BARNAHUS NETWORK STRATEGY 2025–2030

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1. EXECUTIVE SUMMARY

The **2025–2030 Barnahus Network Strategy** outlines the vision and roadmap for expanding and sustaining the Network as an authority in multidisciplinary services for victims and witnesses of violence. With the Network now functioning as an independent legal entity, this strategy focuses on positioning the Network, advancing the practice, and promoting excellence in Barnahus practice. The implementation of this strategy assumes that external funding will be secured and that a flexible approach will apply to the timing of initiatives and exact thematic areas covered.

Goals:

1. **Network Expansion, Stability, and Positioning**: Grow the Barnahus Network, secure long-term sustainability, and position Barnahus as a leader in supporting the development and operation of multidisciplinary services for child victims and witnesses of violence.

2. **Advancing the Barnahus practice**: Develop and leverage a research-, evidence- and practice-based foundation to measure Barnahus' performance and impact, using this to inform and update practices and standards.

3. **Excellence in Practice**: Support members in progressively achieving and exceeding Barnahus Quality Standards, with an emphasis on knowledge-sharing and capacity-building.

2. STRATEGIC OBJECTIVES AND PRIORITIES

A. Network Expansion, Stability, and Positioning

- **Objective**: Expand the Barnahus Network, secure long-term sustainability, and position Barnahus as a recognised authority in the field.

- **Desired Outcomes**:
  - **Membership Growth and Support**: Expand the Network by welcoming new members and establishing routines for connecting with each member regularly about their progress and challenges.
  - **Strategic Positioning**: Establish Barnahus as a global thought leader through partnerships, advocacy, and representation at key opportunities. To include widely communicating about the Network's new status and leveraging new opportunities this brings.
  - **Financial Stability**: Secure diversified funding sources, including EU framework funding, other grants, and consultancies including training services. Finances are leveraged to support ongoing developments, notably in developing evidence for Barnahus and supporting excellence in practice.

- **Priority Initiatives**:
  1. **Operational Capacity**: Ensure internal capacity for the effective and sound management of finances, projects, and staffing, ensuring a smooth transition to independent operation.
  2. **Strategic Partnerships and Positioning**: Participate in global networks, communicate thought leadership, and build partnerships with relevant organisations and donors.
  3. **Diversified Funding**: Apply for EU framework funding in 2025, apply for other grants, develop consultancy services, and continue offering training. Funds are

used to implement this strategy, with particular emphasis on the priorities of *advancing Barnahus through research, evidence, and practice* and *excellence in practice*.

B. Advancing Barnahus Through Research, Evidence, and Practice

- **Objective**: Identify and develop a research-, evidence- and practice-based foundation for the impact of Barnahus on children and caregivers, and use this foundation to inform and improve practice.

- **Desired Outcomes**:

  - **Impact Measurement**: Establish an evaluation framework for tracking outcomes which is based in research, evidence and practice, relevant across Europe.

  - **Leveraging Knowledge**: Leverage the accumulated knowledge and experience among the membership and globally to reflect developments in the field in our work.

- **Priority Initiatives**:

  1. **Evaluation Framework Pilot**: Launch a pilot in 2025 to gather data on the impact of Barnahus services, funded by the Oak Foundation.

  2. **Updating Standards**: In 2027, update the Barnahus Quality Standards to reflect the findings gathered and evolving best practices. Design and launch a routine review process.

C. Excellence in Practice

- **Objective**: Develop and support practice across the Network, enabling members to achieve excellence in criminal justice, child protection, physical health, and mental health services all organised under one roof and in one streamlined, coherent service for child victims and witnesses of violence.

- **Desired Outcomes**:

  - **Practice Development**: Based on the results of advancing the Barnahus practice, develop tools, guidance, and training. Continue to build partnerships with researchers and other institutions to support the growing knowledge and evidence base.

  - **Excellence in Practice**: Support Barnahus members, individually and collectively, in meeting and exceeding the Barnahus Quality Standards, including the current iteration and any that may follow.

  - **Capacity Building**: Enable members to continually improve their skills and practices through international exchanges, supervision, peer support and mentoring and regular training.

- **Priority Initiatives**:

1. **International Exchange**:

    - **Connection:** routinely meeting with each member to learn about their progress, challenges, and planning.

    - **Facilitation**: including supervision, peer support, professional exchange, 'twinning', and study visits to encourage innovation and quality practice.

    - **Targeted opportunities**: Support members to select/request study visits and exchange opportunities where the available knowledge and expertise are especially relevant. This will enable members to both support the growing Barnahus community, while also being able to still meet their commitments to the children they serve.

2. **Training and Capacity Building**: Provide access to training covering all disciplines in Barnahus through both digital platforms and in-person events.

3. **Biennial Barnahus Forum**: Host the Barnahus Forum, ideally every two years, creating an opportunity for members to present case studies, exchange knowledge, and collaborate on solutions to common challenges. This timing may vary based on available funding.

3. IMPLEMENTATION PLAN AND TIMELINE

The **Implementation Plan** details how key objectives will be rolled out over the five-year period. This timeline outlines specific milestones, responsible parties, and expected timelines for each year.

The implementation of this strategy assumes that external funding will be secured for the various initiatives outlined. While some activities already have partial funding, the Network will continually seek additional financial support based on member feedback, with the aim to address their evolving challenges, gaps, and needs.

The Network remains flexible in its approach to timing and prioritisation of initiatives, ensuring that key activities proceed when funding is secured. This approach allows Barnahus to respond dynamically to both funding opportunities and member needs.

Year	Key Milestones
2025	• Conduct **Steering Group elections** for the 2025–2028 term. • **Launch the evaluation framework pilot** funded by the Oak Foundation. • Submit **EU framework funding application** and prepare annual workplans.

	- **Communicate the Network's new independent status** and leverage this for new partnerships and funding opportunities. - Scale **international exchanges**, peer support, and mentoring programs across all Barnahus disciplines. - Review **membership structure and fees**.
2026	- *Continue previous initiatives…* - Expand peer support, twinning, supervision, and mentoring programs for members. - Continue to seek diversified funding sources through consultancies, training programs, and other partnerships.
2027	- *Continue previous initiatives…* - **Update the Barnahus Quality Standards** based on the evaluation framework's findings and member feedback. - Launch a **routine Quality Standards review process.** - Design a program to support members in progressively meeting and exceeding the standards.
2028	- *Continue previous initiatives…* - Conduct **Steering Group elections** for the 2028–2031 term. - Conduct a **mid-term evaluation** of the strategy's progress and adjust priorities based on outcomes and member feedback. - Launch the programme to support members in progressively meeting and exceeding relevant the Barnahus Quality Standards. - Publish findings from the evaluation framework pilot and adjust practices accordingly.
2029	- *Continue previous initiatives…* - **Apply for the next EU framework partnership** to ensure continued funding for operational and project-related expenses. - Begin planning for the next strategic cycle (2030–2035) with input from members and key stakeholders.
2030	- *Continue previous initiatives…* - Finalise and report on the outcomes of the 2025–2030 strategy, summarizing the key results from evaluation frameworks, member feedback, and partnerships. - Adopt the next strategy. - *(Prepare Steering Group elections for the term **2031–2034).***

4. Verification of progress

Strategic Goal	Indicators	Verification
Network Expansion and Stability	1. Number of Barnahus contributing to and learning from the Network.	1a. Network membership level is sustained. 1b. Network membership has been promoted to a relevant audience
	2. Funds raised from diversified sources and used to support strategic objectives.	2a. Network has actively applied to open calls. 2b. Network has actively reached out to foundations and other donors to explore possibilities.
Positioning as a Reliable Authority	3. **External**: Number of events or publications where the Network is represented as a thought leader.	3a. At least 3 strategic opportunities per year
	4. **Internal**: Members believe the Network brings value to their work	4. Surveys of members at key points shows high level of trust and value in the Network
Advancing Barnahus Practice	5. Evaluation framework measures the impact of Barnahus.[1]	5. Evaluation framework piloted in 5 member countries starting in 2025
	6. Evaluation tools for measuring outcomes for child victims and witnesses of violence and non-offending caregivers.	6. Evaluation framework results published by 2027
Excellence in Practice	7. Sustained high level of participation in international exchanges, peer support, and biennial forums.	7. At least 80% of members actively participating in exchanges and forums by 2027 and 2030
	8. Comprehensive international exchange and support is offered to members	8. Training, exchange, and/or peer support opportunities have been offered to all members covering criminal justice, child

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[1] All activities in this strategy are funding dependent, notably those related to the pilot of the evaluation framework.

protection, physical health, mental health, and multidisciplinary interagency collaboration

5. MONITORING AND EVALUATION

1. Annual Workplans and Budgets

Each year, the Network develops an **annual workplan and budget** to guide the organization's activities for the coming year. These workplans translate the long-term strategy into specific, actionable steps and assign necessary resources to meet annual goals.

The **budget** allocates resources to cover both operational needs and strategic priorities. These workplans and budgets are reviewed by the Steering Group and adopted by the General Assembly to ensure alignment with the overall strategy.

Project funding is funding that is not included in the core budget. It is usually tied to the delivery of specific activities and deliverables. This could be project funding, or other types of contractual obligations for services delivered by the Network. The annual reporting and (when known) planning for the following year informs about the impact of this funding on the staffing, operation, and activities of the Network.

Progress on the implementation of workplans and use of the budget is assessed as part of the annual reporting process.

2. Annual Reports

The Network produces an **annual report** at the end of each calendar year, summarising progress against the strategy's milestones and initiatives, as well as the corresponding annual workplan and budget. These reports will include:

- Progress on priorities and KPIs

- Summary of key activities

- A financial summary of core and project-specific funding.

- Tracking of risks and challenges encountered during the year.

Reports will be reviewed and approved by the Steering Group and adopted by the General Assembly to ensure transparency and alignment with strategic goals.

3. Mid-Term Evaluation

In **2027**, a **mid-term evaluation** will assess overall progress towards the **2030 strategic goals**. This evaluation will be led by Network staff and will incorporate:

- Feedback from members to ensure the strategy continues to meet their needs.

- Input from external partners, as relevant, to ensure that the strategy remains relevant in the wider landscape.

The mid-term evaluation will also serve to make necessary adjustments to the strategy for the remaining years up to 2030.

4. Measuring progress

Verification measures are established in the strategy are tracked as part of the **annual reporting** process. These measure the impact of the Network's activities in key areas such as membership growth, financial sustainability, evidence collection, and the overall value provided to members. Annual reports include detailed progress on each, allowing for adjustments in future workplans if necessary.

6. RISK MANAGEMENT

- **Financial**:
    - **Risk**: Failure to secure sufficient funding from diverse sources could limit the Network's ability to maintain its staff, support members, and execute this strategy.
    - **Mitigation**: This is a significant risk which the staff of the Network do not take lightly, as it has personal implications. Current staff are highly skilled at leveraging opportunities and knowledge in the field, structuring this information into consistently successful applications for funding. We foresee this will continue, so long as donors remain interested in supporting Barnahus, members remain engaged, and the reputation of the Network continues to be solid. The member engagement and Network reputation parts of this strategy are thus a part of the mitigation efforts and will be a feature of the first months of this strategy.
    - **Contingency**: Should the situation call for it, the Network is prepared to go into part-time or skeleton mode and leverage volunteer contributions for up to 6 months if required to overcome one lean period during the execution of this strategy.

- **Operational**

- o **Risk**: Delays in establishing operational systems could affect the Network's ability to function independently.

- o **Mitigation**: Until 1 June 2025, the Network may ensure operational continuity, consistency in service delivery, and the effective use of limited resources by applying policies and practices that were in place while hosted by the CBSS. This includes continuing to use service providers that were procured when the Network was still hosted by the CBSS. The Steering Group is informed and consulted on any major issues that may arise in the application of this mitigation measure. By the end of the transition period, decisions on policies and long-term supplier selection will be completed.

- **Member Engagement**

  - o **Risk**: Reduced member availability or interest to engage with the Network. The sustainability and relevance of the Network and its deliverables depends on the active involvement of its members. This is not only for getting to know the needs and opportunities in the field, but also to leverage the knowledge and experience of members to support ongoing development. This demands a sophisticated approach to balancing the delivering tools and training that members are ready to absorb with request for supporting the development of new knowledge and/or Barnahus locations.

  - o **Mitigation**: The Network will regularly meet and also survey members to understand their needs, interests, views, and availability, and adjust planning accordingly. This largely happens as part of the activities of the Network, but may also happen with targeted one-off initiatives. When there is interest and capacity for it, colleagues and Barnahus will be reimbursed through project funding for their time.