M 7EG

Temple Direct Ltd
16 Old Bailey
London
EC4M 7EG

Dated: 3 November 2005

Witness to the above Signatures:

Name: _____

Address: _____

THE COMPANIES ACT 1985 AND 1989

COMPANY LIMITED BY GUARANTEE AND
NOT HAVING A SHARE CAPITAL

ARTICLES OF ASSOCIATION

OF

LUMOS FOUNDATION

1. **Interpretation**

In these Articles of Association and the Memorandum of the Charity:

1.1 the following words and expressions shall have the following meanings:

"the Act" means the Companies Act 1985 or any statutory re-enactment or modification of it;

"these Articles" means the Articles of Association of the Charity;

"Authenticated Document" means a document sent (a) by hard copy that is signed by the person sending it, or (b) electronically in which the identity of the sender is confirmed in a manner specified by the Charity (or where no such manner has been specified, which contains or is accompanied by a statement of the identity of the sender and the Charity has no reason to doubt the truth of that statement);

"Chairman"	means the chairman of the Trustees who is himself or herself a Trustee and is elected as such by the Trustees;
"Charity"	means the company governed by these Articles;
"charity trustee"	has the meaning given to it by Section 97 of the Charities Act 1993;
"charitable"	means charitable according to the law of England and Wales;
"clear day"	means 24 hours from midnight following the relevant event;
"Financial Expert"	means an individual, company or firm who is an authorised person or an exempt person within the meaning of the Financial Services and Markets Act 2000;
"material benefit"	means a benefit which may not be financial but has a monetary value;
"member", "members" and "membership"	refer to membership of the Charity;
"Memorandum"	means the Memorandum of Association of the Charity;
"month"	means calendar month;
"Objects"	means the objects set out in Clause 3 of the Memorandum;
"Secretary"	means the secretary of the Charity or any other

person appointed to perform the duties of the secretary of the Charity, including a joint, assistant or deputy secretary;

"Trustee" means a director of the Charity. The Trustees are "charity trustees" as defined by Section 97 of the Charities Act 1993;

"written" or "in writing" refers (to the extent permissible by law) to a legible document on paper, including a fax message and electronic mail (which is capable of being reproduced in paper form);

"year" means calendar year;

1.2 Except where the context otherwise requires, expressions defined in the Act have the meaning given to them by the Act.

1.3 Words importing one gender shall include both genders.

1.4 The singular includes the plural and vice versa.

2. Membership

2.1 The Charity must keep a register of members as required by the Act.

2.2 The members are the Trustees from time to time. Every Trustee shall, on appointment as such, either sign a written consent to become a member or sign the register of members and shall, in either case, become a member of the Charity on signature.

2.3 Membership of the Charity is not transferable

2.4 Membership shall be terminated if the member, being a Trustee, ceases to be a Trustee for whatever reason.

3. Patrons

The Trustees may appoint and remove any person as a patron of the Charity and on such terms as it shall think fit.

4. General Meetings

- 4.1 The Trustees may call a general meeting at any time and must call a general meeting if they receive a requisition by the members of the Charity in accordance with the Act.
- 4.2 All general meetings must be called by at least 14 clear days' notice.
- 4.3 Subject to the provisions of these Articles and the Act, a meeting of the Charity may be called by shorter notice, if it is so agreed by a majority in number of members having a right to attend and vote at the meeting who together hold not less than 90% of the total voting rights.
- 4.4 The notice must specify the date, time and place of the meeting and the general nature of the business to be transacted. The text of all resolutions to be proposed at the meeting must be set out in the notice.
- 4.5 Subject to the provisions of these Articles and to any restrictions imposed on voting, the notice shall be given to the members, to the Trustees and to the auditors but the accidental omission to give notice of a meeting to, or the non-receipt of notice of a meeting by any person entitled to receive notice, shall not invalidate the proceedings at that meeting.

5. Proceedings at General Meetings

- 5.1 No business shall be transacted at any general meeting unless a quorum of members is present throughout the meeting. The quorum is one-third of the members or two members (whichever is greater).
- 5.2 If a quorum is not present within half an hour from the time set for the meeting or during a meeting a quorum ceases to be present, the meeting shall be adjourned to

such a date, time and place as the Trustees shall determine provided that at least seven clear days' notice shall be given of the reconvened meeting stating the date, time and place of the meeting.

- 5.3 The Chairman, if any, will preside as Chairman of every general meeting of the Charity. If there is no Chairman, or if the Chairman is not present within 15 minutes after the time set for the meeting, or is unwilling to act, those Trustees present at the meeting must elect one of themselves to be Chairman of the meeting. If no Trustee is willing to act as Chairman, or if no Trustee is present within 15 minutes after the time set for the meeting, the members present must choose one of themselves to be Chairman of the meeting.
- 5.4 The Chairman of the meeting may, with the consent of any quorate meeting, and must, if required by a simple majority of the members present at the meeting, adjourn the meeting from time to time and from place to place, but no business may be transacted at an adjourned meeting other than business which might properly have been transacted at the meeting had the adjournment not taken place. No notice is required of an adjourned meeting unless the meeting is adjourned for 30 days or more, in which case notice must be given as for the original meeting.
- 5.5 A resolution put to the vote of a meeting shall be decided on a show of hands of those members entitled to vote unless, subject to the provisions of the Act, a poll is demanded. If a poll is demanded it shall be taken in such manner as the Chairman of the meeting, acting reasonably, directs (being in accordance with the provisions of the Act) and the result of the poll shall be deemed to be the resolution of the meeting at which the poll was demanded. The declaration by the Chairman of the result of the poll shall be conclusive.
- 5.6 Subject to Article 5.10, any resolution that may be passed validly at a general meeting of the Charity may be passed as a written resolution.
- 5.7 A member signifies agreement to a proposed written resolution when the Charity receives from him an Authenticated Document (whether in hard copy or electronic form) identifying the resolution to which it relates and his agreement to it.

- 5.8 Subject to Article 5.9, a written resolution is passed when:
- 5.9 in the case of an Ordinary Resolution, a simple majority of all the members have signified their agreement to it; and
- 5.9.1 in the case of a Special Resolution, at least 75% of all the members have signified their agreement to it.
- 5.9.2 A proposed written resolution lapses if it is not passed before the end of 28 days beginning on the first day on which it was circulated.
- 5.10 The following may not be passed as a written resolution:
- 5.10.1 a resolution to remove a Trustee before his period of office expires; and
- 5.10.2 a resolution to remove an auditor before his period of office expires.

6. Voting

- 6.1 Every member whose name is entered in the Charity's register of members has one vote at every general meeting. A resolution proposed at any general meeting will be approved if at least one half of the votes cast at the meeting are in favour of the resolution, except where the Act or these Articles prescribes a different majority.
- 6.2 No objection shall be raised to the qualification of a voter except at the meeting or adjourned meeting at which the vote objected to is tendered, and every vote not disallowed at the meeting shall be valid. Any objection made in due time shall be referred to the Chairman of the meeting whose decision shall be final and conclusive.

7. Proxies

- 7.1 A member may appoint another member as a proxy to attend general meetings in his or her place and to vote. The proxy form must be in writing and in the form prescribed by the Trustees from time to time.

- 7.2 The proxy form (and the power of attorney, if any, under which it is signed, or a copy of that power certified by a solicitor) must be deposited at the Charity's registered office not less than 48 hours before the meeting or adjourned meeting in question; or, in the case of a poll, not less than 24 hours before the time appointed for taking of the poll. If this Article is not complied with the proxy form is invalid.

8. Trustees

- 8.1 The Trustees shall have the control of the Charity and its property and funds, and may exercise all the powers of the Charity, as charity trustees.
- 8.2 There shall be a minimum of two and a maximum of ten Trustees (unless otherwise determined by ordinary resolution).
- 8.3 A Trustee may appoint an alternate director to act on his behalf at meetings of the Trustees, provided that any alternate director appointed under this Article must be a Trustee.
- 8.4 Any person who is willing to act as both a Trustee and a member of the Charity and is permitted to be so appointed by the law and the Articles, may be appointed, by the Trustees, to be a Trustee for such term as the Trustees think fit.
- 8.5 Any retiring Trustee is eligible for re-appointment, if he is willing to act as a Trustee and a member of the Charity, for such further term or terms as the Trustees think fit.
- 8.6 A technical defect in the appointment of a Trustee does not invalidate a decision taken at a Trustees' meeting if the Trustees present were not aware of the defect at the time of the meeting.
- 8.7 A Trustee will cease to be a Trustee:
- 8.7.1 at the end of his term of office;
- 8.7.2 if he resigns by write notice to the Charity (subject to any limitation on the minimum number of Trustees under Article 8.2 above);

- 8.7.3 if he ceases to be a member;
 - 8.7.4 if he is unable or unfit to discharge the functions of a Trustee;
 - 8.7.5 if he is removed from office by the members following the procedure set out in Section 303 of the Act;
 - 8.7.6 if he becomes prohibited by law from being a charity trustee or director;
 - 8.7.7 if he becomes bankrupt or makes any arrangement or composition with his creditors generally;
 - 8.7.8 if he is not present in person for at least one meeting of the Trustees in each year unless otherwise authorised by the Trustees;
 - 8.7.9 if he dies.
- 8.8 A Trustee may call a Trustees' meeting at any time and the Secretary must call a Trustees' meeting if requested to do so by a Trustee.
- 8.9 The Trustees may convene and regulate their meetings as they think fit, subject to these Articles. Questions arising at any Trustees' meeting will be decided by a majority of votes.
- 8.10 A Trustees' meeting is not valid unless a quorum is present throughout the meeting. The quorum is three fifths of the Trustees or two Trustees (whichever is the greater).
- 8.11 The Chairman will preside as chairman of every Trustees' meeting. If there is no Chairman, or if he is not present within 15 minutes after the time set for the meeting, or is unwilling to act, those Trustees present at the meeting must elect one of themselves to be Chairman of the meeting.
- 8.12 A written resolution signed by all Trustees entitled to receive notice of a meeting of the Trustees or of a committee of Trustees and to vote upon the resolution shall be valid as if it had been passed at a meeting of the Trustees or (as the case may be) a committee of the Trustees duly convened and held (and for this purpose the written

resolution may be set out in more than one document and will be treated as passed on the date of the last signature).

- 8.13 Any Trustee may, subject to proper notice having been given or dispensed with, participate in a meeting of the Trustees by means of telephone, or some other form of communication, by which all persons participating in the meeting can hear each other and speak to each other and participation in a meeting in this manner shall constitute presence in person at such meeting, provided that the number of Trustees then present constitutes an quorum for the transaction of the business of the Trustees under these Articles.

9. Delegation of Trustees' Powers

- 9.1 The Trustees may establish such committees, each comprising at least one Trustee and such other persons (whether Trustees or otherwise) as the Trustees think fit, and may delegate to such committees such function as they shall think fit. All proceedings of committees must be reported promptly to the Trustees.
- 9.2 The proceedings and powers of the committees established by the Trustees shall be governed by such rules as the Trustees may prescribe.

10. Secretary

The Charity must (subject to any law allowing the Charity to dispense with such requirement) have a Secretary who will be appointed by the Trustees for such term, at such remuneration (if the Secretary is not a Trustee) and upon such conditions as the Trustees may think fit and any Secretary so appointed may be removed by the Trustees. The Secretary may be, but does not have to be, a member or a Trustee.

11. Minutes

The Trustees shall cause minutes to be made in books (or other recordable format) kept for the purpose:

- 11.1 of all appointment of officers made by the Trustees; and

- 11.2 of all proceedings and meetings of the Charity, and of the Trustees, and of committees of the Trustees, including the names of the Trustees present at each such meeting.

12. Notices

- 12.1 Any notice to be given to or by any person pursuant to these Articles shall be in writing.
- 12.2 The Charity may give any notice to members either personally or by sending it by post in a prepaid envelope addressed to a member at his address or by leaving it at that address. Where a member has given to the Charity a fax number or email address to which notices may be sent electronically, the Charity may give a valid notice by means of fax or email, provided that, in either case, evidence shall be received by the Charity of delivery.
- 12.3 If a member is present at any meeting of the Charity he shall be deemed to have notice of the meeting and, where requisite, of the purposes for which it was called.

13. Winding Up

On the winding up and dissolution of the Charity the provisions of the Memorandum shall have effect as if repeated in these Articles.

14. Indemnity

- 14.1 Subject to the Act, but without affecting any indemnity to which a Trustee may otherwise be entitled, every Trustee or other officer will be indemnified out of the assets of the Charity in respect of any liabilities properly incurred by him in defending any proceedings (whether civil or criminal) in which judgment is given in his favour or in which he is acquitted or in connection with any application in which relief is granted to him by the Court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Charity.
- 14.2 Subject to the Act, the Charity may purchase and maintain for any Trustee or for any officer of the Charity, insurance cover against any liability which may attach to him

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24 September 2010

by virtue of any rule of law in respect of any negligence, default, breach of duty or breach of trust of which he may be guilty in relation to the Charity, and against all costs, charges, losses, expenses and liabilities incurred by him and for which the Trustee is entitled to be indemnified by the Charity under Article 14.1 provided that any such insurance shall not extend to any liability to pay a fine or cover a Trustee who knew that, or was reckless whether, the act or omission was a breach of trust or breach of duty.

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24 September 2010

We wish to be formed into a company under these Articles of Association.

NAMES AND ADDRESSES OF SUBSCRIBERS

SIGNATURE OF SUBSCRIBERS

Temple Secretarial Ltd
16 Old Bailey
London
EC4M 7EG

Temple Direct Ltd
16 Old Bailey
London
EC4M 7EG

Dated: 3 November 2005

Witness to the above Signatures:

Name:

Address:

Annexe 5: Detailed Work Programme

Months	Date	Phase	No	Activity	Output
M01	01/2011	Incept	00	Establish management structures	Steering Committee first meeting, PMT planning and supervision, Project Working Group first meeting
M02-M03	02/2011-03/2011	1	01	Desk research	Centralisation of all available evidence based data, studies and examples of best practice in deinstitutionalisation
M02-M04	02/2011-04/2011	1	02	Collecting and analysing good practices on deinstitutionalisation in Europe	Development of template to facilitate systematic collection and analysis of data for to be shared with NGOs/DPOs
M03-M05	03/2011-05/2011	1	03	Producing first draft of Common European Guidelines	Draft to be shared with Steering Committee for comments and amendments
M06	06/2011	1	04	Producing first draft of the Toolkit for assessing deinstitutionalisation initiatives	Draft to be shared with Steering Committee for comments and amendments
M07-M09	07/2011-09/2011	1	05	Consultation on first drafts of Guidelines and Toolkit	Feedback from member organisations to be shared with Steering Committee
M10	10/2011	1	06	Producing second draft of Guidelines and final draft of Toolkit	Draft to be shared with Steering Committee for comments and amendments
M11-M14		2	07	Preparing and collating case studies on deinstitutionalisation	Draft to be shared with Steering Committee for comments and amendments
M15-M16		2	08	Producing final draft of Guidelines and accompanying documentation	Draft to be shared with Steering Committee for comments and amendments
M17		3	09	Producing first draft of Training Programme	Draft to be shared with Steering Committee for comments and amendments
M18		3	10	Awareness raising seminar in Brussels	Raise awareness on the issue of deinstitutionalisation, introduce the Guidelines, supporting documentation and Toolkit and make training available to all those who are interested
M19		3	11	Producing final draft of the Training Programme	Draft to be shared with Steering Committee for comments and amendments
M20-M23		4	12	Organising three mutual learning events and pilot training sessions	Collate reflections on different and similar experiences of the user groups to enhance the Guidelines and accompanying documentation, to be shared with Steering Committee
		4	13	Developing a website	Share publications, good practice, all documentation and disseminate to the wider public the results from the project, and collate ongoing comments and reflections from stakeholders
M13-M24		4	14	Disseminating results via partners' networks and wider media	Distribute publications to network members and mass media, under guidance of Steering Committee, to highlight the issue of deinstitutionalisation
M22-M24		4	15	Producing final report and recommendations	Share project summary, evaluation data, challenges, outcomes and recommendations to fully benefit from the social experimentation aspect of this project

