



**ASSISTING CHILDREN TO REACH THEIR
FULL POTENTIAL**

**Advocating for the Rights of Children
Worldwide Trust**

**STRATEGIC PLAN
2007-2008**

February 2007

Acknowledgements

The A.R.C. Worldwide Trust would like to thank the following individuals:

- Susan Bolitho, for her proofing and editing of the English version of this document.
- Jacqueline Cáceres, for her translation of the English version of this document into Spanish.

Completion of the Strategic Plan 2007-2008 would not have been possible without the efforts of these individuals, and their contribution is greatly appreciated by the A.R.C. Worldwide Trust.

Executive Summary

This document sets out the strategic plan for the A.R.C. Worldwide Trust, during the first year of its operations, 2007-2008. The strategic plan is divided into six main sections. Firstly, the document provides a background to why the Trust was established. The document then reviews the current aims and objectives of the Trust. A review of strengths, weaknesses, threats and opportunities associated with the Trust are then presented. The subsequent section outlines a series of statements relating to the future vision, mission, values and objectives of the A.R.C. Worldwide Trust. An outline of the proposed strategies and goals the A.R.C. Worldwide Trust intends to achieve over the next year, 2007-2008, is then provided. Lastly, the document concludes with a preview of some of the initiatives the Trust intends to pursue, beyond 2008.

Table of Contents

Acknowledgements	iii
Executive Summary	iv
1.0 Background	1
2.0 Introduction	2
2.1 Purpose and Aims	2
3.0 Current Analysis	3
3.1 Strengths.....	3
3.2 Weaknesses	3
3.3 Threats.....	3
3.4 Opportunities	4
4.0 Future Vision	5
4.1 Trust Vision.....	5
4.2 Trust Values.....	5
4.3 Trust Aims.....	6
5.0 Proposed Strategies and Goals: 2007-2008	7
5.1 Implement Marketing Initiative.....	7
5.1.1 <i>Website</i>	7
5.1.2 <i>Registration with other organisations</i>	7
5.2 Secure Adequate Financial Resources	7
5.2.1 <i>Donors</i>	7
5.2.2 <i>Sponsors/Grant makers</i>	8
5.3 Implement Awareness Campaign	8
5.3.1 <i>Children’s Homes and Orphanages</i>	8
5.3.2 <i>Research, Report and Article Compilation</i>	9
5.4 Implement Education Projects.....	9
5.5 Increase Staff Capacity	10
5.5.1 <i>Volunteers</i>	10
5.5.2 <i>Paid Employees</i>	10
6.0 Proposed Strategies and Goals: Beyond 2008	11
6.1 Extend Awareness Campaign.....	11
6.2 Extend Education Projects	11
Appendix A	16
Appendix B	19
Appendix C	23
Appendix D	25

1.0 Background

“There is no task more important than building a world in which all of our children can grow up to realize their full potential” (Kofi Annan, 2001)

Over the past century, humanity has experienced enormous transformations in an effort to create a better world for our children. Unsurpassed and unprecedented by any other period in known human history, these transformations have included major advances in medicine, technologies and economies, all of which have revolutionised the lives of millions of children worldwide. Many now have access to the most basic of necessities including food, clean water, shelter, health services, education, and legal protection, and as such, many more children are able to grow and develop into healthy, educated and productive adult members of society.

However, this situation has not been replicated in all countries throughout the globe. Nearly half of the world’s children, primarily residing in less developed nations, continue to survive on less than a dollar a day. Clearly, this is not enough to ensure or sustain access to adequate food, shelter, clothing, medical items and education – which arguably are necessities essential to the healthy development of any child.

However, there are ample opportunities to change the circumstances of these children, and ultimately create a better world for them, and the generations to follow. To do this, significant investments must be made during the formative years of all children’s lives. They must be provided with opportunities and resources that allow them sustainable access to their most fundamental rights and needs. They must also be exposed to beneficial opportunities that facilitate their growth and development. But, most importantly, they must be given the opportunity to realise their full potential as human beings - enabling them to eventually live their lives in a self-determined, empowered and fulfilling way.

It is with this in mind, the A.R.C. Worldwide Trust was established. The A.R.C. Worldwide Trust realises the creation of a better world for our children and those to follow, can only be achieved if real and tangible advances are made in the lives of today’s children. Humanity’s survival is dependent on children. The children of today are the parents, teachers, professionals, volunteers, and world leaders of tomorrow. The experiences and situations today’s children are exposed to, will affect their personal development and well-being in a multitude of ways. It is these experiences that will determine the types of global citizens children become as they move toward, and reach adulthood. Consequently, the A.R.C. Worldwide Trust believes investment in the lives of children, is investment in the future of humanity and the fabric of tomorrow’s societies.

2.0 Introduction

“There is no cause which merits a higher priority than the protection and development of children...”

*Plan of Action of the World Summit for Children,
30 September 1990*

Established in 2006, the A.R.C. Worldwide Trust is a not-for-profit charitable trust dedicated to enhancing the lives of children worldwide. Co-founded by Dinesh Menon and Natasha Tassell, the A.R.C. Worldwide Trust was formally established as a charitable trust in February 2007.

2.1 Purpose and Aims

The primary purpose of the A.R.C. Worldwide Trust is to assist children to reach their full potential, by advocating for their fundamental rights, and implementing initiatives that provide opportunities for such rights to be met.

To achieve this purpose, the broad aims of the A.R.C. Worldwide Trust are:

- a. To raise awareness about the plight of children worldwide, with a specific focus on those children identified as most in need
- b. To provide opportunities to those children identified as most in need that, due to their personal circumstances, would not otherwise be available
- c. By achieving the aforementioned aims, assist to alleviate some of the adverse social, economic and personal (physical and mental health) factors that have the potential to impede children reaching their full potential

3.0 Current Analysis

Over the next year, the A.R.C. Worldwide Trust is seeking to develop and implement a variety of strategies oriented toward enhancing the lives of children worldwide, as emphasized in the Trust aims. However, a current analysis of the Trusts operational position has highlighted issues that potentially impact the strategic direction the A.R.C. Worldwide Trust intends to take over the next year. These are described below.

3.1 Strengths

The current strengths of the A.R.C. Worldwide Trust have been identified as:

- a. Sound basis for strong coordination and management of the Trust
- b. Very focussed, determined and motivated Trustees, with expertise in a variety of areas relevant to achieving the aims and objectives of the Trust
- c. Commencement of project proposal drafting
- d. Clear vision by Trustees of the strategic direction of the Trust over the next one year period
- e. Clear vision and formulation of ideas and initiatives by the Trustees of the strategic direction of the Trust over the next several years
- f. Sound legal support and expertise available to the Trust

3.2 Weaknesses

The current weaknesses of the A.R.C. Worldwide Trust have been identified as:

- a. Lack of financial resources
- b. Lack of other resources necessary to undertake day-to-day activities
- c. Lack of permanent office for Trust staff to work from
- d. Lack of experience in marketing expertise
- e. Overdependence on one key staff member and one support staff member
- f. Lack of awareness of the Trust among potential donors
- g. Lack of awareness of the Trust among potential target populations

3.3 Threats

The current threats to the A.R.C. Worldwide Trust have been identified as:

- a. Major conflict, natural disaster, or political instability could effectively halt the activities of the Trust in intended regions of project implementation
- b. Donors and/or sponsors may not contribute essential funds and resources

3.4 Opportunities

The current opportunities available to the A.R.C. Worldwide Trust have been identified as:

- a. A multitude of potential donors and project sponsors to approach

4.0 Future Vision

Despite the issues identified that may impact its strategic direction, the A.R.C. Worldwide Trust adheres to the firm belief it can assist many children worldwide to reach their full potential, both as they develop during their formative childhood years, and as they grow and make the transition into adulthood. This belief will manifest according to the following:

4.1 Trust Vision

The vision of the A.R.C. Worldwide Trust over the next year and beyond is the establishment of a strong basis from which to implement a variety of initiatives beneficial to children worldwide. This strong basis will include the securing of financial, human, and physical resources that adequately cover all operations of the Trust.

The Trust also envisages the development and implementation of effective initiatives, which are grounded in best-practice and research principles. Additionally, such initiatives will be those supportive of and compliant with the principles outlined in Part I of the Convention on the Rights of the Child.

A further vision of the A.R.C. Worldwide Trust is a credible and commendable standing with other organisations committed to children's development, and the establishment of mutually beneficial relationships with such organisations.

4.2 Trust Values

To achieve its vision, the A.R.C. Worldwide Trust is committed to operating in a fashion reflective of best-practices, which respect the fundamental rights of the child, and allow all children to reach their full potential. Consequently, when undertaking its work, the Trust pledges to:

- a. Always consider the best interests of children above all other concerns
- b. Treat all children in a way that is equitable, appropriate and ethical according to their culture, age and gender
- c. Respect the diversity of children from different cultures, ethnicities and religions
- d. Apply a zero-tolerance policy to any form of discrimination against children based on age, gender, socio-economic status, ethnicity, culture, disability, or religion
- e. Where applicable, respect the rights of parents and caregivers to decide the best avenues for their child/ren
- f. Support and implement the principles outlined in Part I, of the widely endorsed Convention on the Rights of the Child
- g. Support and contribute to achieving the Education for All goals, with a particular focus on:

- (i) Goal One: Expanding and improving comprehensive early childhood care and education, especially for the most vulnerable and disadvantaged children
 - (ii) Goal Two: Ensuring that...all children, particularly girls, children in difficult circumstances, and those belonging to ethnic minorities, have access to, and complete, free and compulsory primary education of good quality
 - (iii) Goal Five: Eliminating gender disparities in primary and secondary education...and achieving gender equality in education...with a focus on ensuring girls full and equal access to and achievement in basic education of good quality
 - (iv) Goal Six: Improving all aspects of the quality of education and ensuring excellence of all so that recognised and measurable learning outcomes are achieved by all, especially in literacy, numeracy, and essential life skills
- h. Support and contribute to achieving the Millennium Development Goals, with a particular focus on:
- (i) Goal Two: Achieving universal primary education for all children;
 - (ii) Goal Three: Promote gender equality and empower women; and
 - (iii) Goal Seven: Ensure environmental sustainability

4.3 Trust Aims

The broad aims developed when the A.R.C. Worldwide Trust was established, will continue as the Trust aims over the following several years. These aims include:

- a. To raise awareness about the plight of children worldwide, with a specific focus on those children identified as most in need
- b. To provide opportunities to those children identified as most in need that, due to their personal circumstances, would not otherwise be available
- c. By achieving the aforementioned aims, assist to alleviate some of the adverse social, economic and personal (physical and mental health) factors that have the potential to impede children reaching their full potential

While these are the current and envisaged aims, it is likely as the A.R.C. Worldwide Trust becomes firmly established and extends its capabilities, the aims of the Trust may need to be extended and revised, as a consequence.

5.0 Proposed Strategies and Goals: 2007-2008

Over the next year, the A.R.C. Worldwide Trust intends to prioritise and implement the following important strategies:

5.1 Implement Marketing Initiative

The implementation of the marketing initiative will be the primary strategy of the A.R.C. Worldwide Trust over the first quarter of 2007, and will be focussed within two specific areas.

5.1.1 Website

A dedicated website will increase awareness about the A.R.C. Worldwide Trust, and the type of work it will be undertaking. Over the next year, the focus of the A.R.C. Worldwide Trust will be to establish a website, through achievement of the following goals:

- a. Select an appropriate web hosting organisation and establish an account for the Trust
- b. Design, develop and build a website for the A.R.C. Worldwide Trust
- c. Establish appropriate domain name specific email accounts for relevant A.R.C. Worldwide Trust staff

5.1.2 Registration with other organisations

Organisations dedicated to registering not-for-profit organisations are an excellent source of marketing and awareness raising. Over the next year, the focus of the A.R.C. Worldwide Trust will be to register with such organisations as deemed appropriate. Therefore, registration will be established with the following:

- a. United Nations Online Volunteering Service
- b. Idealist. Org – Action Without Borders

It is likely other organisations deemed appropriate for the A.R.C. Worldwide Trust to register with, will come to the attention of the Trust. Where deemed relevant and appropriate, the A.R.C. Worldwide Trust will register with such organisations.

5.2 Secure Adequate Financial Resources

Securing adequate financial resources is imperative to A.R.C. Worldwide Trusts existence. Without adequate financial resources, the Trust will not be in a position to implement the majority of its proposed strategies. Consequently, securing adequate financial resources will be a primary focus of the Trust for the entire year. The securing of finances will be focussed in two specific areas:

5.2.1 Donors

The A.R.C. Worldwide Trust will seek to approach individuals or organisations that may serve as potential donors, whether such donors are one-off or ongoing

5.2.2 Sponsors/Grant makers

The A.R.C. Worldwide Trust will be reliant on individuals or organisations to provide the financial resources for the implementation of many of its proposed projects. Consequently, the Trust will attain such sponsorship through achievement of the following goals:

- a. Undertaking research to ascertain relevant financial sponsors/grant makers
- b. Developing proposals for specific projects
- c. Drafting and submitting a letter of enquiry to potential sponsors/grant makers
- d. Upon indication of interest by relevant sponsors/grant makers, submitting the developed project proposals

5.3 Implement Awareness Campaign

The implementation of awareness raising campaigns is instrumental to achieving the aims and objectives of the A.R.C Worldwide Trust. While the Trust has plans to implement a variety of awareness raising campaigns, over the next year the focus will be on raising awareness via the website, with an emphasis on two specific areas:

5.3.1 Children's Homes and Orphanages

The specific focus of this area will be to raise awareness of the plight of children residing in various children's homes and orphanages throughout the globe. The campaign will be implemented through achievement of the following goals:

- a. Undertaking research to ascertain the status of children, with regard to various indicators, in specific regions throughout the world
- b. Compiling the research into a report
- c. Visiting various children's homes and orphanages, and undertaking an analysis of the facilities and resources available to the children
- d. Visiting various children's homes and orphanages, and ascertaining the basic resources and necessities currently unavailable, yet necessary to the beneficial development and well-being of the children (e.g., clothes, toys, books, school resources)
- e. Visiting various children's homes and orphanages, and documenting photo evidence of the facilities and resources available, and where appropriate, evidence of the children's well-being
- f. Corresponding with local authorities and/or other organisations working in the area concerned, to obtain verification of information acquired through A.R.C. Worldwide Trust's own research
- g. In collaboration with the homes and orphanages visited, compiling a synopsis of their current situation
- h. Developing a space on the A.R.C. Worldwide Trust website dedicated to each of the homes and orphanages visited, and displaying the synopsis compiled for each, in addition to

displaying aspects of the research reports compiled for a specific region

Staff from the A.R.C. Worldwide Trust have already visited some children's homes and orphanages within the Caribbean region, and obtained permission from the relevant authorities of each of the homes and orphanages, to display such information as described above, on a website. The homes and orphanages already visited will be prioritised for display on the website, with the development of such synopses forming a focus in the first quarter of the year. It is envisaged these synopses will be completed and displayed in time to coincide with the launch of the website.

5.3.2 Research, Report and Article Compilation

The specific focus of this area will be to raise awareness of various issues relating to the plight of children throughout the globe. The campaign will be implemented through achievement of the following goals:

- a. Research issues that are topical and have relevance to the purpose, aims, and values of the Trust
- b. Compile research reports and opinion articles relating to such issues
- c. Publish such reports and articles on the Trust website

5.4 Implement Education Projects

The implementation of specific education projects is instrumental to achieving the aims and objectives of the A.R.C. Worldwide Trust, and it is envisaged such projects will eventually form the major focus of the Trust's activities. While the Trust has plans to implement a variety of education projects, over the next year the A.R.C. Worldwide Trust will focus specifically on developing and implementing one or two pilot projects (dependent on resources), with a specific focus on those children identified as most needy. Such pilot projects will be implemented through achievement of the following goals:

- a. Undertaking research to ascertain global regions where children are less likely to have access to some form of basic education
- b. Undertaking research to ascertain whether other organisations with similar aims and objectives to the A.R.C. Worldwide Trust are established and working in the identified regions
- c. Undertaking research to ascertain the most appropriate avenues for accessing children (e.g., orphanages, other organisations), and approach the most appropriate avenue
- d. Establishing a process to register children within the targeted population, with the A.R.C. Worldwide Trust
- e. Undertaking research to ascertain the most effective means of providing basic education to children in the identified area (e.g., school attendance, home-based correspondence schooling), and thereafter establishing contact with the most appropriate means
- f. Where appropriate, establishing a process to ensure enrolment by children at age-specific formal education institutions
- g. Establishing a process to ensure the ongoing attendance and completion of studies by children within the targeted population.

This is likely to include quarterly monitoring of each child's progress and attendance

- h. Where appropriate, establish a program to ensure other factors that may impede a child's ability to attend an educational facility, are adequately addressed. For example, where a child may not attend school because of lack of transport, the A.R.C. Worldwide Trust will seek means for providing such transport
- i. Establish a program to ensure the continued supply of basic educational resources and materials (i.e., books, stationary, school uniforms) to children within the targeted population.

The implementation of the proposed pilot education programs is heavily dependent on the A.R.C. Worldwide Trust securing adequate financial resources. As previously mentioned, securing of financial resources will be a priority for the entire year. However, securing adequate financial resources for the implementation of education programs will be prioritised from May 2007.

5.5 Increase Staff Capacity

An increased staffing capacity is likely to enhance the quality and quantity of the initiatives the trust intends to undertake. Over the next year, the focus of the A.R.C Worldwide Trust will be to increase staff capacity through the following means:

5.5.1 Volunteers

The focus will be to enlist volunteers to assist with specific aspects of project implementation. This will be achieved through:

- a. Registering with the United Nations Online Volunteering service, and where appropriate selecting volunteers from this service, to assist with relevant aspects of specific projects
- b. Registering with the Idealist.org service, and where appropriate selecting volunteers from this service, to assist with relevant aspects of specific projects
- c. Where appropriate, enlisting volunteers from local communities to assist with relevant aspects of specific projects

5.5.2 Paid Employees

The financial situation of the A.R.C. Worldwide Trust during the next year may not permit the employment of paid workers. However, if the circumstance arises where the Trust is in a financial position to employ staff relevant and necessary to its operations, this will be considered and implemented.

6.0 Proposed Strategies and Goals: Beyond 2008

Once the operational, resource and financial capabilities of the A.R.C. Worldwide Trust are more firmly established, the Trust has a number of important strategies it intends to implement beyond 2008. It is intended many of the strategies will be extensions of the aforementioned proposed strategies and goals. These will include, but not be limited to, the following:

6.1 Extend Awareness Campaign

The awareness campaign will continue to be instrumental to achieving the aims and objectives of the A.R.C. Worldwide Trust. Beyond 2008, the Trust will continue to focus on raising awareness of the plight of children residing in various children's homes and orphanages throughout the globe. However, the campaign will expand to include the following:

- a. Community awareness campaigns in identified countries to target other "at risk" children who live with parental caregivers

6.2 Extend Education Projects

The implementation of specific education projects is instrumental to achieving the aims and objectives of the A.R.C. Worldwide Trust, and it is envisaged such projects will eventually form the major focus of the Trust's activities. Beyond 2008, the Trust will continue to implement a variety of education projects, with a specific focus on those children perceived as the most in need. However, the Trust will expand its projects to include the following:

- a. The design and implementation of vocational education programs and workshops, with a specific focus on the following areas:
 - i. Astronomy
 - ii. Photography
 - iii. Creative art
 - iv. Science
 - v. Mathematics
 - vi. Music
 - vii. Environmental Science
 - viii. Environmental Preservation
- b. The establishment of various funds to sponsor promising children to attend functions (conferences, workshops, meetings) related to the area of education they have shown talent and interest in
- c. The establishment of scholarship funds to sponsor selected promising youth (over 18 years) to attend higher education institutions, and undertake studies, with a specific focus on the following areas:
 - i. Astronomy or astrophysics
 - ii. Photography
 - iii. Creative art

- iv. Science
 - v. Mathematics
 - vi. Music
 - vii. Environmental Science
 - viii. Environmental Preservation
- d. The design and implementation of programs that cater to the educational needs of children with disabilities

7.0 Critical Success Factors

There are a number of factors critical to the success of the aforementioned strategies and goals, the most important of which include the following:

7.1 Staff

Staff will be the essential element to the success of all strategies and goals outlined in section 5.0. Administration of the day-to-day affairs of the A.R.C. Worldwide Trust is currently conducted by two key organisational staff. The staff includes the Trustees of the organisation:

Trustee (Legal and Program)

A qualified barrister and solicitor, Dinesh Menon serves as legal counsel for the A.R.C. Worldwide Trust, in addition to coordinating the trust programs. Dinesh graduated with a Bachelor of Economics and a Bachelor of Laws (LL.B.) from Monash University in Melbourne, Australia in 1999. With more than 7 years experience as a lawyer, he has served as a public prosecutor for a government agency in Singapore and thereafter has been engaged as a private client lawyer in a number of offshore jurisdictions. He was directly involved in working with the Government of the Cook Islands de-listing the jurisdiction from the Financial Action Task Force's Non-Cooperative Countries and Territories "blacklist" between 2004 and 2005. Over the course of his career, he has also been involved with work regarding anti-money laundering and terrorist financing issues. Dinesh has a keen personal interest in the field of human rights law, international criminal law and legal and social issues connected to armed conflict. In addition to his trusteeship of the A.R.C. Worldwide Trust, Dinesh seeks to volunteer his time, resources and expertise as a trained and qualified lawyer to assist initiatives by NGOs and international humanitarian and human rights organisations who have need for his skills.

Trustee (Research and Program)

As an experienced researcher, Natasha Tassell is responsible for all research undertaken by the A.R.C. Worldwide Trust, in addition to coordinating Trust programs. Natasha graduated from Massey University (New Zealand) with a BA in Psychology, and then subsequently with an MA (1st Class Hons) in Psychology. She is currently undertaking Doctoral research through Massey University (New Zealand), while residing in the United Kingdom. Natasha has worked for several NGOs and government organisations both in New Zealand and abroad, respectively fulfilling full-time, freelance and volunteer obligations. Working primarily within the areas of health, education and social development, Natasha has extensively researched a variety of populations, the majority of which have included children and women. Natasha has several years volunteer experience, and while working voluntarily as a coordinator for an NGO based in Nigeria, she gained extensive experience in all aspects associated with managing not-for-profit organisations.

The continuation of such staff in their respective roles, in addition to the employment of other staff and volunteers, is necessary and critical to the success of the A.R.C. Worldwide Trust. Job descriptions for each of the staff positions are provided in Appendix B.

7.2 Finances

The securing of adequate financial resources is imperative to achieving many of the strategies and initiatives outlined in section 5.0. To this end, the A.R.C. Worldwide Trust is actively seeking financial support through a variety of means.

8.0 Financial Requirements

The financial requirements of the A.R.C. Worldwide Trust during the next year, are focussed within two specific areas:

8.1 Operating Costs

The forecasted operating budget comprises the total costs for which the A.R.C. Worldwide Trust can operate at an ideal and effective level. Consequently, the projected costs are those for the day-to-day expenses for marketing, communications and incidental costs.

The yearly operating budget is estimated to be £3277.96. A detailed breakdown of operating costs is provided in Appendix C.

8.2 Project Implementation

The forecasted project implementation budget comprises the total costs for which the A.R.C. Worldwide Trust can implement its' various projects in an effective manner. Consequently, the projected costs are those for the implementation of aspects of the Aid, Advocacy and Education Programs.

The yearly project implementation budget is estimated to be £2000.00. A detailed breakdown of operating costs is provided in Appendix D.

Appendix A

INITIATIVE	PROPOSED STRATEGY	SPECIFIC GOAL	START DATE	END DATE
Marketing	Website	<i>Select an appropriate web hosting organisation and establish an account for the Trust</i>	01/07	01/07
		<i>Design, develop and build a website for the A.R.C. Worldwide Trust</i>	01/07	02/07
		<i>Establish appropriate domain name specific email accounts for relevant A.R.C. Worldwide Trust staff</i>	01/07	02/07
	Registration with other organisations	<i>United Nations Online Volunteering service</i>	03/07	03/07
		<i>Idealist.org</i>	03/07	03/07
Financial Resources	Donors	<i>Approaching individuals or organisations that may serve as potential donors, whether such donors are one-off or ongoing.</i>	03/07	Ongoing
	Sponsors/ Grant makers	<i>Undertaking research to ascertain relevant financial sponsors/grant makers</i>	01/07	Ongoing
		<i>Developing proposals for specific projects</i>	01/07	Ongoing
		<i>Drafting and submitting a letter of enquiry to potential sponsors/grant makers</i>	TBA	Ongoing
		<i>Upon indication of interest by relevant sponsors/grant makers, submitting the developed project proposals</i>	TBA	Ongoing
Staff Capacity	Volunteers	<i>Registering with the United Nations Online Volunteering service, and where appropriate selecting volunteers from this service, to assist with relevant aspects of specific projects</i>	03/07	03/07 – registration Ongoing – volunteers
		<i>Registering with the Idealist.org service, and where appropriate selecting volunteers from this service, to assist with relevant aspects of specific projects</i>	03/07	03/07 – registration Ongoing – volunteers
		<i>Where appropriate, enlisting volunteers from local communities to assist with relevant aspects of specific projects</i>	TBA	Ongoing
	Paid Employees	<i>Where able, employ staff relevant and necessary to the Trusts operations</i>	TBA	Ongoing

Awareness	Children's Homes and Orphanages	<i>Undertaking research to ascertain the status of children, with regard to various indicators, in specific regions throughout the world</i>	01/07	Ongoing
		<i>Compiling the research into a report</i>	01/07	Ongoing
		<i>Visiting various children's homes and orphanages, and undertaking an analysis of the facilities and resources available to the children</i>	TBA	Ongoing
		<i>Visiting various children's homes and orphanages, and ascertaining the basic resources and necessities currently unavailable, yet necessary to the beneficial development and well-being of the children (e.g., clothes, toys, books, school resources)</i>	TBA	Ongoing
		<i>Visiting various children's homes and orphanages, and documenting photo evidence of the facilities and resources available, and where appropriate, evidence of the children's well-being</i>	TBA	Ongoing
		<i>Corresponding with local authorities and/or other organisations working in the area concerned, to obtain verification of information acquired through the A.R.C. Worldwide Trust's own research</i>	TBA	Ongoing
		<i>In collaboration with the homes and orphanages visited, compiling a synopsis of their current situation</i>	01/07	Ongoing
		<i>Developing a space on the A.R.C. Worldwide Trust's website dedicated to each of the homes and orphanages visited, and displaying the synopsis compiled for each, in addition to displaying aspects of the research reports compiled for a specific region</i>	01/07	Ongoing
	Report and Article Compilation	<i>Research issues that are topical and have relevance to the purpose, aims, and values of the Trust</i>	01/07	Ongoing
		<i>Compile research reports and opinion articles relating to such issues</i>	01/07	Ongoing
		<i>Publish such reports and articles on the Trust website</i>	TBA	Ongoing

Education	Pilot Programs	<i>Undertaking research to ascertain global regions where children are less likely to have access to some form of basic education</i>	03/07	04/07
		<i>Undertaking research to ascertain whether other organisations with similar aims and objectives to the A.R.C. Worldwide Trust are established and working in the identified regions</i>	03/07	04/07
		<i>Undertaking research to ascertain the most appropriate avenues for accessing children (e.g., orphanages, other organisations), and approach the most appropriate avenue</i>	03/07	04/07
		<i>Establishing a process to register children within the targeted population, with the A.R.C. Worldwide Trust</i>	05/07	06/07
		<i>Undertaking research to ascertain the most effective means of providing basic education to children in the identified area (e.g., school attendance, home-based correspondence schooling), and thereafter establishing contact with the most appropriate means</i>	05/07	06/07
		<i>Where appropriate, establishing a process to ensure enrolment by children at age-specific formal education institutions</i>	05/07	TBA
		<i>Establishing a process to ensure the ongoing attendance and completion of studies by children within the targeted population. This is likely to include quarterly monitoring of each child's progress and attendance</i>	05/07	TBA
		<i>Where appropriate, establish a program to ensure other factors that may impede a child's ability to attend an educational facility, are adequately addressed. For example, where a child may not attend school because of lack of transport, the A.R.C. Worldwide Trust will seek means for providing such transport</i>	05/07	TBA
		<i>Establish a program to ensure the continued supply of basic educational resources and materials (i.e., books, stationary, school uniforms) to children within the targeted population.</i>	07/07	TBA

Appendix B

The job descriptions for the current staff members of the A.R.C. Worldwide Trust are as follows:

Dinesh Menon

Job Title:	Trustee (Legal and Program)
Area:	Global
Report to:	Trustee (Research and Program)
Purpose of Job:	To develop, coordinate and manage the strategic direction of the A.R.C. Worldwide Trust, and facilitate the continued achievement of the aims, objectives, mission and vision of the Trust
Commencement:	Immediately
Duration:	Ongoing (0.1 FTE)
Primary Tasks:	The primary tasks of the Trustee (Legal and Program) are as follows:

1.0 GENERAL TASKS

- 1.1** Remain up-to-date and fully informed of any developing issues relating to children and children's rights around the globe
- 1.2** Proactively participate in discussions and initiatives regarding the strategic direction and ongoing development of the A.R.C. Worldwide Trust, with Trustee (Research and Program)
- 1.3** Proactively facilitate the strategic direction and continued development of the A.R.C. Worldwide Trust, in collaboration with Trustee (Research and Program) by contributing to:
 - 1.3.1 Project Implementation**
 - a. Undertaking relevant research to ascertain the specific projects requiring implementation at any specific time
 - b. Assisting to determine the plausibility of undertaking any particular project, including a SWOT analysis
 - c. Assisting with the design and development of all projects
 - d. Assisting with the design and development of project proposals, suitable for donor viewing
 - e. Undertaking relevant research to support the organisation's project proposals and subsequent projects
 - f. Seeking donors to financially support the implementation of projects
 - g. Assisting with all aspects relating to project implementation
 - h. Assisting with all aspects relating to project evaluation at the completion of all projects
 - 1.3.2 Website Development**
 - a. Designing and developing new ideas for the continued development of the website
 - b. Undertaking relevant research to enhance and include on the website, where deemed applicable
- 1.4** Proactively develop and maintain good working relationships with other NGO's and collaborative partners
- 1.5** In collaboration with the Trustee (Research and Program), be the main representative for the Trust
- 1.6** Actively and continually seek a variety of avenues to promote the A.R.C. Worldwide Trust around the globe. See task 2.2 for specifics related to this task
- 1.7** Proactively seek to promote the A.R.C. Worldwide Trust through a variety of relevant means including:
 - a. Attendance at conferences deemed relevant to advancing the aims and objectives of the Trust
 - b. Presentations at conferences and workshops deemed relevant to advancing the aims and objectives of the Trust
 - c. Submission of research and scholarly articles to relevant academic journals and other forums, as deemed necessary and appropriate to advancing the aims and objectives of the A.R.C. Worldwide Trust
- 1.8** In consultation with the Trustee (Research and Program), retain responsibility for researching and approaching relevant organisations, non-Government organisations (NGOs) and donors

deemed suitable for supporting the A.R.C. Worldwide Trust to achieve its aims and objectives, as outlined in the Trust's Strategic Plan

- 1.9** In consultation with the Trustee (Research and Program), coordinate all global activities of the A.R.C. Worldwide Trust
- 1.10** Respond to both internal and external email queries on a regular basis. Here regular is defined as no later than two working days after receiving the initial query, during the normal work week (i.e., Monday to Friday, in time zone of specific region). Email queries are those received via the A.R.C. Worldwide Trust email account established for the current job role. In this case, the email accounts refer to the following:
d.menon@arc-worldwide.org
Should response times be difficult due to any reason, the Trustee (Research and Program) must be immediately informed so other arrangements can be made.
- 1.11** Support Trustee (Research and Program) and additional Trust staff in an effective, efficient and complimentary fashion
- 1.12** Retain responsibility for the coordination of all Trust activities, until suitable candidates are accepted to fulfil various roles within the Trust

2.0 SPECIFIC TASKS

- 2.1** Retain responsibility for relevant communications of the A.R.C. Worldwide Trust, through the following means:
- 2.1.1** Email
- a. Respond to all generic email queries relating to the general activities of the A.R.C. Worldwide Trust. Here regular is defined as no later than two working days after receiving the initial query, during the normal work week (i.e., Monday to Friday, in time zone of specific region). Email queries are those received via the A.R.C. Worldwide Trust generic email accounts. In this case, the email accounts refer to the following:
d.menon@arc-worldwide.org
- 2.2** Proactively facilitate the continued development of the A.R.C. Worldwide Trust, in collaboration with the Trustee (Research and Program), by contributing to:
- 2.2.1** Website
- a. Retain responsibility for all web material and the continued development of the A.R.C. Worldwide Trust website
- b. In consultation with the Trustee (Research and Program), continually enhance the design of the A.R.C. Worldwide Trust website
- 2.3** Retain responsibility for all issues relating to the operations and strategic direction of the A.R.C. Worldwide Trust, through the following means:
- 2.3.1** Legal Issues
- a. Ensure all legal and regulatory processes (i.e., registration as a charitable body) of the A.R.C. Worldwide Trust are kept up-to-date and conform to the specific requirements of such processes in the jurisdictions where the A.R.C. Worldwide Trust operates
- b. Respond to all queries relating to the legal and regulatory processes involved in establishing and maintaining the A.R.C. Worldwide Trust as a charitable body

Natasha Tassell

Job Title: Trustee (Research and Program)
Area: Global
Report to: Trustee (Legal and Program)
Purpose of Job: To develop, coordinate and manage the strategic direction of the A.R.C. Worldwide Trust, and facilitate the continued achievement of the aims, objectives, mission and vision of the Trust
Commencement: Immediately
Duration: Ongoing (0.5 FTE)
Primary Tasks: The primary tasks of the Trustee (Research and Program) are as follows:

1.0 GENERAL TASKS

- 1.1** Remain up-to-date and fully informed of any developing issues relating to children and children's rights around the globe

- 1.2** Proactively participate in discussions and initiatives regarding the strategic direction and ongoing development of the A.R.C. Worldwide Trust, with the Trustee (Legal and Program)
- 1.3** Proactively facilitate the strategic direction and continued development of the A.R.C. Worldwide Trust, in collaboration with the Trustee (Legal and Program) by contributing to:
- 1.3.1 Project Implementation
- a. Undertaking relevant research to ascertain the specific projects requiring implementation at any specific time
 - b. Assisting to determine the plausibility of undertaking any particular project, including a SWOT analysis
 - c. Assisting with the design and development of all projects
 - d. Assisting with the design and development of project proposals, suitable for donor viewing
 - e. Undertaking relevant research to support the Trust's project proposals and subsequent projects
 - f. Seeking donors to financially support the implementation of projects
 - g. Assisting with all aspects relating to project implementation
 - h. Assisting with all aspects relating to project evaluation at the completion of all projects
- 1.3.2 Website Development
- a. Designing and developing new ideas for the continued development of the website
 - b. Undertaking relevant research to enhance and include on the website, where deemed applicable
- 1.4** Proactively develop and maintain good working relationships with other NGO's and collaborative partners
- 1.5** In collaboration with the Trustee (Legal and Program), be the main representative for the trust
- 1.6** Actively and continually seek a variety of avenues to promote the A.R.C. Worldwide Trust around the globe. See task 2.2 for specifics related to this task
- 1.7** Proactively promote the A.R.C. Worldwide Trust through a variety of relevant means including:
- a. Attendance at conferences deemed relevant to advancing the aims and objectives of the Trust
 - b. Presentations at conferences and workshops deemed relevant to advancing the aims and objectives of the Trust
 - c. Submission of research and scholarly articles to relevant academic journals and other forums, as deemed necessary and appropriate to advancing the aims and objectives of the A.R.C. Worldwide Trust
- 1.8** In consultation with the Trustee (Legal and Program), retain responsibility for researching and approaching relevant organisations, non-Government organisations (NGOs) and donors deemed suitable for supporting the A.R.C. Worldwide Trust to achieve it's aims and objectives, as outlined in the Trust Strategic Plan
- 1.9** In consultation with the Trustee (Legal and Program), coordinate all global activities of the A.R.C. Worldwide Trust
- 1.10** Respond to both internal and external email queries on a regular basis. Here regular is defined as no later than two working days after receiving the initial query, during the normal work week (i.e., Monday to Friday, in time zone of specific region). Email queries are those received via the A.R.C. Worldwide Trust email account established for the current job role. In this case, the email accounts refer to the following:
n.tassell@arc-worldwide.org
 Should response times be difficult due to any reason, the Trustee (Legal and Program) must be immediately informed so other arrangements can be made.
- 1.11** Support the Trustee (Legal and Program) and additional trust staff in an effective, efficient and complimentary fashion
- 1.12** Retain responsibility for the coordination of all Trust activities, until suitable candidates are accepted to fulfil various roles within the Trust

2.0 SPECIFIC TASKS

- 2.1** Retain responsibility for relevant communications of the A.R.C. Worldwide Trust, through the following means:

2.1.1 Email

- a. Respond to all generic email queries relating to the general activities of the A.R.C. Worldwide Trust. Here regular is defined as no later than two working days after receiving the initial query, during the normal work week (i.e., Monday to Friday, in time zone of specific region). Email queries are those received via the A.R.C. Worldwide Trust generic email accounts. In this case, the email accounts refer to the following:

2.1.2 Trust Details

- a. Retain responsibility for the accuracy of Trust details on the UNOV website, Idealist website, the A.R.C. Worldwide website Trust, and any other websites or media that may be used for the purposes advancing the aims and objectives of the A.R.C. Worldwide Trust
- 2.2** Retain overall responsibility for volunteer activities of the A.R.C. Worldwide Trust through the following means:

2.2.1 Obtaining Volunteers and Distribution of Volunteer Tasks

- a. Retain responsibility for advertising for all volunteers through the UNOV website, and Idealist website
 - b. Development of volunteer job descriptions for all volunteer positions
 - c. Retain responsibility for the supervision and effective completion of all volunteer tasks
- 2.3** Proactively facilitate the continued development of the A.R.C. Worldwide Trust, in collaboration with the Trustee (Legal and Program), by contributing to:

2.3.1 Website

- a. Retain responsibility for all web material and the continued development of the A.R.C. Worldwide Trust website
 - b. In consultation with the Trustee (Legal and Program), continually enhance the design of the A.R.C. Worldwide Trust website
- 2.4** Retain responsibility for all issues relating to the operations, finances, and strategic direction of the A.R.C. Worldwide Trust, through the following means:

2.4.1 Accounting Issues

- a. Retain responsibility for organising a relevant bank account for the A.R.C. Worldwide Trust, ensuring all financial processes relating to the bank account are transparent and safe-guarded.
- b. In line with the A.R.C. Worldwide Trust Strategic Plan, develop processes for the use, distribution, and safe-guarding of donated funds
- c. Develop and maintain an effective, transparent and efficient accounting system
- d. Prepare monthly financial statements, and an annual financial report

2.4.2 Strategic Plan

- a. Retain responsibility for the drafting of Strategic Plans for the A. R. C. Worldwide Trust on an annual basis, with a specific focus on orienting the aims and objectives of the Trust over a five year period

2.4.3 Annual Reports

- a. Retain responsibility for the drafting of annual reports for the A.R.C. Worldwide Trust. Annual reports are those both in-house, and those required by specific regulatory bodies (i.e., New Zealand Charities Commission, Guernsey Association of Charities)

Appendix C

ESTIMATED ANNUAL OPERATING EXPENSES	DETAILS	ESTIMATED COST	
		GB £	US \$*
Staff Development	Part-Time, Casual and Volunteer	500.00	1004.05
Telephone	Based on quarterly rental charge of £20.97 X 4 , paying 1/2	41.94	84.22
	Based on average charge of £0.35p per minute to overseas destinations ¹ @ 10mins average length of call X 5 calls per month (X12)	210.00	421.70
	Based on average charge of £0.037p per minute to UK destinations ² @ 10min average length of call X 5 calls per month (X12)	22.20	44.58
Internet	Based on monthly rental charge of £14.99 X 12, paying 1/2	89.94	180.60
Website	Maintenance (included in hosting)	0.00	0.00
	Hosting @ US\$95.00 / 3 year plan (per year cost)	15.74	31.61
	Domain (included in hosting)	0.00	0.00
Electricity	Based on quarterly rental charge of £11.07 ³ X 4, paying 1/2	22.14	44.45
	Based on £41 per month average charge X 12, paying 1/2	246.00	49.39
Travel (non-Project specific)	Internal UK Travel	500.00	1004.05
	External Foreign Travel	1000.00	2008.11
Office Rental	Not Applicable – will work from home office	0.00	0.00

¹ Calls to overseas destinations include those per minute charges quoted by Cable and Wireless (Guernsey) for Indonesia (0.20p), India (0.49p), Maldives (0.49p), Sri Lanka (0.49p), and Thailand (0.20p). The average per minute charge of such calls is quoted.

² Per minute charge quoted by Cable and Wireless (Guernsey) for all UK destinations are .037p

³ Based on Guernsey Electricity (Guernsey) charges

Stationary	Printing and Paper	50.00	100.40
Postage	Envelopes, Stamps and Courier	100.00	200.81
Marketing	Newspaper Advertisements, Brochures, Flyers, Other Advertising Material	20.00	40.16
Bank Fees	Monthly Charges X12	30.00	60.24
	Annual Fees (other than monthly charges)	30.00	60.24
Registration with External Bodies	Annual Fees, Other Costs	100.00	200.81
Accounts / Auditing		0.00	0.00
Other	Documents, Reports, Books	200.00	401.62
	Purchasing Software	100.00	200.81
TOTAL ESTIMATED EXPENSES		3277.96	6137.85*

*Based on exchange rate GBP/USD of 1 / 2.00811

Appendix D

ESTIMATED ANNUAL PROJECT IMPLEMENTATION EXPENSES	DETAILS	ESTIMATED COST	
		GB £	US \$*
Aid Program	Donations and Gifts of Kind - Various	500.00	1004.05
Advocacy Program	Awareness (travel and website expenses)	500.00	1004.05
	Research (voluntary)	0.00	0.00
	Legal (program under development)	0.00	0.00
Education Program	Pre-Primary (donations and gifts of kind - various)	500.00	1004.05
	Primary (donations and gifts of kind – various)	500.00	1004.05
	Vocational (program under development)	0.00	0.00
TOTAL ESTIMATED EXPENSES		2000.00	4016.20*

*Based on exchange rate GBP/USD of 1 / 2.00811

