



**EFSCW**

## Annual Report 2004

The year 2004 can be divided into the following periods:

January - April 2004	Transition period, assessment and joint strategy development with Plan Nederland (PLAN), appointment of the new Director
May - July 2004	Carrying out of the first re-organisation measures and move to the new office and appointment of the account manager
July - October 2004	Continuation of the reorganisation process, preparation and adoption of the new strategy and the Annual Work Plan 2005, appointment of the lobbying and advocacy as well as the information and fundraising officer
October - December 2004	Implementation and consolidation of EFSCW's new structures and strategic approaches and organisation and carrying out of the first activities with the new team taking into account the new strategy and the work plan

### January – April 2004

During the first months of 2004, EFSCW went through a transition phase that began in autumn 2003 with an independent assessment of its work. This assessment was carried out at the request of PLAN, which since October 2003 has been the main financing organisation of EFSCW and its activities. The assessment had a positive outcome in that PLAN decided to finance the core activities of the organisation for the coming years. The Board of EFSCW<sup>1</sup> also welcomed the advice to re-organise its structure in order to adopt a more professional approach.

An important decision was to create an Executive Board of 3 members and an Advisory Board of a maximum of 15 European experts in the field of excluded and street children. The Executive Board will supervise and guide the general work of the Network and in particular assist the Director (Article 6(d) of the EFSCW Statutes). The Advisory Board is expected to have experience and knowledge in one or more of the following fields: The European Institutions, Universities and Research Institutions, Youth work and Child support, Development work, Eastern European studies, Economic studies, Health studies and International Law studies (Article 7.2). The members of the Advisory Board will advise and assist the Director and the staff in the organisation's field of work. These events and decisions brought the period of the first ten years of the Network to a closure and thus, with EFSCW being at a turning point, a new era began.

On 12 and 13 January, the members of the Board of EFSCW and the members of the staff met in Amsterdam at the office of PLAN for a brainstorming session. Long term goals, aims and

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<sup>1</sup>At that time, the name of the organisation was still ENSCW (European Network on Street Children Worldwide).

objectives were discussed in the presence of PLAN's representatives. It was decided that the organisation should employ a new Director and immediately after this meeting, the search for the new Director started.

In February an audit by the European Commission took place resulting in the acceptance of the organisation's financial report for the 'Satellite project' which it had carried out and which involved an exchange of street workers from different continents of the world between the years 2001 to 2003.

The staff of the first 10 years of the Network were able to streamline the process of searching for the new Director. In March, a delegation of the Board met several candidates. Finally, after the completion of the selection process, Mr. Reinhold Müller was chosen as the new Director and took up his position on 1 May 2004. In February and March, the staff was involved in the selection process of the new Director and in the establishment of files intended to prepare and brief him with regard to his new task. With the new era, the Network had to say farewell to two members of its staff, Ms. Claudia Arnold and Ms. Stefania Del Zotto, who had worked with the organisation in the important years after its establishment.

## May – July 2004

### I. Organizational and personnel issues

Organisational issues in the following areas had to be resolved:

#### 1. *Relocation of the office*

The relocation of the office to new premises was completed by 1 June 2004. The offices at Square Vergote 34 were selected from approximately 20 potential properties because they met the following criteria: relatively close to the European institutions, reasonably priced, offering facilities to be used for events with up to 50 participants, pleasant surroundings for the purposes of a social NGO (representation etc.). The move was used as an opportunity to conduct initial assessment and restructuring of the inventories. In total, this process took 3 weeks.

#### 2. *Recruitment procedure for new staff members and appointment of the Office & Account Manager*

A large number of applications for the three new positions (Office & Account Manager, Lobbying & Advocacy Officer and Information & Fundraising Officer) were received. Following the very time-consuming assessment work regarding these applications, a total of 25 interviews were conducted in three selection processes. Ms. Anna Kraus was appointed as the new Office and Account Manager.

### II. Financial issues

### ***1. Pending financial matters from the previous years***

A number of unresolved issues from the past especially those concerning grants from different donors have been tackled and to a large extent settled (grant from the Dutch Ministry of Foreign Affairs, donation by the Sisters of Love, payment to ISMO for the Kenya Conference).

### ***2. Financing by Plan Netherlands***

With reference to the offer made by PLAN in their letter of 30 January 2004, the interim financing of an amount of approximately 116,000 Euros was postponed to the period 1 April–30 September 2004. Most of the restructuring measures which Plan called for in return were implemented. It only remained to present the business plan and to prepare an initial event.

Regarding the time after this interim period, PLAN agreed to two one-year financing phases, each with a maximum of 300,000 Euros. A report on PLAN's expectations is given under the explanations regarding future planning.

**3.** The *auditor's report* dated 6 July 2004 for the year 2003 was positive. He stated that the balance sheet and the profit and loss account for the year 2004 give a true and fair view of the foundation's assets, liabilities, financial position and results.

## **III. Basic strategy on future policy, programme orientation and fundraising (initial thoughts)**

### ***1. Strategy and policy***

The business plan proposed by the consultancy firm which carried out the assessment of ENSCW proposed that the latter should focus its aims on Advocacy and Lobbying, Networking and Cooperation and Information and Knowledge Management (as a broker for NGOs). The following main key elements for a future structure were developed in close cooperation with the Board:

Operative business should focus on the EU and the European institutions (EP, Commission, and ECOSOC, etc.) and their policies. At the same time, it should be possible to meet PLAN's demands for ENSCW to act as an international information broker by placing on the website the following information functions, which largely work according to the self-learning system:

a) Development of the existing database on all globally active NGOs in the street children sector and on current literature;

b) Development of an internet-based database with a search engine for all EU development programmes for child and youth work. The EUFIS system, which encompasses all EU programmes, could be used as a basis for this database, under a licence from the Bank für Sozialwirtschaft. This system would enable members and affiliates to attain a direct and excellent benefit from the service through a quick overview of all EU programmes regarding children and youth work via ENSCW. The two elements would ensure that ENSCW would fulfil the function of international and global information broker.

The networking and project activities of the network would in future have to relate to fewer fields, but be of high quality. The limited number of staff means that it is not possible for the ENSCW to provide a complete global and international service. A qualified advisory function for members is essential, in conjunction with political lobbying, to mainstream all relevant EU

policies and legislation processes with demands for the protection of children's' rights, specifically the protection and the reintegration of street children.

Furthermore, it was considered to be of decisive importance to develop a solid and efficient membership structure in order to ensure the efficiency of this political action and also for successful long-term fundraising in future. It is only this structure of active organisations, which is not to be regarded as a legal organ of the foundation, which will make it possible to show a direct link to street children in need of assistance and to guarantee an efficient network infrastructure.

Participation in EU projects is only meaningful as long as the ENSCW is not required to provide any co-financing or conduct any work in the field, but instead provides advice and training for a project organisation in relation to EU-specific management and lobbying issues. There is also the possibility that the ENSCW may in future only work on projects where the staff is fully funded by third parties.

## *2. Fundraising*

Subject to a more detailed description in the business plan, following these initial thoughts, fundraising would have to concentrate mainly on the EU financing instruments (EU-related social and health programmes, EU-related child, youth and anti-exclusion programmes, ESF, Interreg, TACIS, PHARE, ECHO and GD8 programmes) and sponsoring by companies, individuals and governments of the EU Member States.

There were two social NGOs in the EU budget which had their core costs funded completely by the EU. These examples show that with the corresponding political support an organisation such as ENSCW has in principle the possibility of gaining the full funding of its core costs from the EU.

The Network should offer its services to the EU and its Member States as an organisation for implementing projects which the EU cannot carry out itself. An annual report on the situation of street children in the EU would, for example, be appropriate in this context. The Commission could aim to instigate a multi-annual programme framework for this and for other prototype projects.

With regard to companies, including small and medium enterprises (SMEs), more should be made of their growing willingness to establish a social image in the development of their corporate identity and, through this, to set up systematic sponsorship. Developing and implementing a positive, offensive information strategy would be essential in this regard; the new information officer will tackle this as soon as he/she starts at the ENSCW.

There is a strategic interest in anchoring the area of child protection, including street children, more firmly in the EU (Commission), where there has hitherto not been a single unit for this field. The Ministry is seeking allies in the NGO sector for this aim, which is always linked with considerable, and long-term, funding potential.

These basic programmatic principles were noted and accepted by the Board Members at the meeting on 15/16 June 2005 (see below).

## July - October 2004

During this period the reorganization measures have been carried out, the new staff members made themselves acquainted with their working areas and the Annual Programme 2005 was developed taking into account the results of the assessment made by PLAN in 2003 before agreeing to a core financing of the organisation for the three following years. Furthermore a series of lobbying contacts and meetings took place with representatives of European institutions as well as with European and national NGOs. As a first major event, the opening ceremony and inauguration of the new office took place on 14 October 2004.

### **I. New staff members**

Ms. Elisabetta Fonck and Ms. Melanie Vritschan were appointed respectively Lobbying and Advocacy Officer and Information and Fundraising Officer. Both have considerable experience in EU-related European NGO activities and are highly qualified in their working areas.

### **II. Advocacy and Lobbying contacts**

As a first analysis a document on EU policies and actions on social exclusion and poverty was drafted by Ms. Fonck, with special regard to the issues of street children and children at risk. It contained concrete proposals on a strategy of intervention in the different areas and a time schedule for the next steps to be taken. On 16 and 17 September, a meeting in Stuttgart was organized with ISMO. This member organisation can provide ENSCW with very good contacts in regions such as the Russian Federation, Ukraine and Georgia. As in the case of ISMO, ENSCW can help the members to get important contacts in the Commission to assist with the presentation of projects. In the case of these contacts the Network in general plays the role of a consultant agency not involved directly in those projects.

Furthermore, meetings took place with Mr. Silva (European Commission, Head of Unit for Social Protection and Inclusion Policies), Mrs. Post (Commission, administrator in charge of street children in Romania) and Mr. Nuttin (Commission-EuropeAid, TACIS) in order to present EFSCW's new strategic goals and scope of activities. These were highly appreciated by the Commission's officials. In particular, the idea to launch a European Observatory on excluded children as well as to create a Unit on Children's Rights within the European Commission was agreed to. Mr. Silva and Mrs. Post also supported the idea of establishing a biennial European report on street children.

### **III. Information management / Website**

Following the different website proposals and an analysis on the present website (see the annual programme 2005) it was decided that the website should be totally renewed because as it was considered not to be sufficiently professional. It was clearly stated that it should be regularly updated and that the member organisations should have mostly free access. A meeting with the EUFIS team of the Bank für Sozialwirtschaft was scheduled in order to integrate the web-site with an extract of EUFIS concerning all the EU programmes on youth and children. Only members that pay a fee should in future have access to this service.

## V. Accountancy system

With the introduction of the new accounting software WINBOOKS the entire account system was reorganized. It was accompanied by professional training to use this new tool. Furthermore the account manager has begun to encode the invoices for 2004 in a professional and systematic way. Most of this very time consuming and solid work has already been done during this period. The system proved to be very helpful during these initial months as it provides the possibility of executing the analytical accounts and checking automatically the spending for each project.

The WINBOOKS software was already used to prepare the budgets for 2004 and 2005

## VI. Fundraising

During this period the key elements of a new fundraising strategy were developed. Under this the ENSCW should use several different methods of raising funds, either by exploring political/governmental funding opportunities (e.g. EU funding) or private ones, for example, obtaining sponsorship from big corporations, worldwide networks of business leaders with large amounts of private equity, foundations aiming at the support of vulnerable people, i.e. children, or through donations obtained from media campaign involving an internationally known celebrity to reach a wide target audience. Furthermore, large industrial companies, for instance, from the automobile or the pharmaceutical sector, should be approached since they are very often criticized for the environmental pollution created by their business activities and are in general sensitive to the argument and looking for an improved image (see the annual programme 2005). A new call for tender from the social inclusion unit of the Commission (Mr. Silva) in April 2005 was identified as the most important opportunity to get a new core funding for the running costs of ENSCW in 2006-2007. Within this tender important and representative European NGO's working in this area can be financed up to 90% of their core costs for at least two years.

## VII. Board Meetings

On 15 and 16 July 2004 a meeting of the Board of EFSCW was held which in particular adopted the key elements of the new strategy and the new Statutes of EFSCW, notably the structure of the new Executive and Advisory Boards and the members to be appointed to them.

### October - December 2004

#### I. Advocacy, Lobbying and Networking activities

During this period internal and external activities were organised in the field of ENSCW Advocacy, Lobbying and Networking to re-launch the Network in Brussels and in Europe. The following general strategic measures have been carried out:

- Creation of the draft of the "ENSCW Annual Programme 2005" with regard to future ENSCW Advocacy, Networking and Cooperation activities which was discussed and approved at the Executive and Advisory Board meetings held on 14 and 15 October 2004. This Annual Programme 2005 represented the conceptual guide formulating a plan of action including strategic goals and activities for the future.

- Follow-up of the Advisory and Executive Board meetings held on 14 and 15 October 2004: Minute writing and collection of main decisions being approved by the Boards as well as their execution in the areas of the network's advocacy and lobbying activities.

## 1. Advocacy

- **Symposium on "*Street children and youth as a priority of the European Union's social inclusion policy for the new Member States in Central and Eastern Europe*" organised in ENSCW offices in Brussels on 9 and 10 December 2004**

The ENSCW symposium was aimed at portraying the current status of street children in both the new EU Member States and candidate countries as well as discussing possible solutions with key EU-players. The symposium mainly focused on three basic issues: the national and international legislative background along with the implementation of measures, EU social policies supporting and including children at high risk and street children. Furthermore, it also allowed and promoted the identification of as well as the mutual exchange on best practices between the NGOs involved.

All participants expressed their full satisfaction on the event organised by the ENSCW, which was considered to be an important starting point for supporting strategies and bridge building for Europe's child-oriented social enlargement process. From the ENSCW's strategic point of view, the symposium confirmed the need of such a network considered a point of reference for many European organisations working on vulnerable children.

This event was considered a great success since it contributed to establishing a real network within Eastern European countries, giving ENSCW an extremely positive and professional image especially within the European Commission and the Parliament. Finally, it also tested our capacity of networking with National Governments, EU/International Institutions, NGOs and the academic world, where it showed excellent results.

Participants: Representatives from EU/International institutions, national governments, NGOs from the new EU Member States and the Russian Federation as well as from universities and research institutes.

### Follow-up:

- Compilation and circulation of the press release among the ENSCW lobbying contacts
- Compilation of the report of the symposium
- Compilation of a final strategic report that will soon be presented to the European Parliament in view of a possible EP report on children at risk and the establishment of a "European Year of the Child 2009"
- Sending out information on EU projects to the NGOs that have participated in the symposium
- Conversion of the final report into language of the home country and distribution purpose within the national network of NGOs or local authorities by the participants
- On-line publication on ENSCW's website with some selected materials and results of the symposium, mostly aimed at raising awareness within the national Governments, EU and NGO officials, who are already helping children

- **Compilation of a summary on the present and future EU policies and programmes on Child Poverty and Social Exclusion**

## **2. Lobbying, Networking and Cooperation**

- Participation in seminars and receptions useful for ENSCW's advocacy and lobbying activities such as:
  - 1) Event: Seminar on Child Poverty organised by the European Commission to present a new Report on Child Poverty compiled by Ms. Hoelscher (University of Dortmund)  
Results: qualified first contacts with the key Commission officials in charge of the European Inclusion Policy to gain their support for ENSCW future activities. Good contacts with NGOs and Child Research Institutes
  - 2) Event: Reception organized by the Council of Europe to introduce the new director of the Office for Liaison with the European Union in Brussels. Results: Re-launch of EFSCW's image with the Council of Europe and the new Director.
  - 3) Event: Reception organized by the Mission of Romania for the Public National Holiday of Romania.
  - 4) Event: Reception organised in the European Parliament by the European Movement International with the Members of the new European Countries to report about the enlargement campaign  
Result: very good contacts with the new MEPs elected in the Eastern countries and EP officials.
- Lobbying activities in view of the Inauguration of ENSCW's offices with the European Parliament (various MEPs), the Council of Europe (and the European Commission).
- Organisation of meetings with EU officials of the Commission to re-launch ENSCW's activities and in view of a future co-operation in EU projects:
  - EU officials: The responsible officials for the TACIS-Programme in Russia and the TACIS-IBPP Programme (DG External Relations), the officials in charge of Social Inclusion and Social integration at DG Employment and Social Affairs, the responsible for the Task Force Children in Romania at DG Enlargement.
- Organisation of meetings with other organisations, networks and the media to discuss partnerships and joint strategic approaches: Mrs. Karen Schroh , Head of the PLAN Europe-office in Brussels, Mrs. Mieke Schuurman, Gen. Secretary of EURONET, European Voice (to present their Advocacy Services).
- Other institutions/organisations have been contacted in view of a meeting to discuss possible joint strategies: Council of Europe and the UNICEF Innocenti Research Centre in Florence, Terre des Hommes (International Federation), Consortium on Street Children, CEPS (Centre for European Policy Studies), Giovanni Agnelli Foundation, European Foundation Centre, and the King Baudouin Foundation.

### **Conclusions**

In conclusion, it can be affirmed that the Advocacy, Lobbying and Networking activities organised in this 3-month-period have already ensured the following results:

- Consolidation of an efficient ENSCW status in the European Institutions within the units dealing directly or indirectly with children issues
- Solid and positive image of the network in the international institutions such as the Council of Europe, the World Bank Group, the United Nations France, the UNICEF Innocenti Research Centre
- First steps in view of re-launching the European political debate on the establishment of a unit for children's rights in the European Commission
- Establishment of a well-functioning network and partnerships in the Eastern European countries: contacts with solid NGOs working in the field with children at risk have been developed in order to set up a new membership structure at the beginning of 2005
- Establishment of a fruitful network among the participants of the Symposium on Street Children, the EU officials and national representatives, ensuring visibility of ENSCW's operations
- Promotion of best practice between NGOs working with street children in the Eastern countries and discussion of different indicators and approaches towards street children and young people at high risk used in the National Action Plan on social inclusion
- Circulation of EU assistance programmes in favour of excluded children: "Community Action Programme to combat Social Exclusion", "Daphne II" and "Support to NGOs in the 10 new Member States".
- Collection of the material and drafting of texts that will be available on the new ENSCW website
- Ensuring ENSCW a key role in successfully supporting the policy of the EU and national/local Governments in preventing and reducing street children and young people's exclusion

## II. Information, Knowledge management and Fundraising.

### 1. Information and knowledge management.

#### • Website

The Network's website was re-launched to mark clearly the difference from its old internet site, where the main weaknesses were that it had a somewhat childish and graphically unattractive image, an unclear structure lacking logic and was difficult to manage without in-depth technical knowledge. ENSCW therefore decided upon the creation of a new, easily manageable website presenting a sound professional image, graphical attractiveness and high-quality knowledge features. This was one of the most important priorities for the organisation's communication and information management.

Main features of the new website include:

- **About ENSCW** (information about mission, objectives, board and team members as well as general administrative information like the organisation's statutes)
- **NGO Contacts** (as it is of good quality and has a "unique" character and therefore *adds value* to the ENSCW site, the decision has been taken to integrate and further enhance the NGO database into the new website adapting it to the graphical image of the new website)
- **Library** (as information is considered to be valuable, the same decision has been taken as for the NGO database)

- **EU-Funding** (this section is foreseen as a *password-protected member area*; ENSCW is currently in negotiations with “Bank für Sozialwirtschaft” for an extract of the BFS “EUFIS” system containing most valuable information about European assistance programmes. Planned is the creation of a kind of “MINI-EUFIS” system concerning *only children and youth assistance programmes* on the new ENSCW site questioning directly the EUFIS database.)
- **Children’s page** (containing children’s contributions and games; ENSCW will here re-use the child-like drawing covering the home page of the old website)
- **Our Members** (member information and contact lists)
- **Useful Links** (links of relevance for children’s rights organised by categories)
- **Conferences & Projects** (information about conferences and projects in the past and to date and those planned for the future).

Furthermore, the quarterly newsletter, membership information as well as information for sponsors and donors will be clearly presented and retrievable from the new website.

To carry out the site design work and the technical parts of the project, a qualified web designer was hired. His work started in November 2004 integrating also board members’ comments and feedback during the production process. The launch of the new website was expected during February/March 2005.

- **Events**

**Official ENSCW re-launch and inauguration ceremony on 14 October 2005.**

It was considered absolutely crucial for the organisation to mark its re-launch by a great, strategically planned and well-organised official re-launch and inauguration reception.

The event was intended to raise again the profile of ENSCW, to create new confidence in its work in the area of children’s rights and to provide it with the indispensable visibility needed in Brussels with Representatives of the European Institutions, the Governments of the EU Member States, other social NGOs and/or humanitarian Networks working in the field as well as with the press.

Three speakers from the EU Institutions committed to the initiative all delivered strong speeches in support of ENSCW; they were two Members of the European Parliament, Ms. Luisa Morgantini and Mr. Armin Laschet, and the Head of Social Protection and Inclusion Policies of DG Employment and Social Affairs at the European Commission, Mr. Armindo Silva.

Further important lobbying contacts with representatives from the main EU-Institutions were made at the evening and used later in the furtherance of the network’s goals:

**Concluding remark**

The very successful inauguration and re-launch ceremony attended by over 70 guests met its intended purpose of conveying a strong and convincing image, (re-)creating interest and trust in the organisation’s work and its “raison d’être” as “guardian” in protecting and ensuring excluded and street children’s rights. This event placed the ENSCW again on the “Brussels map” in terms of political awareness raising and advocacy in the field of excluded children with a particular focus on street children.

- **Communications & Press Campaigns**

In preparation of the two major ENSCW autumn 2004 events (ENSCW inauguration reception on 14 October 2004 and the ENSCW Symposium on Street Children and Youth in the new Member States in Central and Eastern Europe on 9-10 December 2004), ENSCW sent communications to selected European Institutions press as well as to the major European newspapers and press agencies. After each event, a press release accompanied by various photos was sent again to the same press targets following which a one-page-article was published both times in Brussels leading and most prestigious European press agency: AGENCE EUROPE.

In order to allow targeted press campaigns for these and future events, the ENSCW press lists had to be completely re-organised and basically created again. These lists now include the appropriate Communications and Press Officers of the different press services in the EU Institutions, the European press and agencies as well as other press points and contacts considered relevant to ENSCW's work. Such really essential targeted press lists did not exist in the past and are of strategic importance in the achievement of the organisation's efficient and successful press and media campaigns.

Furthermore ENSCW participated in several media talks and press events of regional or country offices and representations to systematically build up good PR and press contacts for an efficient collaboration with press and media in future.

On the occasion of the "International Day of the Child" (20 November 2004), strongly promoted by UNICEF France and focusing in 2004 especially on the issue of child soldiers, ENSCW agreed with UNICEF France on a one-page-communication to be published on the French version of the UNICEF website for approximately 10 days raising awareness for the problems of street children and for ENSCW's work. The communication was published jointly with ENSCW's French member organisation "La Fédération des Francas".

- **Information requests**

During the period from 1 October to 31 December 2004 14 written information requests were treated, of which the majority came from countries outside the EU.

## 2. Fundraising

- **World Bank**

On 20 October 2004, during the meeting at the World Bank Group office in Brussels, the President of the World Bank, Mr. James Wolfensohn, was approached by ENSCW and agreed a video tape delivering a strong message in support of ENSCW on the occasion of ENSCW's *Symposium on Street Children and Youth in the new Member States in Central and Eastern Europe* on 9-10 December 2004.

To stress clearly the importance of the issues at stake and to raise further ENSCW's profile in particular with the representatives of EU Institutions and national Governments participating in the symposium, it was decided to broadcast this powerful message of the World Bank's President expressing his desire to develop bridges with ENSCW and his respect for the organisation's work as the introductory part of the conference to stimulate the participants reflection on the matters brought up by the World Bank President and to open the debate.

The meeting held with representatives of World Bank Brussels Office on 18 November 2004 brought the following results:

ENSCW would in the near future meet the Special Representative for South East Europe, Head of the European Commission/World Bank Joint Office (see web link: <http://www.seerecon.org>) Mr. Franz Kaps, to verify possible funding opportunities for ENSCW via the "Roma Education Fund" (project jointly funded by the World Bank and the Soros-Foundation). The meeting with Mr. Kaps was held in January 2005 in accordance with this agreement.

- **Rotary Club**

The initiative taken with ENSCW Accountant Mr. Baland during the last quarter of 2004 (already mentioned in the ENSCW Annual Programme 2005) to introduce ENSCW to Rotary special circles "Cercle de Lorraine" and "Cercle de Wallonie" is a promising one and was followed beginning of 2005 with some concrete steps.

- **Lions Club**

A first meeting with the Lions Club was agreed to for 18 January 2005.

### 3. Other initiatives

- **ENSCW Christmas Action 2004**

The Lithuanian school "Skapiskis Secondary School" counting almost exclusively children from disadvantaged families and many orphans amongst their pupils was chosen for the ENSCW Christmas Action 2004. The children, lacking even many very basic items like clothes and toys, were sent a big Christmas package containing ENSCW T-Shirts, balloons, a Father Christmas and some Christmas sweets.

The teacher was asked to take pictures of the children wearing the ENSCW T-Shirts, which will be published together with a short article explaining the initiative on the new ENSCW website.

## III. Finance and Office Management

In the area of finance and office management, EFSCW has undergone a number of changes and re-organisational activities since October 2004. Significant changes have taken place in the management of the accounting system as several innovations were introduced. Various activities were performed in the setting up and management of the office.

### A. Finance

In the area of finance, the following modifications took place:

- ❖ ***A new chartered accountant from the Cabinet Baland was hired***

This firm gives professional consulting services on yearly basis. The chartered accountant analysed the general financial system of EFSCW and the accounting practices carried out until September 2004 and with his help a new system of encoding of invoices, bank statements and cash spending in a double entry manner was established.

❖ ***A new accounting software (WinBooks) with a much higher performance level was introduced***

The reorganisation of financial documents had to be performed from the beginning of 2004, in order to register all cash flows. As a result of this, a correct and clear overview of the accounts was obtained, which had previously not been possible. The new software provides a good overview on the real expenses, executed payments and on those still to be carried out. Furthermore, it offers the possibility of planning the expenses at the best time and logically planning activities such as Board sessions, seminars or campaigns. Thus, it provides us with precise numbers after each entry, since the financial activities are updated on a daily basis.

The system also allows the calculations to be broken up into different areas of expenditure. This enables the account manager to evaluate paid/unpaid invoices and monthly/quarterly/yearly reports on particular suppliers and to have fast and exact overviews of accounts, bank statements and suppliers payments

❖ ***An accrual accounting method instead of cash accounting was introduced***

On the advice of the chartered accountant, the previously used cash-based accounting system was replaced by the accrual accounting method that is much more effective for the type of organisation EFSCW represents. However, due to that progress, the whole system of the recording of the financial documentation for the entire year 2004 had to be reorganised.

❖ ***A totally new organisation of the financial activities is now operational***

With the new accounting practice and a new computer tool to manage it more efficiently, results with much higher accuracy can be achieved in the management of accounts and many different financial transactions within the organisation. This new administration system of the accounts and financial activities of the Foundation has already been used as a basis for:

- *the reimbursement of travel costs to Board Meeting and Seminar participants;*
- *the drafting of the budget 2005;*
- *the analyses of the expenditure 2004.*

❖ ***The online banking system has been implemented.***

These new financial practices and technical tools will allow a much better overview of the real financial position of the Foundation, diminishing the risk of financial insufficiency.

## **B. Office and personnel management**

During EFSCW's restructuring phase during these months, a whole scale of reforms concerning the organisation, infrastructure and logistics was carried out.

• **Personnel Management and a legal seat in Belgium**

Basic changes have been implemented in the management of the personnel documentation of the EFSCW. After consultation with the legal adviser, it was found to be unnecessary for EFSCW to have a "mandataire social" as an intermediary consultant. Following this, a whole scale of tasks in the personnel management (documentation, keeping of the register and of the individual accounts, etc.) will in future be carried out by EFSCW itself together with the social secretariat.

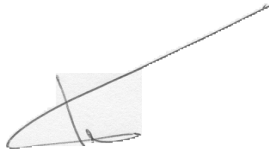
In order to carry out the personnel administration without the social mandatory, the EFSCW has taken the necessary administrative measures to establish an additional legal seat in Belgium in addition to the existing one in the Netherlands. This offers also the advantage of being able to apply

for certain Belgian funding programmes and to conclude the liability insurance for the Executive Board.

#### **IV. Board meetings**

A meeting of the Executive Board and the Advisory Board was held on 14 and 15 October 2004. The principle decisions included the adoption of the Annual Programme for 2005, the budget for 2005 and the annual narrative report for 2003 as well as the approval of the new members of the Advisory Board.

Brussels, July 2005

A handwritten signature in black ink, appearing to read 'Maartje van Putten', is written over a light grey rectangular background.

Maartje van Putten

President