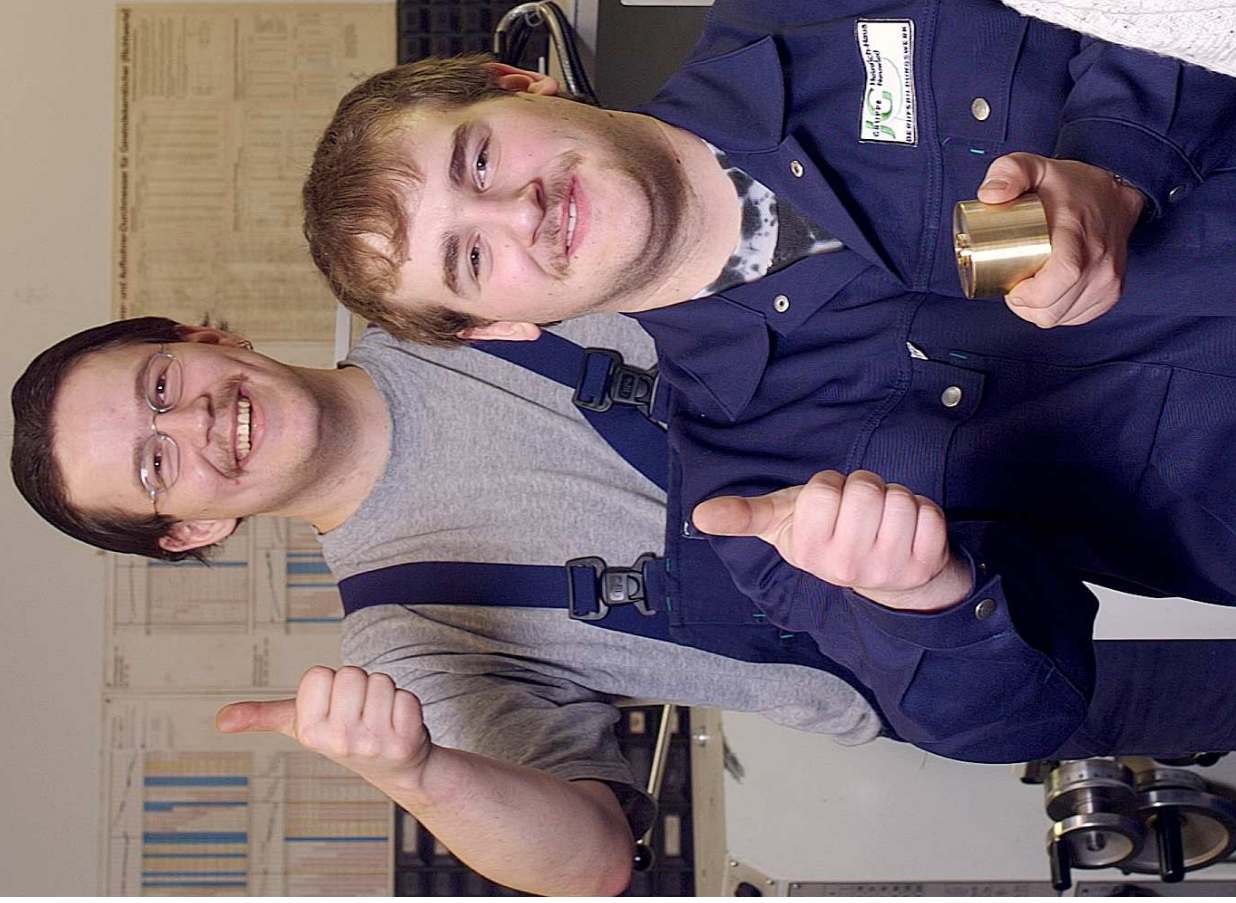




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A word from the President

Looking back at 2004 I can confidently say that during this year EPR achieved some very concrete and significant results. Important milestones include:

- the encouraging performance of the *European Rehabilitation Academy (ERA)*: a body that deals with training & development of rehabilitation professionals;
- the increased presence in Brussels Public Affairs particularly through the establishment of the *European Network of Service Providers in Employment and Rehabilitation (ENSPER)*;
- the expansion of the *European Quality in Rehabilitation Mark (EQRM)*: the only European-wide quality system that is customised for the sector of vocational training and rehabilitation services to disabled people;
- the launching of the *Knowledge Management Centre (KMC)*: an online system sharing expertise, best practices and information developed within EPR members.

Of course, there are challenges too: remaining at the cutting edge of research, innovation & development; expanding activities but not necessarily the budget; winning the commitment of all members; and last but not least ensuring the financial viability of our organisations at a time when we are increasingly pressed to justify the value of rehabilitation services to politicians, funders and public authorities.

The EPR has come a long way since its establishment in 1993. My vision is for an EPR able to give added value to each partner in order to increase the quality of its services, an EPR able to play a very important role in the development of rehabilitation activities in the whole of Europe, an EPR able to move staff and clients around our centres in order to ensure the best services for each kind of needs, and an EPR able to enlarge its viewpoint outside Europe for its co-operation and activities.

Perhaps in five years we will think about a worldwide Rehabilitation Platform.



Stefano Schena is CEO of Opera Don Calabria (Verona, Italy) - one of the founding members of EPR.

Stefano Schena has been closely involved in the EPR performing various roles since the birth of the organisation. He became President in July 2004 when he succeeded Jan Albers.

EPR strategy

During 2004 the EPR continued its efforts to design a new strategy on “Concretising benefits from EPR membership”. A step-wise and participatory approach resulted in the approval of

agreed by all members of the Board of Directors and centre coordinators. The new strategy resulted in a revised EPR activity matrix (see below) which serves as a basis for the work plan in 2005.

EPR ACTIVITIES & SERVICES	PROFESSIONAL DEVELOPMENT	RESEARCH & INNOVATION	PUBLIC AFFAIRS
EXTERNAL ACTIVITIES	 • Training programmes • Accreditation	 • Full application • Initiation programme	 • Influence policy • Gather information
CENTRE ACTION PLANS	• International seminars • National seminars • In-house seminars • Discussion groups	• Learning groups • Project teams • Mentorship • Self-directed learning	• EU funding • EU policies • Representation & PR
MENU OF STANDARD SERVICES & OPPORTUNITIES	• Workshops for top management • Reduction of registration fees	• KMC • Reduction of registration fees • Access to result of project teams	• Information • Contacts • Public relations • Meeting facilities
General seminar / EPR website / EPR newsletter			

- ***Philosophy***

The new strategy finds the right balance between a business-like philosophy of “value for money”, and the principle of internal solidarity between EPR members. Moreover, the new approach combines an EPR that provides services to its own members, with an EPR that plays a leading role at European level regarding quality of services and formulation of disability policies.

The three activity pillars that already existed in the EPR were maintained and strengthened. The major innovation is the introduction of three levels that run through the pillars.

- ***Menu of standard services***

A menu of standard services and opportunities offers to all EPR members a wide range of concrete tools to strengthen their competitive position and to improve their service-delivery. It should be stressed that this is a *menu* of opportunities from which both full and associate members can pick out the ones they want to use according to their needs, interests and strategic objectives. Interviews and reviewing participation patterns over the last years indicated that an average use of the menu of standard services and opportunities equals about 5.000 Euro of concrete benefits.

- ***Centre Action Plans***

In addition to the standard services, full members are entitled to an individual Centre Action Plan (CAP). Such CAP is based on an in-house assessment of interests and expectations from EPR membership and clearly defines roles, responsibilities and expected outcomes from EPR activities. Very new is the concept that each full member is entitled to a number of consultancy days to support the implementation of activities in the CAP, and to monitor and evaluate its outcomes.

- ***External activities***

The activities at the third level of the EPR matrix target the entire European rehabilitation sector and not only the EPR members. This third level directly follows from the strategic choice to strengthen the external orientation of the EPR, so it can play a leading role in the sector. Moreover, these external activities gave the EPR a prestige and visibility which directly reflects on its members in terms of both public relations and financial benefits.

To sum up - “Concretising outputs from EPR membership” represents a successful attempt to turn international co-operation within EPR into a visible and concrete activity of which the benefits can be understood and experienced by rehabilitation professionals at all levels.

Professional development & ERA

European Rehabilitation Academy



Through its European Rehabilitation Academy (ERA), the EPR provides professional development opportunities that enhance the capacity of individual workers, service providers and the entire

rehabilitation sector. The Academy provides a systematic approach to human resources development within the rehabilitation sector. It offers a comprehensive range of customised development programmes which are designed to ensure professional excellence at all levels within service providing organisations.

- *Accreditation system for professionals*

Throughout the year, the EPR allocated resources to the development of a European accreditation system for professionals in the rehabilitation sector. A competency framework would define detailed domain specifications of all areas of knowledge, skills and attitudes required by various professional roles in the sector. In addition, the EPR would actually assess and award accreditation to both professionals and existing training programmes in co-operation with universities and the main stakeholders in the disability field. The EPR sought financial support for this initiative with the European Commission and is still waiting for the final approval of its project “ProCreditus” submitted under the Leonardo.

- *Academy Council*

The Academy Council oversees all training and education activities of ERA. The Council is composed of rehabilitation directors/managers, HR experts and academics. Stefano Schena was the Chairman of the Academy Council in 2004. He will be succeeded by Dorothy Gunne from January 2005 onwards.

- *Demand-driven approach*

All ERA seminars in 2004 were run according to the demands of EPR members. The demand-driven approach which was adopted for the first time proved to be successful from various perspectives: no seminars had to be cancelled, the activities were more tailor-made and interactive, the financial result of the ERA was balanced and the evaluation from the participants indicated high satisfaction with both the quality of the content and the practical organisation.

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- *ERA Programme 2004*

ERA organised the following seminars and learning groups in 2004:

Seminar	Place	Date
Mentoring, coaching, motivating	Brussels, Belgium	4 June & 16 September
Client involvement	Mulhouse, France	17 - 18 June
Different techniques of vocational counselling	Porto, Portugal	9 - 20 August
Working with families	Verona, Italy	14 - 15 October
Challenging behaviour	Canterbury, UK	28 - 29 October
Assistive technology	Dublin, Ireland	9 - 10 December
English Language Course	Dublin, Ireland	9 - 20 August



Service development

European Quality in Rehabilitation Mark



The EQRM is the only European-wide quality system that is customised for the sector of service provision to people with disabilities. Every year, service providers throughout Europe committed to excellence in rehabilitation, apply and achieve the EQRM having undergone a thorough assessment process according to a set of Principles of Excellence.

Over the past year EQRM proved to be a valuable product about which clients are positive. The encouraging feedback relates to the various products of EQRM such as trainings, initiation programmes and the full application. Clients recognise EQRM as a good instrument for continuous learning and improvement and share the opinion that the system is demanding but feasible.

The EQRM also proved that it functions and has capacity to deliver. In Guus van Beek the EQRM has found an outstanding manager; the system has put in place sound administrative procedures and can avail itself of all necessary marketing

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materials. Last but not least, the EQRM and can rely on a team of fully trained and qualified assessors.

The EQRM also showed that it is a significant tool for raising the profile of EPR. Looking back at the last three years, the EQRM has probably been the single most important public relations instrument for the EPR at European level. It not only opened many doors but also confirmed the reputation of the EPR as leading organisation focusing on quality and improving the sector.

It can be expected that the (business) value of the EQRM for current and potential clients will grow as more service-providers apply for the Mark. Vital point during 2005-2006 will be to attract some organisations from outside the EPR in order to enhance the credibility and to keep the momentum of growth and success.

Other critical success factors will be to maximise the financial return on applications; to ensure recognition by and compatibility with existing national accreditation systems; and to stimulate the key European stakeholders in the Awarding Committee to promote and lobby for the EQRM towards their membership and partners.

On 16 & 17 December 2004, EPR organised a Conference on “Quality Assurance in vocational training to people with disabilities: a European perspective” in Brussels. The Conference was co-funded by the Leonardo da Vinci programme. It was one of the largest events ever organised by the EPR.

The Conference was organised as a two-day event. The overall objective was to identify, analyse and exchange “good practice” in quality management with the view to promoting, controlling and improving quality of public and private Vocational Education & Training (VET) provision.



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132 delegates from 22 countries across Europe participated. Delegates also came from a wide spectrum of stakeholders: policy makers, VET bodies such as national training authorities, service providers, NGOs of disabled people, funders, insurers, employers’ federations, experts and consultants in quality and accreditation, academia and media.

The high point of the Conference was the Awarding Ceremony where four centres were awarded with the EQRМ:

- The National Training and Development Institute (3 sites), Ireland
- RehabCare (4 sites), Ireland
- Pluryn Werkenrode Arbeid, the Netherlands
- Centre de Réadaptation de Mulhouse (dept UEROS), France

Six centres received the label “Committed to EQRМ”:

- Åstvedt Industrier AS, Norway
- Durapart AS, Norway
- Opera Don Calabria (dept MediaLabor), Italy
- Theotokos Foundation, Greece
- Stichting Revalidatie Limburg (dept HCA), the Netherlands
- Josefsheim Bigge, Germany

Knowledge Management Centre: welcome to the world of expertise

The Knowledge Management Centre (KMC) is an online database gathering the vast knowledge and expertise in EPR members. The database is fed with information inserted by professionals from the EPR centres.

This system was designed, discussed and tested by 13 centres (SRL, RehabCare, NTDI, CRM, ODC, Rehab UK, CRPG, SRH, JG, AVRE, HELL, PWG and Heliomare) represented by their KMC administrators during 2004.

The main achievements of this pilot phase are that the system proved to work well, with simple and quick procedures and a user-friendly interface which is a guarantee for safety and quality information.

The Knowledge Management Centre is now officially launched: it can be consulted by all EPR professionals and modified in every EPR centre who has appointed an administrator. From 2005 onwards, the biggest challenge for the KMC group will be to promote the KMC among the centres staff and encourage them to use it.

Visit the KMC from the “members only” section of the EPR website - www.epr.be



EPR project teams

- *Women in vocational rehabilitation*

This project team is already active since several years, and concentrated over the last year on developing pre-vocational programmes that should facilitate access for women to vocational training programmes, as well as increase their success rate. Some preliminary results from the team's work can already be given:

- **CRPG** already has provisional evaluation results from the testing and it was actually the only centre which could implement the programme only for women;
- **SRL** ran a combined training with empowerment modules & vocational skills;
- **NTDI** currently offers the pre-vocational modules for both men and women;
- **SRH** did not test any modules; nevertheless the development of the programme will be continued under another name and definition.

The team will make some specific recommendations for the EPR in general as well as for the individual centres. The team also suggests extending the target group (not only women) to get adequate response from the funders, and to develop pre-vocational as well as pre-integration programmes. The project team will submit the final report in the beginning of 2005.

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The following centres were involved in the project team: SRH, SRH, SRL, CRPG, ODC and NTDI.



- *Self evaluation of well-being*

The project team presented the “Self-evaluation of well-being” (SEW) instrument for clients with mental disabilities to the Board of Directors in February. The SEW questionnaire was developed in co-operation with the University of Strasbourg and proved to be a reliable instrument to measure health and social gain of clients in vocational rehabilitation programmes.

The project team submitted a paper to the Board in May analysing the validity and potential use of the SEW methodology. The team also finalised a user-manual which should enable all interested EPR member organisations to use the SEW methodology in their own centres. Finally, the team proposed a plan to further test the SEW methodology as an instrument to monitor clients on an individual basis.

The team started the testing which would run from mid 2004 until mid-2005. The team will have a final meeting in May 2005 to compare the results and to draft conclusions and recommendations on the use of SEW as a guidance tool for vocational rehabilitation programmes.

The following centres were part of the project team: SRL, CRPG, Momentum, CRM, NTDI, JG and ODC.

- *Initial job retention*

The project finalised in December a manual on “Ownership and Empowerment as a means of increasing Initial Job Retention”. It contains eight training modules for service-users and four modules for staff on ownership and empowerment.

The project team has finalised its work but developing the training modules for staff and clients was only one element of an overall project plan to increase initial job retention. Relations with employers were a second issue. During 2005 ERA might organise a learning group on Initial Job Retention in which the training modules will be used as starting point.

The following centres were involved in the project team: NTDI, CRPG, Astangu, SRL, ODC and Theotokos Foundation.



EPR in EU-funded projects

- **LABOr**



EPR continued during 2004 its participation in the Leonardo project “European Knowledge Centre on Vocational Training and Employment for People with Learning Disabilities

(LABOr)” as partner of a consortium headed by the European Association of Service providers for Persons with Disabilities (EASPD). The role of the EPR was to participate in the Scientific Committee, to draft a country report for Germany and Finland and to participate to the dissemination of the project results. The EPR also contributed substantially to the testing of the “Good Practice Guide” via several of its members.

A LABOr Conference was organised in Dublin in October and Dorothy Gunne chaired a workshop on behalf of EPR. In December, the closing event took place in the European Parliament in Brussels. The EPR submitted by the end of 2004 its last contributions and financial report.

LABOr has gathered material on training and employment measures for people with intellectual disabilities in 13 countries and made this information available on an online Knowledge Centre – www.start-labor.org

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- **Train the trainers**

The EPR is member of the Supervisory Committee in a Leonardo project “Train the trainers in vocational rehabilitation”. The consortium is led by the Norwegian Association of Vocational Rehabilitation Enterprises - a member of EPR.

The project aims at developing training modules for rehabilitation professionals and starts from concrete problems professionals face in their daily activities. The training formats are a mixture of web-based learning and contact learning and all modules are translated into national languages. The project used the ERA as an instrument to disseminate the training modules developed at a seminar in September in Porto. Two meetings of the Supervisory Committee took place in Brussels during 2004.

- **DisabilITy**

Josefsheim Bigge (JG Group) is leading a three-year Leonardo project called “Prevocational training in Information Technology and New Media: chances for young people with disability (DisabilITy)”. The project’s main objectives are: optimising pathways for disabled youngsters into vocational training using modern ICT and opening avenues into the labour market for jobs characterised by use of IT. EPR sits on the Advisory Board in this project and actively participates in the dissemination phase.

Consultancy activities of the secretariat

- ***Quick Impact Facility in Bosnia & Herzegovina***

The international NGO CARE is the contractor in this overarching project. It manages a substantial Grant Fund that aims at financing initiatives to improve the economic situation in Bosnia Herzegovina in general, and to create sustainable jobs for refugees that return to their homes in particular.

The EPR was subcontracted to train staff of the contractor as well as a sample of local consultants in from all over Bosnia & Herzegovina in EU Procurement Procedures. Two missions took place in January and July.

- ***Social Services Institution Building in Romania***

One of the components of this large project (5 M euro) deals with the introduction of quality standards for social services in Romania. The Romanian government has taken the European Quality in Rehabilitation Mark as a model and asked the EPR to provide consultancy for introducing this model in Romania.

Following activities were carried out by EPR in 2004:

- Training various Romanian stakeholders on basic concepts and approaches to quality;
- Training the Romanian Disability Authority about recent European developments in rehabilitation;
- Drafting law on general quality standards for social services (approved in August 2004);
- Designing strategies and tools to implement the law that comes into force in July 2005;
- Cross-reference analysis of general quality standards (based on EQRM) and existing specific quality standards.

- ***Support to implementation of social insurance in Kazakhstan***

The objectives of the project are to assist the Kazakh Ministry of Labour and Social Protection with the implementation of social insurance schemes on work injuries and professional diseases.

The EPR is responsible for improving the methods and procedures on assessment of disability. This includes providing the Ministry of Labour and Social Protection assistance in streamlining, harmonising and improving the system of assessment of disability across the laws that provide compensation in case of disability.

Public affairs

EPR's Public Affairs activities in 2004: a strategy on four different levels

1. Networking, positioning, representation

This item involves contacts with key stakeholders, image-building & profiling, membership in organisations and participating in various standing committees and bodies. In the context of its intensified Public Affairs fieldwork, over the past months EPR sought to broaden and deepen its contacts with the key stakeholders in Brussels.

- **EC High Level Group**



In 2004, the European Commission revived the High Level Group of the Representatives of the Member States on Disability. The High Level Group (HLG) meets three times a year and is composed of representatives of the Commission, relevant national ministries, the Council of Europe and civil society. EPR is one of six European networks which have a seat on the HLG. The HLG is a prestigious forum which gave EPR the opportunity to actively participate and promote the interest of EPR and its members on key sectoral issues.

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Establishment of ENSPER



In 2004 EPR's efforts to create a "single voice" for service providers to people with disabilities at

European level materialised in the establishment of ENSPER (European Network of Service Providers in Employment and Rehabilitation).

ENSPER was set up as an independent, overall structure, grouping together three separate organisations – EPR, Workability Europe and Rehabilitation International. With the objective to clarify and strengthen their relationship and cooperation ENSPER signed a Protocol for Cooperation with the European Association of Service providers for Persons with Disabilities (EASPD).

ENSPER aims at proactive and effective policy-influencing at the European level by representing the interests of its member networks to the EU, EDF as well as all other relevant stakeholders.

In this way, in 2004 ENSPER became the primary vehicle for EPR's Public Affairs.

- ***EC Disability Unit***

EPR had two meetings with the Head of Unit to exchange information and to identify ways of more concrete cooperation.



- ***Council of Europe***

In December 2004, EPR was awarded “participatory status” with the Council of Europe - the pan-European organisation for the protection of human rights and fundamental freedoms. European NGOs enjoying participatory status are involved in the definition of CoE policies, programmes and actions.



- ***European Disability Forum***

EPR continued to build on its good relationship with the EDF and also met the new Director Carlotta Besozzi. Meetings between EPR and EDF to discuss cooperation are held on a regular basis. As a result, for example, the EDF has joined as a partner in “ProCreditus” and Bas Treffers (EDF Vice-President; member EQRM Awarding Committee) presented the EQRM awards to nominated centres at the Conference in December.

- ***Other contacts***

EPR also met with the Platform of European Social NGOs; the newly set up Business & Disability Network; with members of the European Parliament Disability Intergroup; with the European Council for Non-Profit Organisations (CEDAG) and others. Policy issues, exchange of information, project cooperation and participation of events were typical subjects of discussion. On all occasions, EPR used the opportunity to promote the EPR network and its activities.

- ***Participation at European events***

The General Secretary Jan Spooren contributed with presentations at the following major events:

- Rehabilitation International event on the UN Convention on Protection and Promotion of the Rights and Dignity of Persons with Disabilities (Dublin, 25-26 April)
- Rehabilitation International World Congress, Partnerships & Participation: the changing face of rehabilitation in Europe (Oslo, 22 June)
- International Forum on Disability Management: Towards European accreditation of rehabilitation professionals (Maastricht, 14 September)

2. Providing information on funding opportunities & policy developments

This item refers to the screening of printed and electronic media, critically selecting issues and providing members with information and advice via particular tools (funding alerts, calls for partners, newsletters and workshops).

Throughout the year EPR sent its members a number of funding alerts in the fields of disability, equality, non-discrimination, social inclusion and research. The secretariat is aware of some members which submitted project proposals as a result of the alerts.

As part of its information on policy developments EPR circulated to its members:

- Guidance Paper on the implementation of EU Public Procurement Directives
- Report on Key stakeholders in the European disability sector



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3. Monitoring specific dossiers

Monitoring specific dossiers means closely following up the life of a dossier, analysing stakeholders' positions, obtaining inside information, and finally, informing and advising members. Main issues EPR monitored throughout the year were:

- EC White Paper on Services of General Interest
- UN Convention on Protection and Promotion of the Rights and Dignity of Persons with Disabilities
- EU Regulations on State Aids

4. Influencing policy

This highest level of lobbying involves issuing position papers, declarations, signing protocols, dissemination of positions to external parties and undertaking effective action towards policy-makers. In 2004 EPR published:

- Position paper on the EC Green Paper on Equality and non-discrimination in an enlarged EU
- Disability mainstreaming in the framework of the EES: a collection of good practices

Organisational structures and development

Organisational framework of the EPR

FUNCTION

Supervisory

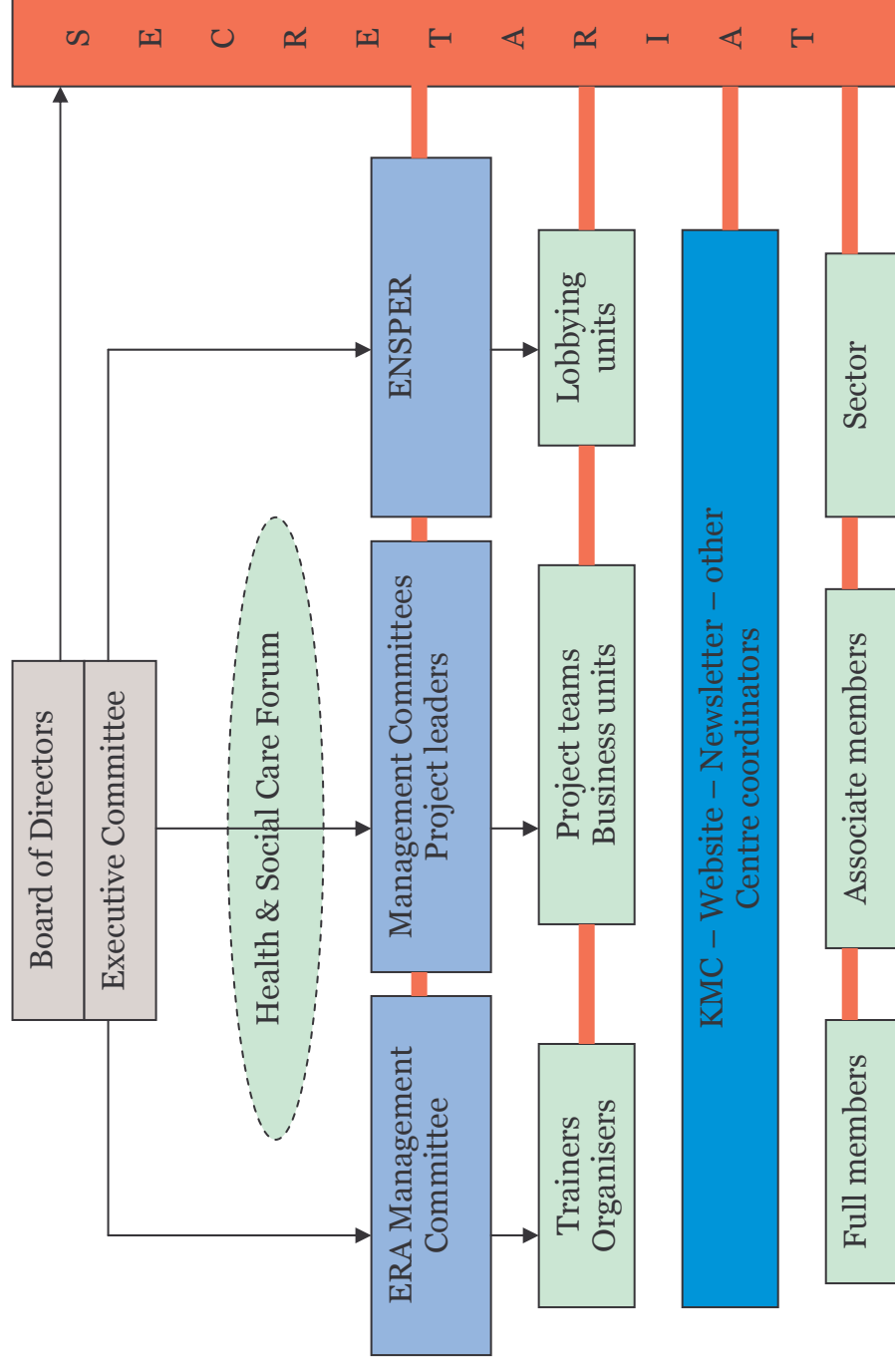
Advisory

Management

Operational

Dissemination

Target group



- **Overview**

The organisational structure of the EPR is organised around the three pillars (horizontally) and consists of five levels (vertically). It is important to note that the member organisations and their staff are the ultimate target groups and beneficiaries of all EPR activities and that the four other levels should function in that context.

Supervision and dissemination is organised in a global way for all pillars through the same bodies and mechanisms. *Supervision* is an exclusive competence of the Chief Executives while *dissemination* takes place both at EPR and centre level.

The more detailed *management* of the activities is organised per pillar, and in the hands of smaller bodies composed of some Directors and some experts. The management level has full responsibility and can take all decisions within the strategic and financial framework set out by the Board of Directors. They also coordinate the various activities within one pillar.

The EPR secretariat supports all organisational structures at all levels and for all pillars.

- **Board of Directors**

The Board of Directors is the decision-making body of the EPR. Its main task is to supervise all EPR activities and to set the strategic, financial and organisational framework of the EPR. The Board meetings are also used as a forum to exchange ideas on topical issues. The Board of Directors consists of the Chief Executives of all full members.

The Board met four times in 2004: in February, May, September and December. The meetings took place in the Hague, Cologne, Dublin and Brussels. The associate members were invited as observers to the Board meetings in Cologne and Brussels.



- *Executive Committee*

This is a subgroup of the Board of Directors whose main responsibilities are to prepare policy decisions for the Board of Directors (including drafting the agenda) and to direct the activities of the Brussels secretariat on behalf of the Board of Directors.

The Executive Committee was nominated by the Board of Directors in February when the new statutes of EPR were approved. Stefano Schena was nominated as President, Jeronimo de Sousa as vice-President, and Frank Flannery as immediate past President. At its meeting in December, the Board of Directors approved a proposal to also include André Lefèvre in the Executive Committee from 2005 onwards.

All members of the Executive Committee are nominated for two years, which means that re-election of the Executive Committee is due at the first Board of Directors meeting of 2006.

Despite the fact that Stefano Schena was already in nominated in February as President in the new EPR statutes, it was agreed that Jan Albers held the Presidency until June 2004 (until his retirement from SRL), and Stefano Schena took actually over from the summer onwards.

- *Centre coordinators*

All full and associate members have a centre coordinator who forms the important link between the EPR level and the centre level. Centre coordinators disseminate EPR information throughout their organisation and are active in implementing the decisions taken by the Board of Directors within member organisations. Their double mission includes ensuring the inputs from the centre in EPR initiatives and the maximal return on investment via dissemination of EPR outputs and results. The centre coordinators met twice in Brussels in 2004.

- *Health & Social Care Forum*

The Health & Social Care Forum (HSCF) was established in December 2002 for a period of two years aiming at promoting activities in the fields of medical rehabilitation and social care. The HSCF met twice during 2004 and submitted its activity report 2003-2004 to the Board of Directors in September. Based on this Report, the Board agreed that the HSCF had achieved most of its objectives.

Due to its efforts, some existing EPR products were applied to health and social care services, while several activities in the field of health and social care are taken up in the EPR work programme 2005.

- ***EPR Secretariat***

In 2004 Jan Spooren continued his assignment as General Secretary under the same conditions whereby approximately 20% of his time is dedicated to external consultancy activities that generate income for the EPR.

The EPR recruited Martin Ohridski as Public Affairs officer. The time of Martin Ohridski is shared with Workability Europe and he is also in charge of the ENSPER network.

Benedicte Dubois resigned as Administrative officer in July but she remained in charge for the finances of the EPR as a freelance expert.

Nadège Jibassia increased her inputs as administrative officer from 50% FTE to 80% FTE. She took over some tasks from Benedicte Dubois.

Melissa Cavicchi worked as stagiaire for the EPR during the period September-December.

As for the use of consultants, EPR hired Guus van Beek on a half-time basis as manager of the EQRM, Brigitte van Lierop for 25 days as coordinator of the ERA, and Jan Albers for 20 days as senior consultant.

In addition, some money was invested in IT expertise (Dimitri Fatralis).



The EPR team in Brussels (left to right):

Jan Spooren (General Secretary)
 Martin Ohridski (Public Affairs officer)
 Benedicte Dubois (Administrative officer)
 Nadège Jibassia (Administrative assistant)
 Dimitri Fatralis (IT expert)

- ***EPR General Seminar 2004***

The EPR General Seminar took place in Cologne, Germany on 14-15 May and was hosted by Josefs Gesellschaft on the occasion of the organisation's 100th Anniversary. The theme of the General Seminar was "Opportunities and challenges in an expanded Europe". Under this slogan, EPR members exchanged ideas and discussed cooperation with delegates from nearly all New EU Member States and accession countries.

The General Seminar offered the traditional blend between plenary sessions and workshops and attracted about 130 participants. The feedback received on both the practical organisation and programme was very positive.



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- ***Newsletter***

In 2004 EPR started publishing a more elaborate colourful version of the newsletter. The EPR newsletter features an editorial update from the secretariat, articles about projects and project teams, information about Public Affairs and ERA developments, a list of new documents on the website, news from the members, including a "member in focus" as well as a calendar of upcoming events. Three newsletters were published and distributed as printed version to the EPR members - in March, May and November.

- ***Website***

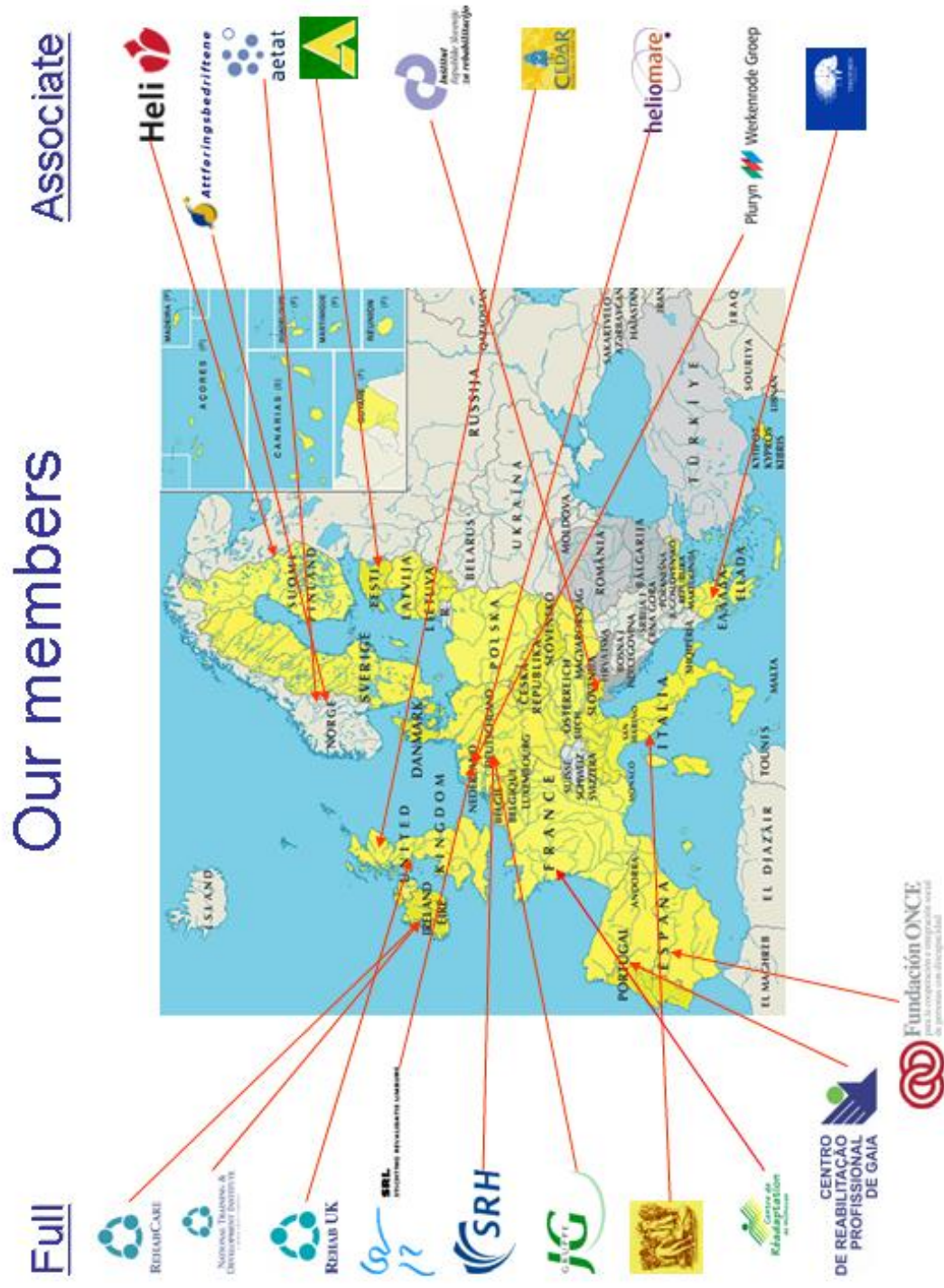
The EPR website aims at promoting the EPR to external parties as well as providing the staff in the member organisations easy access to EPR documents and products. After a complete redesign in 2003, significant investments were also made in 2004 to enhance the quality and stability of the website and to achieve more user-friendly look.

All this work has been rewarded, since the website apparently welcomed many visitors throughout the year: the number of external hits reached 4344 in 2004. The last system improvement is the implementation of individual log in and password for each EPR member in order to increase the use control and the safety.

Financial information

Item	Budget	Results (in euro)
<i>Revenues</i>	<i>486.940</i>	<i>477.924</i>
Membership fees	255.000	249.000
Interests	2.500	2.728
Consultancy & services	28.400	38.307
Grant WIE	30.000	28.700
EQRМ	141.040	92.118
ERA	30.000	36.103
Quality conference	0	30.968
<i>Expenses</i>	<i>486.940</i>	<i>469.948</i>
Staff costs	193.300	201.474
Travel costs	40.000	32.690
Office costs	72.600	70.697
EQRМ	141.040	83.207
ERA	40.000	36.693
Quality conference	0	44.914
BALANCE		+7.976

Membership



Services offered by EPR members

Centre	Vocational rehabilitation	Medical rehabilitation	Health & social care	Education & training	Sport & culture	Work & employment
Centre de Réadaptation de Mulhouse France	✓	✓	✓	✓	✓	
Centro de Reabilitação Profissional de Gaia Portugal	✓	✓	✓	✓		✓
Fundación ONCE Spain	✓			✓	✓	✓
Josefs-Gesellschaft Germany	✓	✓	✓	✓		✓
National Training and Development Institute Ireland	✓			✓	✓	✓
Opera Don Calabria Italy	✓	✓	✓	✓	✓	✓
SRH Learnlife AG Germany	✓	✓	✓	✓		
Stichting Revalidatie Limburg The Netherlands	✓	✓	✓	✓	✓	
RehabCare Ireland		✓	✓			✓
Rehab UK Ireland	✓		✓	✓		
Association of Vocational Reh Enterprises Norway	✓			✓		✓
Astangu Rehabilitation Centre Estonia	✓		✓	✓	✓	✓
Cedar Foundation Northern Ireland	✓		✓	✓		✓
Heliomare The Netherlands	✓	✓	✓	✓	✓	✓
Institute for Rehabilitation Slovenia	✓	✓				✓
Pluryn Werkenrode Group The Netherlands	✓		✓	✓	✓	✓
Pulmonary Association Heli Finland	✓		✓	✓	✓	✓
Theotokos Foundation Greece	✓		✓	✓	✓	✓

Members directory

Full Members			
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What is EPR?

The European Platform for Rehabilitation (EPR) was founded in 1993 as a not-for-profit non-governmental European network of leading European providers of rehabilitation services to people with disabilities and others who are disadvantaged. Today these services include vocational training and reintegration in the open labour market, as well as medical rehabilitation and social care.

All EPR members are committed to the values of equality, equal opportunities and human rights for their clients. Under the motto “learning, developing and producing together”, the EPR membership has continued to grow and today numbers 20 organisations from 14 European countries.

Professional development, quality, a holistic, multi-disciplinary view and international cooperation remain the foundation stones on which EPR is built.

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