

Network<sup>of</sup>  
European  
Foundations



Triennial Review  
2019 - 2021



# NEF Triennial Report 2019-2021

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# Foreword

The Bridgespan group survey notes that the past decade has seen philanthropic collaboration enter “a new era of popularity and ambition.”<sup>1</sup> NEF illustrates this promising trend. Our collaborative projects work towards field- and movement-building, social justice and cohesion, all the while embracing systemic change.

In the last three years, we have supported the launch of philanthropic collaborations on critical societal issues. These include work on the use of tech and AI through the European AI Fund and gender inequality in Europe through the Alliance, supporting independent journalism through a dedicated fund at Civitates, and bringing the voices of vulnerable groups to the debate for a fair energy transition through FETA. Our pooled funds bring together more than 70 partner foundations and a total regranting capacity of around 10 million euros per year.

To accompany that growth, at NEF we have worked on clarifying our operational framework. The framework is based on decentralization, which enables a lean approach and power sharing between different constituencies and foundation partners. During the Covid-19 crisis, our funding practices have been reinforced and further geared towards even greater flexibility and medium-term funding – patterns which should be strengthened as we move forward.

We also note greater collaboration between our collaborative projects, both through knowledge exchange on their cross cutting-issues and by organizing joint events. For example, the European AI Fund and Civitates are working closely and sharing their mapping of grantee partners with a view to identifying applicants through a shorter process and avoiding funding gaps in the advocacy work of their grantee partners. With the European legislative process around tech and AI ongoing, it is urgent that civil society organisations bring their domain-specific expertise into the debates around technology infrastructure. Those infrastructures are already impacting people’s

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<sup>1</sup> Releasing the Potential of Philanthropic Collaborations, Bridgespan, December 2021.  
<https://www.bridgespan.org/getmedia/5590afe6-fe08-452e-9afd-bedfbc586cf6/releasing-the-potential-of-philanthropic-collaborations-2021.pdf.aspx>



lives – impact which will dramatically increase in the coming years. They should be built for the people, with the people. Europe has a big role to play in pushing that vision. It is a good sign that the last quarter has seen three more funders join the European AI Fund, all of whom are equally conscious of the space for learning that collaboration facilitates.

Finally, I will be retiring from the chairmanship of NEF this year. Over many years in this leadership role, I have seen the philanthropic sector evolve and its appetite for collaboration grow. I have always been convinced that foundations are acting smarter when they complement their own portfolio with collaborative projects. It is a formula I have applied with success to the development of the foundation I have led for many years<sup>2</sup>. We can complement our grantmaking scope not only through collaborative projects, but – just as importantly – we can also learn more. I hope the work realised through the collaborative projects hosted at NEF will be a source of inspiration for the sector and thereby rally new forces and foundation partners.

My wish is that NEF, my colleagues at the board, foundation partners and NEF staff continue to combine their talents, expertise and enthusiasm to work together for impact.

**Luc Tayart de Borms**

King Baudouin Foundation Managing Director – NEF Chair

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<sup>2</sup> The King Baudouin Foundation





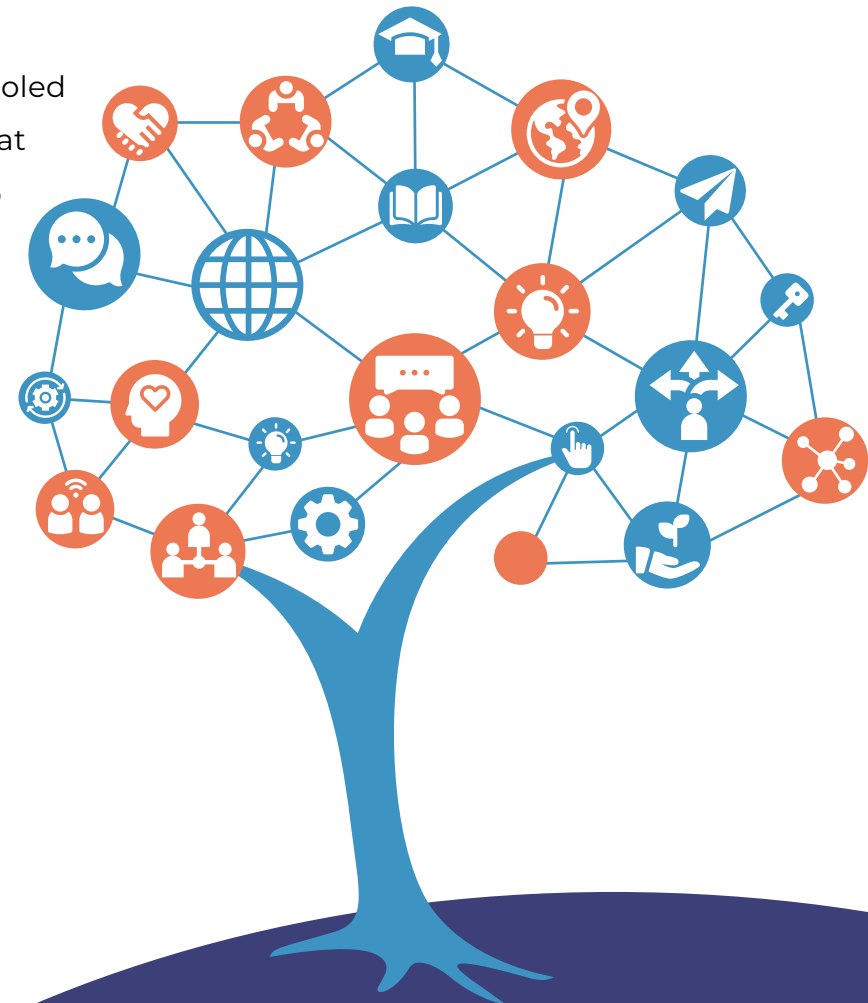
A large blue circle on the left side of the page, containing the text "NEF mission" in white. The circle is partially cut off by the right edge of the page. The background is white.

# NEF mission

NEF is founded on the ambition to contribute to social inclusion, democracy and international development through strategic collaboration and by sharing best practices. To do so, NEF believes in partnerships between different actors including foundations, non-profit organisations, governments, institutions and academia, acting at both the European and global level.

NEF has broad experience in philanthropic pooled funding, which involves multiple donors that contribute their financial and social resources to invest jointly in a portfolio of grants. By contracting with NEF, foundations entrust NEF in its advisory and support roles, and legal responsibility.

NEF is furthermore looking forward to collaborating with Philea in their complementary role as another important philanthropic support network.





# What our partners say about NEF

*“NEF provides a framework for collaboration which is trusted by all partners. The shared responsibility of the partners prevents individual interests prevailing. A platform run by foundations for foundations which takes away the burden of coordination of collaborative projects from individual foundations.”*

**Stefan Schäfers, Director of King Baudouin Foundation**  
Civitates Chair

*«NEF has helped incubate and support the European Artificial intelligence Fund since its inception. Their network is designed to support initiatives like ours that bring together like minded foundations working towards a common goal, and to keep our mission and goal at the core of the Fund. It's a been a great partnership so far, allowing us to get the Fund off the ground in a swift and effective manner.”*

**Mark Surman, Executive Director of Mozilla**  
European AI Fund Co-Chair

*The European Programme for Integration and Migration (EPIM) is NEF's most longstanding collaborative. It has paved the way and offered a blueprint for collaboration between foundations of all kinds, from Europe and beyond, to address challenges. NEF offers a platform to build alliances, work with like-minded foundations and connect the diversity of perspectives to deliver joint outcomes.*

**Raphaela Schweiger, Programme Director of Migration at Robert Bosch Stiftung**  
EPIM Chair

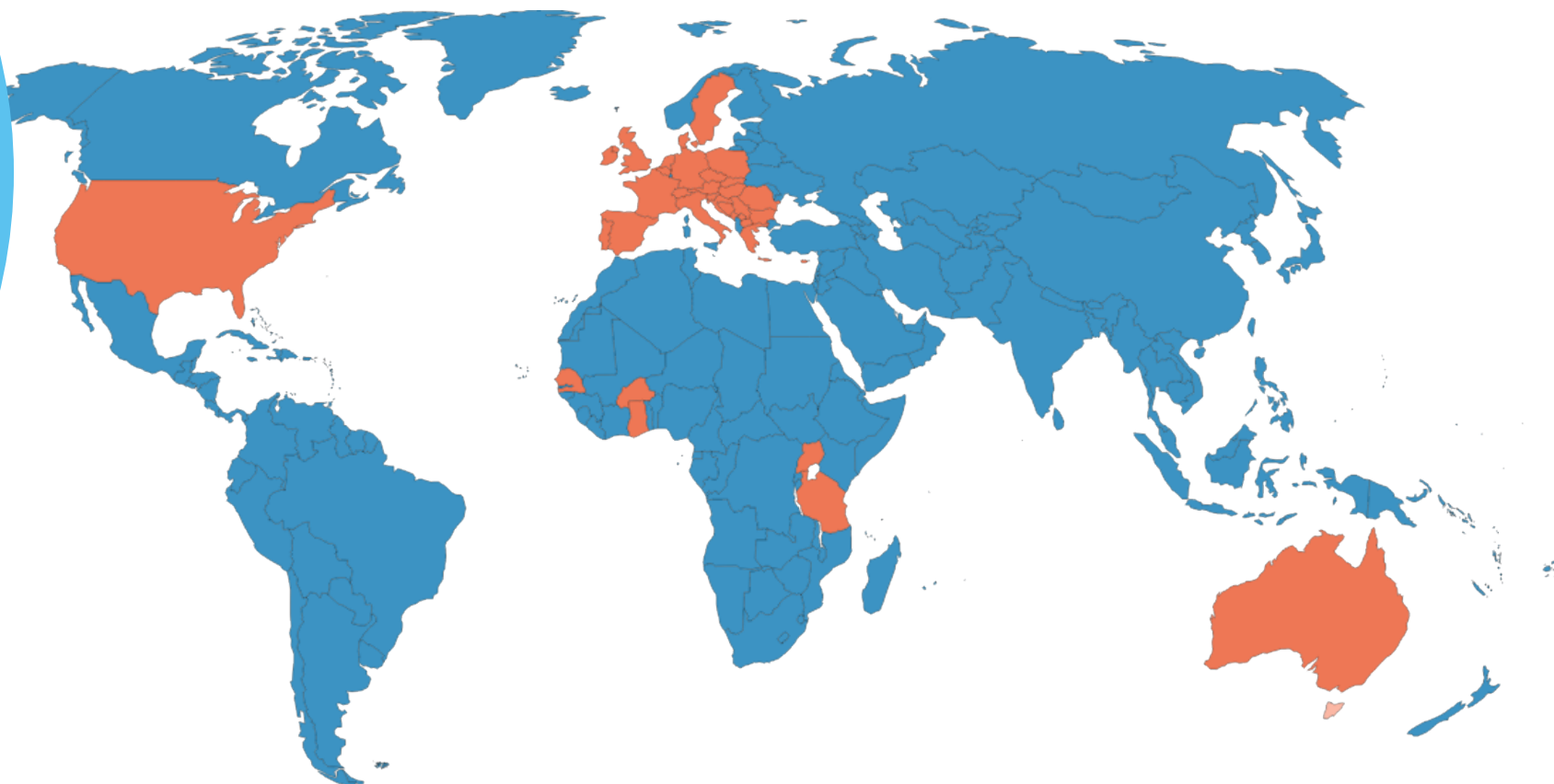


# A snapshot of NEF over the period 2019-2021





# Key Figures



**Total of organisations and grants in the world**

| Year | Countries | Organisation | Total        |
|------|-----------|--------------|--------------|
| 2019 | 33        | 115          | 4 626 915 €  |
| 2020 | 33        | 147          | 4 816 896 €  |
| 2021 | 35        | 192          | 6 238 875 €  |
| Toal | 37        | 300          | 15 682 686 € |



# The years 2019-2021, in pictures

## 2019

Civitates

February  
2019

Kick  
off meeting  
near Brussels for the  
grantees of the sub-fund  
on Shrinking Space for  
Civil Society



EPIM

May 4-6  
2019

EPIM  
co-supported  
the organization of  
the first “EU Summit for  
Refugees and Migrants”  
in Brussels



The  
3rd conference  
“Engaging local com-  
munities through Inte-  
grated Community  
Care” took place in  
Vancouver

TransForm

October 3-4  
2019





# 2020



FETA  
launched its  
national focus groups  
on energy transition  
during the Spring 2020,  
pictured here in  
Germany

Fair Energy  
Transition for All  
Spring 2020

Civitates  
June 2020

Over  
300 applications  
received to support  
independent  
public-interest  
journalism  
in Europe



European  
AI Fund  
December  
2020

First cohort of  
grantee partners  
assembled to discuss  
research on the use of ADM  
and tech in response  
to Covid-19





# 2021

European Fund  
for the Balkans

January 2021

The «Balkans  
United for Clean Air»  
regional campaign was  
launched in partnership  
with 435 actors across  
the region



Workshop  
with partner farmer  
organisations in Ouagadougou on the “Promotion of  
agroecology – Scaling up  
agroecological  
practices”

JAFOWA

28-31 September  
2021



Alliance for  
Gender Equality  
in Europe

6 september  
2021

Launch  
of the first call  
for proposals “2021  
Fund for Covid  
Solidarity”



EPIM  
received the  
Facilitation Impact  
Award for their  
strategic review

EPIM  
25 October  
2021





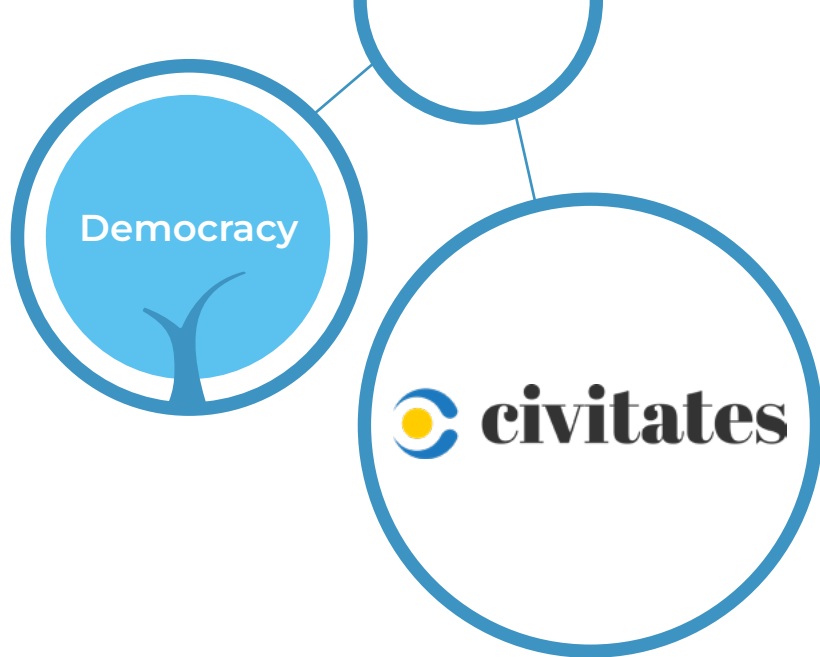
# Our collaborative projects in a nutshell

# Democracy

Amid global rises in polarization, authoritarianism and surveillance, democracy is at a crossroads. This area of NEF's work seeks to consolidate European partnerships to strengthen solidarity and democratic principles in the digital age. Our collaborative projects seek to influence key developments in Europe – on supporting transparency and pluralism online and offline, on regulating tech policies to serve participation and human rights, and on keeping citizens and civil society engaged in the discussions that concern them.







**Civitates** is a philanthropic initiative for democracy and solidarity in Europe. The fund supports initiatives across Europe that strengthen the resilience of civil society through collective and effective action in their respective countries. These initiatives push for a healthy digital public sphere in which public and democratic values are safeguarded, and organisations are active in the field of independent public-interest journalism in Europe.

## ○ Key trends

Democracy in Europe is under pressure. Fundamental values and democratic principles – such as respect for human dignity, freedom, equality, and the rule of law – are under threat throughout Europe.

Civitates is particularly concerned with the following trends that are intensifying the vulnerability of democracy in Europe:

- The space for civil society is closing due to legal, economic and practical limitations, preventing civil society actors – especially activists and critical voices – from playing their essential role as intermediaries speaking up on the concerns of different communities, upholding their rights and freedoms, and making sure that those in power are responsive and accountable.
- The digital public sphere has become a hub for spreading disinformation and harmful content, polarising views and increasing tensions that ultimately damage social cohesion and the democratic fabric due to lack of regulation, transparency and accountability.
- Independent journalism in Europe is pressured by the changing advertising market, online platforms' algorithms, and governmental pressures alike. It is further struggling due to the erosion of trust in traditional media and declining media freedom.



## Achievements

Since becoming operational in 2018, Civitates has committed around **8.7 million euros** in grants across 18 countries in Europe.

After three years supporting cross-sectoral coalitions working towards a strong and resilient civil society in their respective countries, Civitates can see that their partners are better equipped to defend common agendas and collaborate on joint projects and campaigns. By working together, they have managed to reach a wider range of organisations and engage with broader audiences on democracy and the value of civil society. The partners have participated in policy debates, defended common positions and solutions, and pushed back on draft legislation that could restrict the operating abilities of civil society organisations. This progress and these early wins are encouraging and show the value of supporting local collaboration. Civitates is currently funding **14 national coalitions in 10 European countries**.

In 2019 Civitates started supporting projects focused on specific issues in the digital public sphere, such as political microtargeting, social media monitoring in election time, monitoring disinformation on platforms (such as Facebook, YouTube, etc.), foreign interference, algorithmic decision making, monitoring of digital threats and reporting on digital freedom violations. Through funding a wide variety of initiatives, Civitates aims to better understand what is happening in the digital public sphere, help its grantee partners build the evidence base, and advocate for platforms being regulated in ways that uphold democracy and fundamental rights. The challenges of the digital public sphere have been acknowledged by policy makers worldwide and several legislative initiatives are being developed at the EU level. With this in mind, Civitates took on a more focused strategic approach and is currently strengthening civil society organisations that advocate for a **digital public sphere** where **adequate checks and balances** apply and democratic principles, fundamental rights, and the protection of citizens are respected.

Since 2021, Civitates has supported **11 independent public-interest journalism organisations**. The organisations were selected based on their journalistic excellence, the prominence of their voices in the public sphere and a consideration of how they fit within Civitates' mission. Civitates grants are meant for the general operation and organizational strengthening of the selected partners, for a duration of three years. Such **long-term financial support** allows grantee partners to address specific needs in their organisations. For some,



this entails hiring a dedicated person for fundraising or community building. For others, strengthening focusses on ensuring digital security of their reporters and sources. For others still, it's about exploring new formats and strategies to attract and retain their audience members.

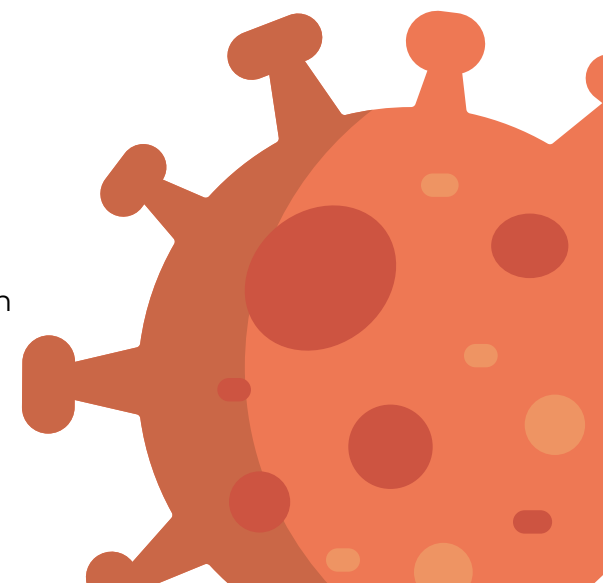
Civitates adopted a **growth strategy** at the end of 2019 in line with which partner foundations reaffirmed their commitment to collaborate. The overall Civitates budget has grown, **with five new foundations joining the collaboration** and ten partners increasing their contributions. In 2020, Civitates's yearly budget increased by about 1.1 million euros, which is very encouraging.

## Looking ahead

In the coming years, Civitates will continue to support civil society actors to come together, revitalise public discourse, and ensure that all voices are heard. Civitates would like to see the grantee partners become more resilient, viable, impactful, and better connected. So, the Fund will continue to provide flexible funding for civil society actors, strengthening their capacity, connecting local and European actors and creating space and **opportunities** for exchanges and **cross-organisational learning among all Civitates**-supported organisations. Civitates' goal is for all partners to be able to better understand, anticipate, and react to new challenges. A joint reflection will also help Civitates carry out a strategic review and revise its priorities for the next grant phase beyond 2023. Civitates would like to see more foundations join: we need a strong civil society to shape vibrant and open European democracies that work for all.

## Covid-19

With Covid-19, restrictions around Europe impacted civic space greatly. Lockdowns, curfews, bans on assemblies and gatherings, limited freedom of movement, the introduction of special measures and controversial bills are now common and affect citizens' fundamental freedoms and rights.



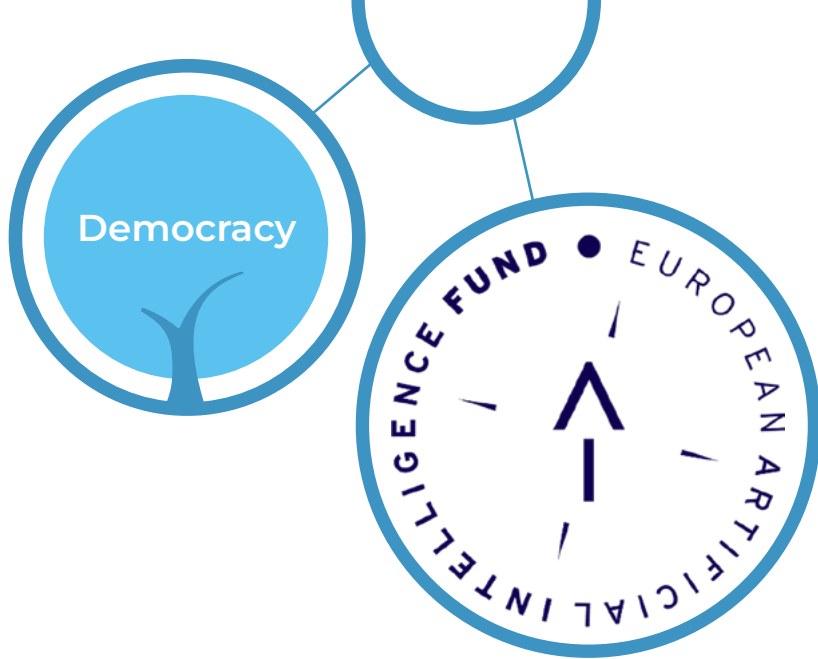


Despite all difficulties, grantee partners remained committed to their work and mission to counter restrictive measures by exposing wrongdoings and engaging with decision-makers. They mobilised when needed, and researched and advocated for a healthier digital sphere with positive and encouraging outcomes.

Building long-term relationships with the organisations Civitates supports, understanding the context they operate in and the challenges they face has been an integral part of Civitates' work to ensure that the Fund can stay flexible and responsive to the specific needs of the partners.







The **European AI Fund** is a philanthropic initiative that aims to shape the direction of Artificial Intelligence in Europe. Its long-term vision is to promote an ecosystem of European public interest and civil society organisations working on policy and technology, based on a diversity of actors and a plurality of goals that represent society as a whole.

## Key trends

Over the next five years, the European Commission has ambitions to forge a plan for **Europe's digital transformation**, including AI. But without a strong civil society taking part in the debate, Europe – and the world – risk missing opportunities to construct a better society and might instead choose a path paved with societal harm. **Civil society's many voices are crucial to this debate** but, since they are outnumbered and out-resourced by large global tech companies, they face a multitude of challenges. Launched in 2020, the European AI Fund aims to build momentum towards a world where AI serves the interests of individuals and society, and where policies and funding regulating AI champion equity, fairness, and diversity as well as democracy and human rights.

## Achievements

Since its inception, the European AI Fund has made great strides and meaningful contributions to the work of more than **20 grantees through two funding rounds**: an open call to strengthen organisational capacity around policy and advocacy, and a Tech and Covid-19 research grant to support organisations monitoring Europe's tech response to the pandemic. As an illustration, partners have analysed the impact of AI on workers' rights and fought for transparency in the use of AI systems by public authorities.



## Looking ahead

As the role of AI across all parts of society continues to evolve and policymakers in Europe and around the globe engage with the topic more intensely, the European AI Fund realizes the **civil society ecosystem must grow** and mature to keep pace. Therefore, the Fund has developed an ambitious agenda and **growth strategy** for its next chapter and continues to refine and expand its funding strategy.

The European AI Fund's trajectory will remain focused on its support to civil society partners, identifying and offering opportunities to new and established actors, and fostering mutual learning across its network of partners. Its strategic objectives have been designed along the following lines:

- Continue to strengthen the policy and advocacy function of the AI and Society ecosystem to make sure civil society is well resourced to advocate on the AI Act and related regulations.
- Make sure other crucial ecosystem functions continue to build up tech capacity so organisations are ready to act as oversight once regulation is in place.
- Support actors that can envision alternative futures for what Europe's digital transformation can look like.
- Bring greater transparency and accountability to the 20 billion euros that Europe plans to invest in AI annually.



## Covid-19

More than two years into the pandemic, it has become evident that the diffusion of technology and norms arising because of our collective societal responses to Covid-19 will have implications for generations to come. Throughout 2021, the European AI Fund has supported organisations and research groups that monitor, document, and critically analyse the role that data, ADM systems and technology more broadly play in Europe's ongoing tech response to the pandemic.

What the Fund's partners are witnessing is not a quantum leap in the use of more sophisticated AI/algorithmic systems but rather a case of **"infrastructure build up"** – that is to say, the piecemeal establishment of digital infrastructures that over time prepares the ground for the rollout of digital technologies, such as digital identity. This build up has not happened evenly or equally across Europe and is more prominent in some areas than others.







The **European Fund for the Balkans** is a joint initiative by three European foundations (Erste Foundation, Robert Bosch Foundation and King Baudouin Foundation) that envisions, runs and supports programmes aimed at strengthening democracy, fostering European integration and affirming the role of the Western Balkans in addressing Europe's emerging challenges.

## Key trends

Challenges on a global scale and within the European Union over the last decade have not helped the democratic and socio-economic transformation of the Western Balkans. Indeed, declines in democracy and the rule of law have been witnessed across the region, in combination with newly emergent nationalism and the halting of the European integration of the Western Balkans. In order to respond to these challenges, the EFB underwent a thorough process of planning a new strategy designed to address these trends for the period 2020-2024.

## Achievements

The new strategy uses EFB's position as a regional actor to develop interventions that build on previous programme results and galvanizes its wide network of partners, stakeholders and beneficiaries. The **Engaged Democracy Initiative (EDI)** was launched in 2020. EDI aims to involve local movements and organizations, researchers, social businesses, engaged citizens and journalists in a horizontal regional network (or "rhizome") for supporting, promoting and pursuing values of openness, solidarity and democracy in societies across the region.

In the same spirit, EFB established the **Response Hub** in 2021 as an instrument of micro-finance support to civic groups, local initiatives, and movements in the Western Balkans. The aim is to provide a flexible response to specific and urgent needs, contribute to impact and sustainability, and empower the movement for accountable institutions and democratic policy processes that defend the public interest.



In terms of policy-related activities, the **Balkans in Europe Policy Advisory Group (BiEPAG)** and its prominent policy researchers from the Western Balkans and the EU came together and published a policy analysis of the evolving landscape with a focus on the Western Balkans in relation to EU integration, elections, civic engagement and conspiracy theories in the region during the pandemic. Furthermore, EFB created the **bee EFB Alumni Network** as an additional instrument to mobilize its alumni community from previous programmes – numbering around 500 well-trained, motivated, skilled individuals in different sectors from all societies in the region.



## Looking ahead

The implementation of the EFB strategy for 2020-2024 will continue to rely on key interventions such as advocacy activities, granting mechanisms, social awareness campaigning, capacity building, networking and coalition building, while specific interventions will build on strategic partnerships. EFB will continue to concentrate on its various work strands: amplifying the exchanges facilitated by the Engaged Democracy Initiative and its Engaged Citizens Platform, the beeEFB Alumni Network and the informal network of ecological organizations that organized Balkans United for Clean Air.

## Covid-19

Despite the disruption caused by the pandemic, EFB adapted quickly with online and hybrid events to be able to continue its mission of bringing citizens of the region together. It was in this context that the Balkans United for Clean Air campaign on air pollution unfolded – and proved to be increasingly relevant as research showed a substantial increase of Covid-related mortality rates in polluted areas. So as to ensure the highest safety for participants, EFB established a health protocol that allowed for some in-person activities and encounters to carry on successfully in the new circumstances. These included the aforementioned EDI convention and a trans-European policy retreat on the challenges of EU expansion to the Western Balkans.



# Social Inclusion

Social cohesion remains a central challenge for our European societies, in which inequalities and diversity have become substantially starker. Covid-19 has hit the most vulnerable groups in health and society hardest. These include the elderly, children, women and migrants.

Improving the social participation and integration of those groups in an age of intersectional crises is essential to the social justice mission that brings collaborative projects together in this area of work. Building an inclusive vision for a future impacted by public health and climate crises will require investment and community mobilization from the local to the transnational level.







**The European Programme for Integration and Migration** is a pooled fund currently supported by 15 partner foundations. EPIM aims to strengthen the role of civil society in building inclusive communities and in developing humane and sustainable responses to migration, based on Europe's commitment to universal rights and social justice.

## ○ Key trends

The EU's principle approach to migration governance in recent years has been characterised by a focus on reducing and deterring so-called "irregular" migration, mainly in response to the high number of refugees arriving between 2015 to 2016, as well as the rise of populism in Europe. In practice, this has resulted in increasingly restrictive security and control-oriented policymaking and practices, such as illegal pushbacks and violence, restricted access to protections, and the expanded use of (de-facto) detention. Such practices have been harmful both for migrants and for local communities in countries of first arrival and transit, as well as destination.

The EU Pact on Migration and Asylum, proposed in September 2020, offers no real change of direction. Building on the attempted reform of the Common European Asylum System back in 2016, its main aim remains to discourage overall irregular migration to the EU. Against the backdrop of an increasing emphasis on stricter migration policies and a tendency to prioritise short-term measures over long-term solutions, supporting civil society organisations (CSOs) in pursuing strategic communications and constructive advocacy on fair and effective alternatives remains at the centre of EPIM's ambitions.



## Achievements

To strengthen the voice of migrant-led organisations in policy-making, EPIM has placed a stronger emphasis on **providing support to migrant-led initiatives**. In 2019, EPIM co-funded the first European Summit of Refugees and Migrants, which culminated in the creation of a European Coalition of Migrants and Refugees. In 2020, EPIM provided a grant to two migrant-led organisations (The Young Republic and Voices of Young Refugees in Europe) to boost the direct and meaningful participation of migrant youth advocates in European policy making processes that concern them. In April 2021, EPIM co-organised a learning session on enhancing the space for migrant-led advocacy.

**EPIM support enabled CSOs to effectively address migrants' access to rights.** For example, EPIM's simultaneous support of the Border Violence Monitoring Network (BVMN) and the initiative Protecting Rights at Borders (PRAB) has contributed to momentum at both the EU and UN levels around pushback practices. In 2020, the European Commission committed to publishing a new Communication on the 2004 Citizens' Rights Directive to address existing gaps, based on sustained advocacy by the European Citizen Action Service and other EPIM grantees. Similarly, the EPIM-funded Migrant Rights Centre Ireland successfully advocated for the launch of a scheme to regularize thousands of undocumented migrants and their families living in Ireland.

**EPIM has created new pathways to enhance flexibility in its grant-making.** At programme level, EPIM introduced Opportunity Funds as a new funding mechanism, enabling the provision of more timely and effective responses to emerging needs and opportunities. Within this framework, EPIM was able to set up a Greek Emergency Response Fund in 2020 to quickly and flexibly respond to challenges faced by CSOs and migrants in Greece. At thematic fund level, EPIM piloted an opportunity-driven call for proposals under the Asylum Fund and introduced an opportunity-driven mechanism into the 2022-2024 strategy on Shaping the Future of European Migration Governance.

**EPIM has acted as a convener and bridge-builder between different actors tackling common challenges.** For example, EPIM has contributed to enhancing coordination between CSOs active at the Poland-Lithuania-Belarus border, and at EU level to strengthening their humanitarian support, legal aid and joint advocacy actions. Similarly, EPIM organized an informal exchange with representatives from UNHCR and the Afghan diaspora in Europe to better understand where philanthropic engagement on this issue could be meaningful. EPIM followed up by connecting civil society partners and delivered a grant to Safe Passage International to facilitate family reunification pathways for Afghans.



## Looking ahead

The current migration landscape has raised questions around how EPIM can play a more meaningful role in supporting CSOs where it matters most. With the closure of 2021, a door opened to a year of strategic reflection on how to achieve the ambition of a nimbler and more intentional philanthropic collaborative that is better able to respond to tomorrow's migration and inclusion challenges.

As part of its reflections, EPIM will a) seek to more clearly define why, how and when it aims to distribute its opportunity-driven funding to civil society organisations; b) further consider how to be more intentional and comprehensive about geographic representation and engagement in its grant-making; c) reflect how to better engage with international and global stakeholders to create alliances and scale efforts on common topics of interest; d) further assess how EPIM's convening role can become more intentional, strategic and embedded in its core activities; and e) reflect on how to reduce and streamline EPIM's thematic priorities, in order to increase chances to scale efforts and create systemic change.

## Covid-19

Covid-19 has meant a major disruption to the funding and operational models of CSOs. Given the circumstances, the EPIM team dedicated a lot of effort to supporting grantees and other CSOs in rethinking their originally planned activities. Furthermore, **EPIM introduced a Covid-19 Response Fund** to support European CSOs in adjusting their service provision and advocacy to the new circumstances under Covid-19. For example, an EPIM grant enabled Lesbos Solidarity to offer a space for people living in refugee camps to quarantine or isolate, while New Women Connectors addressed the psycho-social impact of Covid-19 for migrant women and promoted gender-sensitive responses to the pandemic.

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TransForm, the **Transnational Forum on Integrated Community Care**, is a collaborative partnership of foundations from across Europe and Canada who share the vision of integrated, community-based care. Integrated community care (ICC) is both a set of guiding principles and a movement towards better health and care systems.

## ○ Key trends

Despite the enormous strain that the Covid-19 crisis has placed on our communities and health and care systems, it has also showcased the **effectiveness of integrated community care principles** in practice. **Community-driven initiatives have been at the forefront of reaching and serving those most in need.** In line with this philosophy, integrated community care seeks to place people and communities at the centre of policy- and decision-making on health and well-being, with special attention paid to vulnerable and marginalised groups. Hence this period brings an unprecedented opportunity to drive progress and innovation in our health and care systems and to place integrated community care practices at the forefront.

## ○ Achievements

In collaboration with its growing coalition of practitioners, researchers and advocates, TransForm has worked to assemble **national delegations of advocates** from across disciplines and backgrounds. In 2019, they participated in two international conferences (in Turin and Vancouver), and an expert workshop in Brussels. TransForm also developed over [30 case studies and approaches](#) to integrated community care which capture a diversity of promising practices aligned with ICC's principles. Against this background of different operationalizations of ICC, it was key for TransForm to come up with a core strategy that encapsulates the vision of Integrated Community Care: [ICC4All: Seven Principles for Care](#).

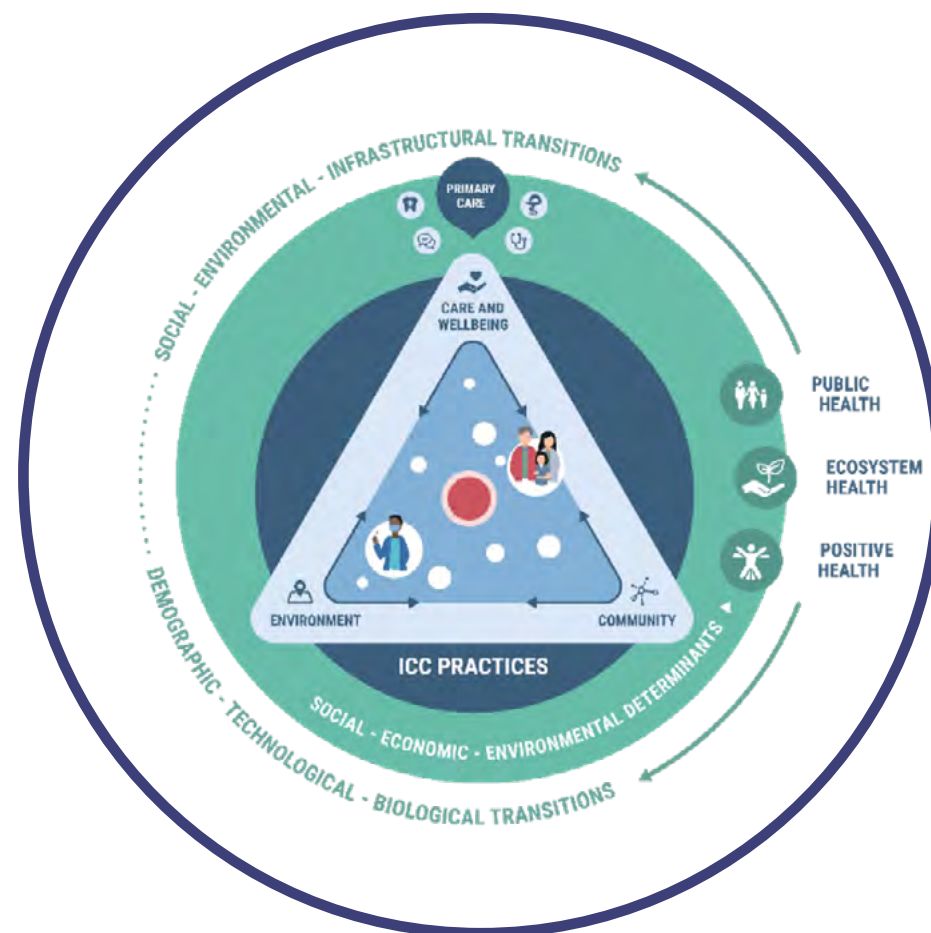


## Looking ahead

As an international learning coalition, and through its **Changemakers Forum**, TransForm continues to explore how these principles manifest in existing and emerging practices that advance ICC across Europe and Canada. This year, TransForm aims to seize opportunities for strategic communications on ICC. The **TransForm Conference in 2022** will be organized back-to-back with the annual conference of the European Forum for Primary Care, which is this year titled “Integrated Community Care: a new opportunity for Primary Care”. The two will take place in Ghent on September 27-28, 2022.

## Covid-19

Work around issues such as funding sustainability, evaluation and advocacy was derailed in 2020-21 due to Covid-19, leaving both foundations and national delegations with a sense of stagnation. Hence, the dissemination of TransForm’s work should continue more widely in the near future, especially among decision-makers at the international (EU) and policy level. Due to the limitations inherent in electoral cycles, TransForm struggles with the need to find champions among policy makers and keeping them engaged.







The **European Foundations' Initiative on Dementia** was built on a European partnership of foundations and their community partners which share the belief that it is necessary to put people's life goals at the centre of health and care interventions if we are to build inclusive communities for all. Since its creation, EFID has been "about care, not cure". EFID closed at the end of 2020.

## ○ Key trends

When diagnosed with dementia at the age of 57 in 2006, Agnes felt disempowered and lost. With no job, no purpose, no cure or treatment, Agnes became a passive member of society with no identity. "Is this part of the diagnosis or society's reaction to dementia?" Agnes asked at a past EFID conference. **Over the past decade**, EFID has worked to **support the empowerment of local communities** and their citizens to improve the lives of people like Agnes. Since then, high-level recognition of the issue of dementia in the EU has provided further impetus for change. Across Europe today, almost 10 million people are affected by the disease.

## ○ Achievements

EFID supported the scaling up and deepening of the concept of "dementia-friendly" communities through its network of 33 EFID awardees across Europe (including Eastern Europe). This included countries with very different cultures and sometimes very different approaches to dementia. The **European nature of EFID** was felt to be of particular importance by EFID awardees: being recognized by an international award confers legitimacy on what are often small organisations, their activities and ways of working. This in turn helps them seek further recognition or financial support, especially from public authorities.



## Looking ahead

A comprehensive and coordinated response to dementia requires collaboration among all stakeholders to improve prevention, risk reduction, diagnosis, treatment and care. The current Covid-19 crisis amplifies the need for a holistic approach to health and wellbeing. It is essential that decision makers, in collaboration with the local community, commit to ensuring adequate services and support to people living with dementia. Drawing from its work and the 7 effectiveness principles of Integrated Community Care (ICC),<sup>3</sup> EFID identified the principles essential to building inclusive communities for all, with a special focus on people living with dementia. While EFID ended officially in 2020, the program will rely on **furthering its legacy** through the Integrated Community Care movement, focusing on how to work with people with dementia.

## Covid-19

The measures linked to the Covid-19 pandemic have heavily impacted people living with dementia, and the EFID network has mobilized to find ways to break their isolation and maintain their quality of life. EFID pays sincere tribute to the dedication of all the community workers who have worked – and continue to work – relentlessly to bring them care and emotional support.

The October 2020 **“Spreading a Legacy for the Future” EFID Awards** recognized nine initiatives which specifically found solutions to the challenges created by the pandemic. Awardees were chosen for their ability to adapt creatively – to improve the lives of informal carers assisting their relatives, reduce condition declines due to lack of stimulation, and defend and improve the lives of people living with dementia at home and in nursing homes.

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ICC 4all: New Principles for Care. A strategy paper to move ICC forward, TransForm, March 2020  
<https://transform-integratedcommunitycare.com/integrated-community-care/>







## ○ Key trends

Gender equality has historically been underfunded in Europe. On average, organisations working on gender equality in Europe have budgets of around 50,000 euros per year and rely mainly on volunteer staffing, thus falling through the cracks of both national subsidies and European funding mechanisms. During the Covid-19 crisis, women – especially those living in the most vulnerable situations were overwhelmingly represented in the first wave of infections.

To address those long lasting and emerging challenges, the Alliance was launched mid-2021 for an initial period of three years.

## ○ Achievements

In September 2021, the Alliance launched its first call for proposals, the **2021 Covid Fund for Solidarity**. This fund is now supporting **13 small frontline organisations from ten different countries** across the European Union through 2022 with core or project funding varying between 30,000 and 50,000 euros. These organisations work on a variety of issues such as violence against women, health and social protection, access to education and training, and access to economic resources and entrepreneurship. Specific examples include support services for women victims of domestic violence in Hungary, self-led advocacy from refugee women in Germany, grants to feminist social entrepreneurs in Spain and the empowerment of Roma activists in Latvia.

The **Alliance for Gender Equality in Europe** aims to support progress in the areas of gender equality and women's rights in Europe. It currently unites the Fondation CHANEL, Fondation l'Oréal and the King Baudouin Foundation.



## Looking ahead

The Covid-19 crisis is expected to further impact gender equality. Three quarters of European countries have registered an increase in access to gender-based violence services. In some parts of Europe, strong anti-gender movements have gained ground. For example, in 2020 Poland nearly adopted a ban on abortion. Against this background, the Alliance is working to **elevate gender equality in Europe** within the philanthropic community, by seeking to attract new partners and leverage more funding.

## Covid-19

The Alliance designed its first funding mechanism as an emergency fund in reaction to Covid-19. If the idea of the Alliance originated before the Covid pandemic, the current period opens a window of opportunity to raise awareness and address gender inequalities throughout Europe. For some years, progress has been made on gender equality. Efforts will be made so that these gains are not wiped out by the consequences of the current health crisis and that, on the contrary, more political wins are recorded.







**Fair Energy Transition for All (FETA)** is a consortium of European foundations that came together in 2020 to launch a process of actively listening to economically vulnerable people across nine European countries. FETA's aim is to better understand the impact of the energy transition, as well as to help national and European policy makers develop energy transition measures that are fair for all.

## Key trends

The rapid warming of our climate is one of the strongest reasons for European governments to swiftly reduce energy-related greenhouse gas emissions. Ensuring carbon-free energy supply in European countries, however, carries considerable potential for economic and social conflict.

The energy transition requires policy measures that impact housing, energy, transport and other aspects of our everyday lives. **Socially and economically disadvantaged groups are most affected by the impact of climate policies** – such as rising fuel taxes or the closure of coal mines. Many vulnerable people feel alienated by climate policies, which are perceived as an elitist issue. These groups' perspectives and ideas need to be considered in the development of climate policies in order to ensure more widespread public acceptance and a comprehensive response to their distributional impacts.

## Achievements

In collaboration with its local partners in the nine participating countries, FETA has developed and tested a methodology and tools to reach out to vulnerable people. **Focus groups with 830 vulnerable** people were held in late 2021 and early 2022. Based on these results, FETA initiated **a dialogue phase with 200 experts** at national and EU levels to develop draft policy recommendations. In addition, together with the European Policy Center, FETA established an EU task force to open discussion with EU policy-makers in a kick-off meeting.



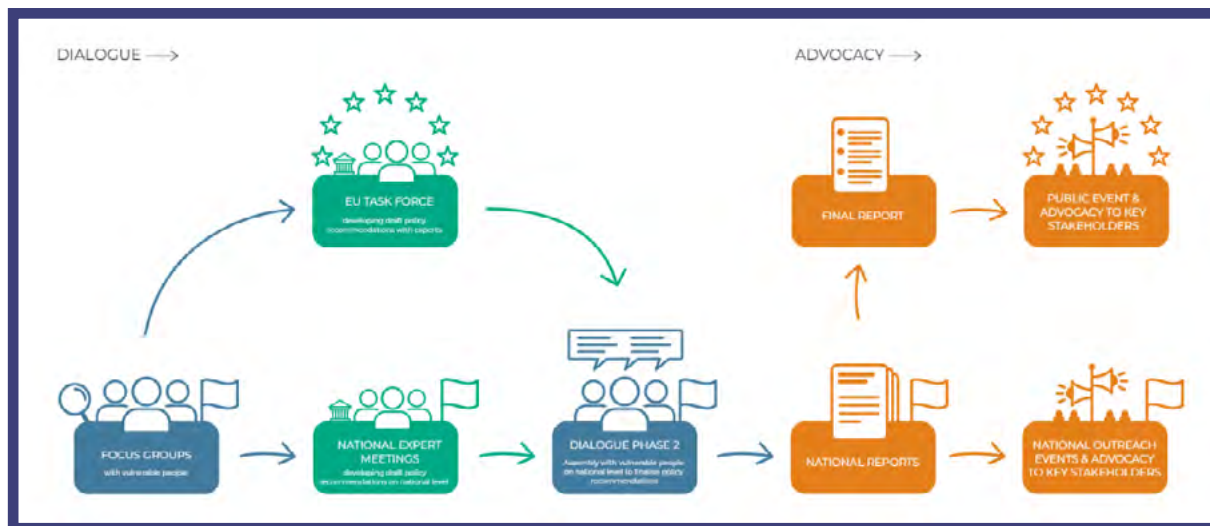
## Looking ahead

Following national forums and meetings that aim to consolidate the initial results, final recommendations will be published in September 2022. For increased outreach, a final event is planned at the EU level, coupled with advocacy efforts in the participating countries.

An evaluation process was set up at the beginning of the project. Through it, FETA seeks to capitalize on its experience by developing a methodology tool for reaching out to the most vulnerable groups in society during policy development processes. The evaluation report is expected in December 2022.

## Covid-19

It has been a major challenge to mobilize local organizations and vulnerable people in the context of the Covid-19 pandemic. FETA tested an online version of the focus groups with citizens from Belgium, Germany and Denmark. While it unfolded well, it could not guarantee the successful participation of around one thousand citizens across Europe. Therefore, it was decided to stick to an offline format and postpone the start of the in-person focus groups by six months.





# International Development

International development brings collaborative projects with an international remit together at NEF. This area of work is characterized by a diversity of themes on philanthropic engagement. For example, foundations come together through the Joint Action for Farmers' Organisations in West Africa (JAFOWA) to support a strong and equitable farmers' movement in West Africa.



**JAFOWA**

Joint Action for Farmers' Organisations in West Africa



**The Evaluation Fund**

Reducing Violence Against Children



Privatisation in Education  
and Human Rights  
Consortium





The **Joint Action for Farmers' Organisations in West Africa** (JAFOWA) envisions and supports a strong, dynamic, inclusive and equitable farming movement in West Africa. By enabling the organisation of smallholder farmers and pastoralists to create and manage local food systems, the programme benefits families and communities in their region, supports ecologically sustainable farming practices and promotes the leadership of women and youth.

## Key trends

In 2019, JAFOWA shifted its focus by launching **a new call for proposals** dedicated to the **agroecological transition in Burkina Faso and Senegal**.

JAFOWA also supports its partners in **the fight against gender inequalities**, which plays an essential role in the agroecological transition. Following a gender-focused diagnosis of interested farmers' organisations in 2021, JAFOWA is looking to amplify the gender equality strategies of its partners.

## Achievements

**Eight multi-annual projects** are underway in Burkina Faso and Senegal. They are led by farmers' organisations of varying sizes – from the communal to the national level – which are working in partnership with other actors in the territorial development or agricultural sector, such as local and international NGOs, research institutes, local authorities and government services.

To facilitate the sharing of experiences, **JAFOWA organised several workshops** structured around the themes of project design, monitoring and evaluation, and exchanges on agroecological practices, with a focus on access to bio-inputs and marketing strategies. These practices will be further capitalized on in 2022.



In addition, JAFOWA is working with a Senegalese expert to set up a support and training system to strengthen the administrative and financial capacities of the partner farmer organisations.

## ○ Looking ahead

The end of 2021 prompted reflection on the added value and positioning of the programme in the evolving context of the agroecological transition in West Africa. Based on this upcoming analysis, JAFOWA will launch a new cycle of multi-annual projects for the 2022-2024 period. As in the past, **JAFOWA will** work in ways which complement the work of other actors and **strengthen its alliances** with actors working on the agroecological transition in Burkina Faso and Senegal, as well as at the broader West African regional level.

As mentioned above, JAFOWA seeks to support its farmer organisation partners in advancing their strategies to achieve gender equality. This exercise brings about the need to clarify and consolidate JAFOWA's own gender-equality approach at the programme level. Work at both the programme and at the partners level will continue in the coming months.

## ○ Covid-19

The impact of the pandemic on agricultural activities was limited in Senegal and Burkina Faso, at least in the areas and sectors covered by the projects. During this period, JAFOWA continued to maintain relationships with its partners. By relying on local expertise, it was possible to organise field visits.



Due to some operational delays, JAFOWA granted no-cost extensions to the organisations that requested one. In addition, JAFOWA tested the opportunity to develop additional support measures that could have been required during the pandemic. In this case, the partners did not express specific needs.





The **Evaluation Fund: Reducing Violence Against Children**, supports high quality evaluations of childhood violence programmes. Since 2011, the Evaluation Fund has supported 22 studies in 18 low- and middle-income countries that build the evidence base for what works to prevent violence against children across diverse countries and contexts.

## Key trends

Since the inception of the Evaluation Fund in 2011, the field of violence prevention has greatly changed. Today, there is no longer a significant gap in evidence for violence prevention. However, there **remains a gap** in how **this research is translated into policy reform and practice on the ground**. In the last few years, there has been a major push by research institutes and funding agencies alike to tighten the pipeline between evidence and action. This requires research to be designed differently: it must be developed by local actors embedded in the contexts in which change is sought; it must be drafted with the end-user in mind – and at the table; and it must involve a continuous collaboration beyond the research team that meaningfully includes policy-makers and practitioners in order to ensure that findings are relevant to those actors they are seeking to influence.

## Achievements

In 2019, the Evaluation Fund launched its **Call for Proposals** which provided a geographic focus (Tanzania and Uganda) and required all projects to be locally led, meaning that both research teams and practitioner organisations were based in-country. This helped to address certain aspects of localization, but evidence of turning evidence into action was still unclear. Over the last two years, the Evaluation Fund has implemented a **robust capacity building programme** to support the current cohort of researcher-practitioner partnerships, to unders-



tand the pathways for research uptake and to develop project-specific research uptake plans. Through an accompaniment programme that was co-led by a locally based research uptake expert and a trained facilitator, the Evaluation Fund supported **eight online workshops** and countless one-to-one mentorship sessions for grantee partners.

## Looking ahead

The Evaluation Fund is approaching the end of its funding cycle (in June 2022) and is beginning to sunset. Over the coming months, the Evaluation Fund will be publishing **several learning documents** to support the wider field of violence prevention. These will include lessons on commissioning, designing and implementing rigorous evaluations in complex settings; what it takes to strengthen the evidence to action pipeline, and research uptake; a collection of proven solutions for what works to prevent violence against children; and a summary of lessons learned on setting up stand-alone evaluation funds. The hope is to disseminate these resources widely – including through conferences, events and webinars taking place in 2022.

## Covid-19

The Covid-19 pandemic significantly derailed project timelines as parenting programmes and school interventions could not be implemented until late 2021. This put a financial strain on many partners, who experienced turnover and challenges maintaining partnerships as lockdowns continued in East Africa. With a two-year delay, projects are currently finalizing reports and generating their findings. The Evaluation Fund remained flexible with grantees as they made changes to their research design and budgets to adapt to the changing situation. If anything, the Covid-19 pandemic has accentuated the need to address violence against children, which saw a global rise during the first lockdown.







**The Privatisation in Education and Human Rights Consortium** (PEHRC) is an informal network of national, regional and global organisations and individuals who collaborate to analyse and respond to the challenges posed by the rapid growth of private actors in education from a human rights perspective, and to propose alternatives. The network is currently made up of 145 members from 85 organisations and 40 different countries, including national, regional and global education coalitions, national and international non-governmental organisations, academics, foundations, unions, parent associations and students.

## Key trends

PEHRC emerged out of the need to monitor trends around privatisation in education and ensure compliance with the right to education. It does this **by mobilising and coordinating efforts at the local, national, regional and global levels**. Through a flexible and informal network that has been working together for over six years now, numerous coordinated efforts to claim the right to education are underway.

## Achievements

Milestones in PEHRC's work include the adoption of the **Abidjan Principles on the right to education** (after a three-year consultation process), the publication of a set of positive public education case studies and policy briefs laying out alternative policies, and key policy changes at global institutions – including the Global Partnership for Education, the European Parliament and the World Bank Group, as well as at the national level.

The network has been developing a set of activities with a view to increase its policy footprint: releasing joint statements to raise concerns to policy makers and governments, expanding tools and increasing opportunities to convene members, developing initia-



tives to increase knowledge sharing, and finally, building connections with other public sector movements, academics and students to participate in the wider ecosystem of actors working to strengthen public sector services.

## Looking ahead

The Covid-19 crisis provided an opportunity **to make visible the importance of stable, quality public schools**, and increased demand from people for free, quality public services. It has also led to increased momentum to working collectively across other public services facing similar challenges, and to seeing measures being implemented to regulate private actors in the public sphere. Covid-19 has highlighted the importance of stable, well-funded, free, public and inclusive education systems that meet human rights standards, and emphasized the important role of public authorities. By campaigning at different levels and through different voices, PEHRC plans to increasingly participate in the wider ecosystem, working towards strengthening public sector services.

## Covid-19

Since the start of the Covid-19 pandemic, concerns have been raised regarding the risk of public education systems on the brink of collapse being co-opted by private actors, as well as the risk of a reduction in public spending leading to the unchecked promotion and expansion of private sector provision of services and products. Increases in the control exerted by tech companies and corporations risks widening the digital divide and exacerbating existing and novel inequalities for marginalised students, leading to further rises in inequality and poverty. As a result, since the start of the pandemic, the network has set up focus groups to monitor specific concerns, such as the increased digitalisation of education and its effect on access.





# Governance and Administrative Report

## NEF Board of Directors

**Chair - Luc Tayart de Borms**

Managing Director, King Baudouin Foundation

**Vice-Chair - Franz Karl Prüller**

Senior Advisor to the Board, ERSTE Stiftung

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**Secretary - Rui Esgaio**

Secretary General, Calouste Gulbenkian Foundation

**Member - Alexandre Giraud**

Director of Programmes, Fondation de France

**Member - Sandra Breka**

CEO, Robert Bosch Stiftung GmbH

**Member - Saskia van den Dool**

Managing Director, Adessium Foundation

**Member – Ex officio - Peggy Säiller**

Executive Director, NEF

## Articles of Association

No change during the reporting period



# Annual accounts - Balance sheet

| ASSETS                                  | 2019             | 2020             | 2021              | LIABILITIES                           | 2019             | 2020             | 2021              |
|---|------------------|------------------|-------------------|---------------------------------------|------------------|------------------|-------------------|
| <b>FIXED ASSETS</b>                     | <b>743</b>       | <b>60</b>        | <b>60</b>         | <b>EQUITY</b>                         | <b>1 563 227</b> | <b>1 956 860</b> | <b>2 072 017</b>  |
| <b>EQUIPMENT</b>                        | <b>683</b>       | <b>0</b>         | <b>0</b>          | <b>CAPITAL</b>                        | <b>150 000</b>   | <b>150 000</b>   | <b>150 000</b>    |
| Equipment                               | 34 757           | 3 502            | 3 502             | Starting funds                        | 150 000          | 150 000          | 150 000           |
| Equipment depreciations                 | -34 074          | -3 502           | -3 502            |                                       |                  |                  |                   |
|   |                  |                  |                   | <b>RESERVES</b>                       | <b>877 088</b>   | <b>1 027 088</b> | <b>1 077 088</b>  |
| <b>FURNITURE</b>                        | <b>0</b>         | <b>0</b>         | <b>0</b>          |                                       |                  |                  |                   |
| Furniture                               | 24 128           | 31 255           | 31 255            | General reserve                       | 305 629          | 305 629          | 305 629           |
| Furniture depreciations                 | -24 128          | -31 255          | -31 255           | Social reserve                        | 111 459          | 111 459          | 111 459           |
|   |                  |                  |                   | Funds Reserves                        | 0                | 0                | 0                 |
|   |                  |                  |                   | Epim social reserve                   | 460 000          | 460 000          | 460 000           |
|   |                  |                  |                   | Civitates social reserve              | 0                | 150 000          | 200 000           |
| <b>CASH GUARANTEES</b>                  | <b>60</b>        | <b>60</b>        | <b>60</b>         | Alliance Guarantee Fund Reserve       | 0                | 0                | 0                 |
|   |                  |                  |                   |                                       |                  |                  |                   |
|   |                  |                  |                   | <b>ACCUMULATED RESULTS</b>            | <b>536 139</b>   | <b>779 772</b>   | <b>844 929</b>    |
| <b>CURRENT ASSETS</b>                   | <b>5 626 376</b> | <b>8 651 631</b> | <b>11 043 964</b> | <b>CURRENT LIABILITIES</b>            | <b>4 063 893</b> | <b>6 694 830</b> | <b>8 972 007</b>  |
| <b>DEBTORS</b>                          | <b>231 136</b>   | <b>404 224</b>   | <b>1 239 171</b>  | <b>SUPPLIERS AND COMMERCIAL DEBTS</b> | <b>515 171</b>   | <b>191 287</b>   | <b>1 330 776</b>  |
| <b>ACCOUNTS RECEIVABLE</b>              | <b>40 221</b>    | <b>6 813</b>     | <b>6 412</b>      | <b>OTHERS DEBTS</b>                   | <b>0</b>         | <b>3 614</b>     | <b>1 381</b>      |
|   |                  |                  |                   |                                       |                  |                  |                   |
|   |                  |                  |                   | <b>FISCAL AND SOCIAL DEBTS</b>        | <b>100 674</b>   | <b>125 496</b>   | <b>150 815</b>    |
| <b>BONDS, SECURITIES &amp; DEPOSITS</b> | <b>415 473</b>   | <b>748 274</b>   | <b>948 274</b>    | Taxes                                 | 0                | 0                | 0                 |
|   |                  |                  |                   | Social charges and wages              | 100 674          | 125 496          | 150 815           |
| <b>CASH &amp; BANK</b>                  | <b>4 937 033</b> | <b>7 479 083</b> | <b>8 832 272</b>  |                                       |                  |                  |                   |
| <b>ACCRUED INCOME</b>                   | <b>0</b>         | <b>0</b>         | <b>0</b>          | <b>ACCRUALS AND DEFERRED INCOME</b>   | <b>3 448 047</b> | <b>6 374 433</b> | <b>7 489 035</b>  |
|   |                  |                  |                   | Deferred charges                      | 20               | 2073,43          | 953               |
| <b>DEFERRED CHARGES</b>                 | <b>2 513</b>     | <b>13 238</b>    | <b>17 835</b>     | Deferred income                       | 60 000           | 0                | 0                 |
|   |                  |                  |                   | Funds projects to carry forward       | 3 388 027        | 6 372 360        | 7 488 082         |
| <b>TOTAL ASSETS</b>                     | <b>5 627 119</b> | <b>8 651 691</b> | <b>11 044 024</b> | <b>TOTAL LIABILITIES</b>              | <b>5 627 119</b> | <b>8 651 691</b> | <b>11 044 024</b> |



# Annual accounts - Profit and loss statement

| INCOMES                          | 2019             | 2020             | 2021              |
|----------------------------------|------------------|------------------|-------------------|
| MEMBERSHIP FEES                  | 174 804          | 175 639          | 173 727           |
| RECUP. NEF STAFF COSTS           | 694 833          | 712 092          | 771 320           |
| FINANCING OF PROJECTS            | 7 114 417        | 7 094 073        | 9 228 768         |
| COST CONTRIBUTIONS FROM PROJECTS | 140 237          | 155 738          | 196 400           |
| OTHER OPERATING ITEMS            | 3 690            | 0                | 0                 |
| FINANCIAL INCOME                 | 479              | 166 884          | 958               |
| EXCEPTIONAL ITEMS                | 474              | 870              | 0                 |
| <b>TOTAL INCOMES</b>             | <b>8 128 934</b> | <b>8 305 295</b> | <b>10 371 173</b> |

| EXPENDITURES                         | 2019             | 2020             | 2021              |
|--------------------------------------|------------------|------------------|-------------------|
| <b>RUNNING COSTS</b>                 | <b>93 566</b>    | <b>68 329</b>    | <b>100 379</b>    |
| RENT                                 | 18 348           | 12 714           | 12 714            |
| STATIONARY & OFFICE MATERIALS        | 1 597            | 1 593            | 2 893             |
| POSTAL CHARGES                       | 1 194            | 340              | 233               |
| COMMUNICATION                        | 1 469            | 1 126            | 1 694             |
| COSTS SOCIAL SECRETARIAT             | 5 156            | 4 787            | 3 331             |
| INSURANCE                            | 1 577            | 2 184            | 8 687             |
| TRAVEL COSTS                         | 6 488            | 1 003            | 1 854             |
| LUNCH/ACCOMMODATION COSTS            | 2 690            | 901              | 1 755             |
| MEETING COSTS                        | 3 853            | 675              | 302               |
| PUBLICATIONS                         | 10 000           | 10 838           | 16 230            |
| CONSULTANCY FEES & SERVICE PROVIDERS | 35 832           | 27 236           | 38 254            |
| NEF ALL POOLED FUND MEETING          | 0                | 0                | 4 656             |
| OTHER COSTS                          | 5 362            | 4 931            | 7 776             |
| <b>STAFF (INCL. SOCIAL CHARGES)</b>  | <b>892 311</b>   | <b>896 169</b>   | <b>971 335</b>    |
| <b>DEPRECIATIONS</b>                 | <b>683</b>       | <b>683</b>       | <b>0</b>          |
| <b>PROVISIONS</b>                    | <b>0</b>         | <b>0</b>         | <b>0</b>          |
| <b>PROJECT COSTS</b>                 | <b>7 114 417</b> | <b>7 094 074</b> | <b>9 228 768</b>  |
| <b>FINANCIAL COSTS</b>               | <b>-676</b>      | <b>2 408</b>     | <b>5 535</b>      |
| <b>TOTAL EXPENDITURES</b>            | <b>8 100 301</b> | <b>8 061 662</b> | <b>10 306 017</b> |

|                           |               |                |               |
|---------------------------|---------------|----------------|---------------|
| <b>PROFITS/LOSSES (*)</b> | <b>28 633</b> | <b>243 634</b> | <b>65 156</b> |
|---------------------------|---------------|----------------|---------------|